



Neighbourhoods and Environment Scrutiny Committee

Date: Wednesday, 10 February 2021
Time: 2.00 pm
Venue: Virtual Meeting - Webcast at -
<https://vimeo.com/507032360>

There will be a private meeting for Members only at 11am, Monday 8 February 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 - 16

To approve as a correct record the minutes of the meeting held on 13 January 2021.

5. Neighbourhoods Directorate Budget Proposals 2021/22

17 - 36

Report of the Strategic Director (Neighbourhoods)

This report provides an updated Neighbourhoods Service 2021/21 budget and sets out the proposed savings proposals, this reflects any feedback from both the November and January Scrutiny committee.

6. Homelessness Directorate Budget and Savings Options 2021/22

37 - 56

Report of the Director of Homelessness

This report provides the high-level budget context and priorities for Homelessness across 2021/22 and is an update to the report presented to Neighbourhoods and Environment Scrutiny 13 January 2021, which has been used for the development of savings proposals 2021/22 and investment requirements to fund population driven and other budget pressures.

7. Manchester City Council Climate Change Action Plan 2020-25

57 - 108

Report of the Deputy Chief Executive and City Treasurer

The Council declared a Climate Emergency in July 2019 and developed a Climate Change Action Plan which was approved by Executive in March 2020. This report provides an update on the significant progress that has been made in delivering the Plan over the last 10 months despite the challenges posed by the COVID-19 pandemic. Appendix 1 includes a detailed update on all the actions contained within the Plan with data and visual images where available.

8. Overview Report

109 - 120

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
Chief Executive
3rd Floor, Town Hall Extension,
Lloyd Street
Manchester, M60 2LA

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, 2 February 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 13 January 2021

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, Razaq, White and Wright

Apologies: Councillors Sadler and Whiston

Also present:

Councillor Murphy, Deputy Leader

Councillor Akbar, Executive Member for Neighbourhoods

Councillor Rahman, Executive Member for Skills, Culture and Leisure

Councillor Stogia, Executive Member for Environment, Planning and Transport

NESC/21/01 Minutes

Decision

To approve the minutes of the meeting held on 2 December 2021 as a correct record.

NESC/21/02 Neighbourhoods Directorate Budget Proposals 2021/22

The Committee considered the report of the Strategic Director (Neighbourhoods) that provided a further update to the Scrutiny committee on the savings proposals being proposed as part of the 2021/22 budget process and reflected any feedback from the November Scrutiny committees. The savings proposals would be considered by all six Scrutiny Committees for those areas within their remit, prior to going out to public consultation.

The Committee was invited to consider and comment on the savings proposals identified prior to being considered by Executive.

The main points and themes within the report included: -

- Funding announcements in the government's spending review on 25 November 2020 and provisional local government finance settlement on 17th December 2020 suggested the Council would not be facing the worst-case scenario for 21/22, which was a shortfall of around £100m;
- It was now expected that savings in the region of £50m, as previously identified, would be sufficient;

- Providing a further update to the Scrutiny committee on the savings proposals being proposed as part of the 2021/22 budget process and reflected any feedback from the November Scrutiny committees;
- Savings within the overall Neighbourhoods directorate included proposals of £7.376m requiring an FTE (full-time equivalent) 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;
- Charging residents for replacement waste bins would not be considered for 2021/22;
- Outlining the Budget Savings Proposals; and
- Noting that as part of implementing the savings proposals an Equality Impact Relevancy Assessment would be undertaken for each of the proposals.

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

- Welcoming the withdrawal of the option to charge residents for the replacement of waste bins;
- Further information was requested on the proposals for the animal welfare service;
- Stating that the Government had failed to fund local authorities appropriately over many years and had failed to reimburse Councils for the additional financial pressures incurred as a result of COVID-19; and
- Further information was sought on the reported introduction of new charges for providing advice to businesses.

The Deputy Leader stated that he agreed with the comments from the Members regarding the ongoing failure of the Government to adequately fund the Council. He stated that rather than fairly fund services they were relying on Councils to introduce a rise in the Council Tax charge. He stated this was a punitive and regressive approach adopted by the Government. He stated that despite this the Council remained committed to delivering the best services on behalf of the residents of the city with the funds that were available.

In regard to the removal of any proposal to charge residents for the replacement of waste bins in this round of budget considerations, the Executive Member for Neighbourhoods stated that the importance of this was recognised and how this contributed to the Councils recycling targets and the impact on the levels of flytipping. He stated that whilst any cuts to services were always unpalatable, he expressed caution that this option may need to be revisited in future years budget considerations, adding that the Committee would be kept informed of any future proposals.

The Head of Compliance, Enforcement and Community Safety stated that if the animal welfare service proposal was agreed, work would be progressed to develop a service specification prior to the tendering of this contract.

The Head of Compliance, Enforcement and Community Safety also provided examples of the type of opportunities that existed to generate revenue through providing advice to businesses e.g. in respect of a food business providing a pre-

inspection visit to advise on measures needed to ensure compliance before the official inspection and rating.

The Chair stated that an audit of all road safety measures around schools should be undertaken and capital funding be used to fund the delivery of appropriate signage and road markings to improve road safety around all Manchester schools where any deficiencies were identified.

Decision

The Committee;

1. Endorse the savings proposals identified to the Executive;
2. Recommend that the Executive Member for Environment, Planning and Transport considers undertaking an audit of all road safety measures around schools and capital funding be used to fund the delivery of appropriate signage and road markings to improve road safety around all Manchester schools where any deficiencies are identified.

NESC/21/03 Homelessness Directorate Budget and Savings Options 2021/22

The Committee considered the report of the Director of Homelessness provided the high level budget context and priorities for Homelessness across 2021/22 and the feedback from the budget conversation, which had been used for the development of savings options 2021/22 and investment requirements to fund population driven and other budget pressures

The Committee was invited to consider and comment on the savings proposals identified prior to being considered by Executive.

The main points and themes within the report included: -

- Funding announcements in the government's spending review on 25 November 2020 and provisional local government finance settlement on 17th December 2020 suggested the Council would not be facing the worst-case scenario for 21/22, which was a shortfall of around £100m;
- It was now expected that savings in the region of £50m, as previously identified, would be sufficient;
- The overall approach to the budget strategy had been to align with the 4 key strategic aims of the service 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 had been to contain the cost of rising need for temporary accommodation within available resources whilst also prioritising resources towards service developments that would achieve the service's priority to prevent and reduce the incidence of homelessness;
- Noting that the greatest risk for the priorities of the service and the budget strategy was the continuing rise in need which was likely to be exacerbated by the impact of Covid-19 and the uncertainty of short term funding;

- The Service Transformation Programme would form the core of the approach to tackling and reducing homelessness over the next three years. It would be the framework in which reductions in temporary accommodation and rough sleeping would be achieved through a radical reorganisation of the Homelessness Service and its activities.
- Savings Options and Proposals; and
- Workforce Impact.

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

- What was the impact of recent changes to the lifting of the restriction on evictions in the Private Rented Sector, introduced as a result of COVID-19 on homelessness services;
- Consideration should be given to providing in-house temporary homelessness accommodating as this would allow for better control of quality and management;
- Further information was sought on the delivery of the A Bed Every Night (ABEN) scheme;
- Noting the Protect Programme funding that had been awarded as a result of COVID-19, was there a commitment from Government to continue funding this programme; and
- Could the Council's reserves be used to support homelessness services.

The Executive Member for Skills, Culture and Leisure stated that despite the promises made to Manchester and all other local authorities that financial assistance would be made available to support councils to accommodate homeless people during the pandemic this had not been provided. He described this as a failure of government, however despite this Manchester had responded to the situation and sought to support the most vulnerable residents in the city and he now called upon the government to fund Manchester appropriately and fairly.

The Executive Member for Skills, Culture and Leisure reiterated that the proposals did not represent a cut in services, but rather savings were to be achieved through a service redesigning. He described that the reasons for homeless presentations were varied, however recognised that the removal of the protection from eviction would have an impact on the number of presentations. The Members were also advised that the proposals also protected the current ABEN spaces and there was no requirement to draw down on the Council's reserves.

The Executive Member for Skills, Culture and Leisure described the challenge to plan and deliver innovative schemes and programmes to tackle homelessness due to the short term funding arrangements provided to local authorities, stating that long term funding was required. He informed the Committee that the Manchester Homelessness Partnership had written to the Secretary of State to lobby on this issue.

In response to the question regarding the suggestion of providing in-house temporary accommodation, the Executive Director of Adult Social Services stated that a response to this would be provided following the meeting.

The Chair stated that the work of the homelessness team and all voluntary organisations was important and valued in addressing homelessness in Manchester. She stated the importance of the preventative work undertaken and stated that the Committee should be kept informed of any changes to the service,

Decision

The Committee endorse the savings proposals identified to the Executive.

NESC/21/04 Our Manchester Strategy Reset – Draft Strategy

The Committee considered the report of the Strategic Director (Neighbourhoods) that provided an update on the draft *Our Manchester Strategy – Forward to 2025* reset document. The draft of the reset Strategy is appended to this report.

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

The main points and themes within the report included: -

- Describing the background to the Our Manchester Strategy reset;
- Providing an overview of the Our Manchester Strategy – Forward to 2025;
- Describing the final design and communications; and
- Next Steps.

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

- Some Members debated as to whether as a result of the ongoing pandemic it was an appropriate time to proceed with the reset;
- Had any analysis of the previous strategy been undertaken;
- Members welcomed the ambitious strategy as it was required to tackle issues of poverty and health inequality;
- Noting that the consultation response rate had been good, despite the challenges presented by COVID-19;
- Had the demographic characteristics of respondents been recorded to ensure the views obtained reflected the city;
- How were outcomes measured and reported; and
- Did the Our Manchester Forum hold partners, such as Greater Manchester Police (GMP) and local health service providers to account.

The Deputy Leader reiterated that this was not a new strategy, but rather a reset of an existing strategy to reflect on how the city would recover from the COVID-19 pandemic. He stated that the report set out how the city was taking a lead on this issue and being on the 'front foot' as the city emerged from the pandemic. He described that there had been a lot of involvement in this programme of work, including consultation with local Members.

The Policy and Partnerships Manager informed the Committee that information on the benchmarking data and respondent demographic data, where available had been

reported to the November 2020 meeting of the Resources and Governance Scrutiny Committee. She further advised that it was important to note that the *Our Manchester Strategy* was not a Council strategy, but rather a city wide strategy that involved a range of partners, adding that the outcomes and progress was reported in the comprehensive State of the City report.

The Policy and Partnerships Manager further advised the Committee that a comprehensive communications strategy had been established to maintain links and channels of ongoing dialogue with the different groups across the city who had contributed to the strategy. She stated this provided a mechanism to reflect on what they said to ensure their voice was captured and obtain feedback.

In response to the question regarding holding partners to account, the Strategic Director (Neighbourhoods) advised that formal structures existed for overseeing the performance of partners such as GMP and health service.

Following the discussion, the majority of the Members agreed that the final version of Our Manchester Strategy – Forward to 2025 should be taken for consideration by the Executive in February 2021.

Decision

The Committee recommend that the final version of Our Manchester Strategy – Forward to 2025 should be taken for consideration by the Executive in February 2021.

NESC/21/05 Manchester Green and Blue Strategy and Implementation Plan, including: Annual update and a report on the Tree Action Plan

The Committee considered the report of the Strategic Director, Development that provided the annual update on the delivery of the Green and Blue Implementation Plan (G&BI) together with information on the delivery of the Tree Action Plan.

The main points and themes within the report included: -

- 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;
- The report addressed the current context within which this agenda was being delivered including the impact of Covid and the need to deliver an economic recovery that was both inclusive and environmentally sustainable;
- Providing a background to the G&BI Strategy and Implementation Plan;
- Describing the Manchester's Tree Action Plan;
- The role of the G&BI Board and the G&BI stakeholder Group;
- The role of G&BI in delivering the Council's Climate Change Action Plan;
- The Impact of Covid;
- Key delivery highlights from the G&BI Strategy on progress in 2020; and
- Future Priorities.

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

- Welcoming the recent delivery of trees in the Old Moat ward and what were the plans for the delivery of phase 1 and phase 2 of Tree Action MCR;
- Noting the scale of ambition to plant trees, had consideration been given to training Council staff and staff in schools to equip them with the skills to help them maintain trees;
- The species of trees should be the most appropriate for their intended location;
- Consideration should be given to planting the species of the Manchester Poplar tree at appropriate sites;
- There was no mention within the report of Bee network investment in the north of the city;
- Every attempt should be made to protect tree's, especially those that were lost as a result of development and consideration should be given to designating areas as conservation areas to offer that additional protection to trees from development;
- Noting that the delivery of green infrastructure was often an element of any planning consent granted, what measures were taken to ensure these were delivered;
- Noting the delivery of Mayfield Park, stating that this was a good example of partnership working to deliver viable green space to the residents of the city;
- Noting the importance of quality green space had been highlighted during the pandemic;
- How could Council owned land be used to promote and support local community wellbeing and green initiatives; and
- What work was being done with Registered Housing Providers around this agenda.

The Executive Member for Environment, Planning and Transport stated that there were a range of initiatives to be delivered in the north of the city, making reference to the Northern Gateway Development and the Rochdale Canal towpath scheme that would see the route improved for both walking and cycling, enhancing access to Manchester's waterways. When completed the Rochdale Canal would provide a traffic free environment for local residents to walk and cycle along. She further commented that a schedule of projects to be delivered was planned and she would welcome feedback and suggestions from Members on these.

The Executive Member for Environment, Planning and Transport commented that the designation of conservation areas would be considered as part of the Local Plan and she encouraged local Members if they deemed it appropriate for an area within their ward to progress this through via ward coordination.

The Executive Member for Environment, Planning and Transport commented that the informed consideration was given as to the variety of tree species that were selected for any given location, adding that they were selected to maximise carbon capture and promote biodiversity.

The Principal Planning Policy Officer responded to questions by advising that within the first phase of Tree Action MCR, wards had been identified that typically had fewer trees, including a lower percentage of street trees. Many of these wards were in the central part of Manchester, so the list had been amended to include some wards in the North and South to allow a wider geographical spread. Wards not included in

Phase 1 would have the opportunity for tree planting in Phase 2, adding that every ward would receive tree planting. She commented that this was in addition to the ongoing programme of works described within the report relating to community orchards.

The Principal Tree Officer commented on the challenges presented by disease to the Manchester Poplar, however noted the comments from the Member regarding a disease resistant variety and suggested he discussed this with the Member following the meeting. In response to the suggestion regarding training to support the ongoing maintenance of trees, he stated that they were a small team however this would be taken away from this meeting and discussed with City of Trees.

The Director of Planning, Building Control and Licensing advised Members that where trees were to be lost as a result of development there was a condition that the developer replace these with a ratio of two trees planted for every one lost, adding that this was to be increased to three. In regard to any specific concerns regarding the delivery and maintenance of green space by developers she stated she would discuss this further with the Member following the meeting. She further welcomed the positive comments regarding the delivery of green space from the development of the Mayfield area, adding that the lessons learnt from the scheme would inform future regeneration projects.

The Senior Policy Officer stated that positive relationships existed with local Registered Housing Providers and good practice regarding green and blue projects and initiatives was shared between them, however acknowledged more needed to be done to capture and report this activity. The Chair recommended that the information that was provided to Registered Housing Providers was circulated to members of the Committee. In response to the question relating to the use of land to facilitate and support community projects he recommended that Members discussed this with their local Neighbourhood Teams.

Decision

The Committee:-

1. Recommend that Officers, in consultation with the Executive Member for Environment, Planning and Transport explore the options for delivering a programme of tree maintenance training. This training to be made available to all relevant partners, including staff working in schools.
2. Recommended that the green and blue information that is provided to Registered Housing Providers is circulated to members of the Committee for information.

NESC/21/06 Monitoring and Compliance – Construction Sites

The Committee considered the report of the Strategic Director (Neighbourhoods); the Director of Planning, Building Control and Licensing and the Head of Compliance, Enforcement and Community Safety that had been submitted to provide information that had been requested by the Committee.

The main points and themes within the report included: -

- 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 had 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.

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

- The need to manage development to achieve the correct balance to support the development of the city and mitigate the impact and disruption to local residents, adding that city centre ward Members had supported resident campaigns on this issue;
- How wre complaints managed, to date how many developers had been issued with a fine and what was the approach if disturbacnes and complaints arose from devleopments in neighbouring authorities;
- Noting that trees were often removed as part of preliminary land clearance activity prior to any formal planning consent and conditions;
- How many enforcement officers were employed;
- Noting the contuned lack of communication wth local residents and Members to advise them of works to be undertaken, espically work undertaken at night;
- The impact of temporary road closure on local neighbourhoods; and
- Noting that the understaning amongst devlopers as to their responsibilities to local residents as part of the agreed Management Plans, with particualr reference given to inconsiderate parking.

In response to the questions and comments raised by the Committee, the Executive Member for Environment, Planning and Transport acknowledged the concerns expressed relating to the impact on city centre residents as a result of development. She gave a commitment that she would progress the discussions on how best to address this with Members outside of the meeting, stressing that it was important to strike the correct balance. She stated that all complaints would be investigated and addressed with the developer concerned.

The Director of Planning, Building Control and Licensing recognised that complaints did arise from Manchester residents as a result of development work being undertaken in neighbouring authorities. She advised that she would liaise with her opposite colleagues in Salford to discuss this further. The Licensing and Out of Hours Manager gave an assurance that all noise complaints would be invesigated and an agreeable resolution sought in all cases, even those that crossed boundaries.

The Director of Planning, Building Control and Licensing advised the Committee that certain preparatory works were permitted on land prior to a formal planning application submission and consent being granted, however if Members had

concerns regarding any activity they should contact her department at the earliest opportunity and a site visit could be arranged.

The Director of Planning, Building Control and Licensing stated that works after 6pm was only permitted if the developer had a satisfactory communication strategy in place to relay this information to local residents. A Member commented that from her experience she was not confident this was happening, especially for those residents living in flats. The Director of Planning, Building Control and Licensing further advised that road closures were permitted to allow for the delivery of a development scheme and the Considerate Constructors Scheme was a tool to address the issue of parking.

In response to the specific question regarding fines and enforcement, the Licensing and Out of Hours Manager stated that there were two Licensing and Out of Hours Teams (City Centre and City Wide), whose duties included responding to noise complaints from construction sites. These two teams comprised of 35 FTE officers working a seven-day shift pattern, including evening and night cover. He stated that to date no fines had been issued to developers as cases had been resolved informally by engaging with the developer when complaints had been received.

The Section Planning Manager advised the Committee that there were five Planning Enforcement Officers and stated that both teams worked closely together to resolve issues.

The Chair commented that the Considerate Constructor Scheme was a voluntary scheme and consideration needed to be given to establishing a bespoke Manchester Considerate Constructors Scheme that had to be adhered to by contractors and be included as a mandatory condition of any planning consent. The Committee supported this recommendation.

The Chair further recommended that a briefing session be arranged for Members of the Committee to provide an overview of a range of activities that included, but not restricted to planning and related enforcement; roles and responsibilities and Traffic Regulation Orders. The Committee supported this recommendation.

Decision

The Committee:-

1. Recommend that the Executive Member for Environment, Planning and Transport give consideration to establishing a bespoke Manchester Considerate Constructors Scheme that had to be adhered to by contractors and be included as a mandatory condition of any planning consent.
2. Recommend that Officers, in consultation with the Executive Member for Environment, Planning and Transport arrange a briefing session for Members of the Committee that provides an overview of a range of activities that included, but not restricted to planning and related enforcement; roles and responsibilities and Traffic Regulation Orders.

NESC/21/07 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.

In concluding the meeting the Chair wished to place on record her appreciation and gratitude to all staff and partners across the city for their ongoing resolve, dedication and commitment to support the residents of the city during the pandemic.

Decision

To note the report and agree the work programme.

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Manchester City Council Report for Resolution

Report to: Neighbourhoods and Environment Scrutiny Committee - 10 February 2021
Executive – 17 February 2021

Subject: Neighbourhoods Directorate Budget Proposals 2021/22

Report of: Strategic Director (Neighbourhoods)

Summary

As a result of the COVID-19 Pandemic there has been additional demand for services and reductions to Council's income (as set out in the global monitoring report to Executive 17 Feb 2021). This left the Council 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 mean the Council will not be facing the worst-case scenario for 2021/22, (which was a shortfall of around £100m). The government settlement assumes eligible Councils will increase Council Tax by 3%, for the Adult Social Care precept. After accounting for additional Adult Social care funding through both additional precepts and grant the revised savings proposals from all Directorates total £41m.

This report provides an updated Neighbourhoods Service 2021/21 budget and sets out the proposed savings proposals, this reflects any feedback from both the November and January Scrutiny committee.

The savings included within this report include the savings within the remit of the Neighbourhood and Environmental Scrutiny Committee.

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

Recommendations

The Committee and the Executive are each invited to review and comment on the directorate budget report prior to going to Council.

Wards Affected: All

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Providing 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 proposals set out in this report will be considered as part of the City Council preparation of the 2021/22 budget which will be submitted to the Executive on 17 February 2021.

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
Neighbourhoods Directorate Budget Proposals 2021/22 – Executive 20 January 2021

1.0 Introduction

- 1.1 This report should be read in conjunction with the covering City Council budget report and sets out the budget reductions proposed to support the work required to deliver a balanced budget in 2021/22. As a result of additional demand for services and impact on the Council's income as set in previous meetings to both Executive and scrutiny committees the Council has had to identify budget reductions of c£50m for 2021/22 onwards.
- 1.2 Following on from previous Scrutiny Committees, all Directorates have continued to develop and work through the budget proposals, and this work has taken into consideration the feedback from the two previous scrutiny committee meetings. Original Directorate savings proposals totalled c.£50m, but after accounting for additional Adult Social care funding through both additional precepts and grants the revised savings proposals from all Directorates total around c.£41m. Wherever possible consideration has been given to protecting front line services in order to protect the capacity to support the recovery planning. The Neighbourhoods Directorate has identified total savings of **£7.376m** which will require a reduction of 2fte. Due to lead in time around investments in assets to deliver some savings, the £7.376m would be phased over the period 2021/22- 2024/25, with an initial £6.683m being delivered in 2021/22.
- 1.3 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.
- 1.4 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 Scrutiny Committees. These **proposals total £0.809m** over 2021/22 and 2022/23, and require a reduction of 2 fte. Further details on the savings and other changes are set out in section 3, with a summary table provided in table 3 below.
- 1.5 Although it is anticipated that the overall c£41m 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 become even 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 Revenue Budget Strategy

- 3.1 The Neighbourhoods Directorate has a gross budget of £167m, and a net budget of c.£95.5m, with 1,470 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)
Compliance	12,163	8,581	248
Community Safety	4,850	2,322	49
Libraries, Galleries and Culture	12,853	9,316	270
Management and Directorate Support	1,120	1,120	18
Neighbourhood Teams	2,854	2,627	51
Other Neighbourhoods	1,649	455	4
Parks, Leisure, Youth and Events	19,316	7,563	83
Operations and Commissioning	54,849	18,730	461
Waste Disposal Levy	30,051	30,051	

Highways	27,403	14,738	286
Total	167,108	95,503	1,470

- 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.

Current In year forecast Position at December 20 (Period 9)

- 3.3 As at December 2020 the Directorate is forecasting a net overspend of c£11.163m, although this includes Covid-19 related pressures of c£15.224m, offset by in- year mitigation of £4.091m.
- 3.4 The Covid-19 pressures are made up of a combination £4.731m increased cost pressures, with the main pressure being the in year financial support of £3.32m 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. Manchester submitted a bid for c£1.3m financial support and the outcome of the bid should be notified to each local authority before the end of February 2021.
- 3.5 In addition to the additional costs, there is £10.493m reduced income through sales, fees and charges. This includes a combination of reduced trading income (£5.389m) within operations and commissioning services, reduced Highways income (£3.263m) through reduced off street parking income following lockdown in December, and fees and permit income, reduced sales income (£203k) in libraries because of closure of venues, and subsequent lower footfalls, loss of events and other income (£1.132m) in Leisure, Parks and Events, and reduced income of (£0.506m) from penalty notices and license income in Community Safety and Enforcement.
- 3.6 As part of the ongoing work seeking to mitigate the above pressures in year forecast savings of £4.091m have been identified, this is largely due to staff savings because of vacant posts, reduced running costs across all services and increased income in some areas.
- 3.7 The Neighbourhood's budget broken down over subjective headings is provided at Appendix 1

2021/22 Budget Pressures

- 3.8 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.

- 3.9 **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. Based on work done to date with GLL provision has been made in the 2021/22 for an additional £1.2m Council resource, that could be supplemented by upto a further £1.3m if the grant submission to Sport England is successful. Work is ongoing with the contractor to identify ways in which any additional costs can be mitigated.
- 3.10 **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. This will be retained under review during 2021/22. A budget of c£1.2m has been established in 2021/22 and this is held as a Corporate contingency budget, and will be drawn down in year if required.
- 3.11 **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 into 2021/22, 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 based on the most up to date forecasts, loss of c£4.265m income have been provided for in respect of income losses in quarter 1 that will be claimed as part of the claim to MHCLG.

2021/22 savings Proposals

- 3.12 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.

- 3.13 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 by this Committee total £0.809m** and further details of the savings 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.
- 3.14 Within the **Compliance and Enforcement function total savings of c£164k** have been identified and this is made up of, the following;
 - 3.15 £80k increased income from a combination of (£60k) fixed penalty notices, and (£20k) from introducing new charges for providing advice to businesses.
 - 3.16 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**
 - 3.17 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.
 - 3.18 It is proposed to use additional time limited **grant funding of £137k** 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.
 - 3.19 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 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**.

- 3.20 In addition to the savings 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.

Other Changes Under The Remit of This Committee

- 3.21 Government have extended the support for any lost income through sales, fees and charges into quarter 1 of 2021/22 and based on the current forecast the overall support to the Neighbourhood Service is likely to be c£4.435m. The largest loss will be in highways (£2.836m), and in particular the loss of off street parking income within the City Council car parks, other income losses include and £127k compliance and safety.
- 3.22 These are currently only estimates, and the actual support received will be based on actual losses incurred in quarter 1.
- 3.23 The waste disposal levy is paid over to Greater Manchester Combined Authority, and contributes towards their costs of funding GMWDA. Based on figures provided by GMCA the 2021/22 levy costs are to reduce by £1.320m and the budget has been adjusted accordingly.
- 3.24 As part of the 2020/21 budget ongoing investment of £330k in Domestic Violence support was approved, with an initial £100k in 2020/21 and further £230 in 2021/22. This funding will support earlier identification and intervention working with key partners and agencies. This is a trauma informed response that provides an opportunity to resolve issues, preventing the escalation of risk and demand on services such as the Independent Domestic Violence Advisory (DVA) and the Multi Agency Risk Assessment Conference (MARAC).
- 3.25 Table 2 below is a summary of the Neighbourhoods saving proposals broken down by service area including the FTE impact. Whilst table 3 shows the overall change in budgets broken down by service area.

Service Area	Description of Saving	Type of Saving	2021/22 £'000	2022/23 £'000	Total £'000	FTE's
Compliance	Outsource the Animal Welfare Service	Efficiency	(64)		(64)	2
Compliance	Increase income from fines and advice	Income Generation	(80)		(80)	

Compliance	Use EU exit funding to fund 3 posts for 1 year	Income Generation	(137)	137	0	
Compliance	Source volunteers to work a 4-day week	Efficiency	(20)		(20)	
Highways Service	Reduction in claims for accidents and trips	Efficiency	(100)	(150)	(250)	
Highways Service	Charge 50% of Development Specialist to capital	Income Generation	(40)		(40)	
Highways Service	Bring in a new service to recover costs for damaged highway items	Income Generation	(25)		(25)	
Highways Service	Increase charges for permits	Income Generation	(25)		(25)	
Highways Service	Recharge developers for oversail of the highway	Income Generation	(50)		(50)	
Highways Service	Additional Winter gritting service to 3 rd parties	Income Generation	(25)		(25)	
Highways Service	Charge remaining 50% of Gully/Drainage staff to capital	Income Generation	(66)		(66)	
Highways Service	Increase fees to cover costs on external schemes	Income Generation	(164)		(164)	

Total Savings			(796)	(13)	(809)	2
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Table 3

Service Area	2020/21 Net Budget	Approved Savings	Investment and other changes	2021/22 Net Budget
	£'000	£'000	£'000	£'000
Compliance	8,581	(301)	127	8,407
Community Safety	2,322	0	0	2,322
Libraries, Galleries and Culture	9,316	0	51	9,367
Management and Directorate Support	1,120	0	0	1,120
Neighbourhood Teams	2,627	0	0	2,627
Other Neighbourhoods	455	0	0	455
Parks, Leisure, Youth and Events	7,563	(127)	1,718	9,154
Operations and Commissioning	18,730	(1,660)	1,133	18,203
Waste Disposal Levy	30,051	0	(1,320)	28,731
Highways Service	14,738	(4,595)	2,836	12,979
Grand Total	95,503	(6,683)	4,545	93,365

4.0 Capital Strategy

4.1 The approved Neighbourhood Directorate capital programme is detailed in the Council's Capital Strategy report, which is included in the suite of budget reports submitted to the Executive and Council. The Capital Strategy also includes details on potential future capital investment which has been identified, and which is expected to be brought forward in the medium term.

4.2 The revenue implications of any approved capital projects have been incorporated into the revenue budget. Before any of the potential investment priorities are approved, the revenue implications of the investment will be reviewed and agreed as part of the approval process. "

5.0 Workforce Implications

- 5.1 The workforce implications related to the savings require a reduction 2fte, and this will be managed within existing turnover across the service and Directorate.
- 5.2 To support the workforce reductions a time limited targeted Voluntary efficiency scheme was opened, and this closed on 11 December. It is expected that the required reduction in staff numbers will be achieved.

6.0 Equality Diversity and Inclusion

- 6.1 We will continue to ensure that the Council meets its obligations under the Public Sector Equality Duty, building on our successes at fostering good relations between Manchester's communities of identity and maintaining fair and equal access to Council functions. Through ongoing customer monitoring, satisfaction and engagement approaches, we will strengthen and utilise our growing evidence bases within the Directorate to identify the differential experiences of individual identity groups in Manchester accessing Council services, and proactively respond to make these as fair and equitable as possible.
- 6.2 The Neighbourhood Directorate is committed to understanding and addressing the effects and impacts of its activities for the diverse range of people using its services. To achieve this, we are committed to undertaking equality analysis of the proposed changed services to ensure they are accessible and inclusive, and do not cause adverse equality impacts. The Neighbourhood Directorate will use the Council's Equality Impact framework to do this.

7.0 Risk management

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

8.0 Legal

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

9.0 Consultation

- 9.1 A public consultation is currently underway asking residents for their views on the Council's 2021/22 budget savings options. The consultation opened on 20 January 2021 and runs for a period of four weeks, closing on 21 February 2021. In addition to promotion via the Council's website, social media channels and e-bulletins, a consultation toolkit has been shared with community partners, voluntary and community sector partners, Councillors and key stakeholders to ensure that the consultation is promoted widely within our communities.

9.2 The consultation can be found at www.manchester.gov.uk/budget. The results will be shared at the Budget Resource & Governance Scrutiny Committee on 1 March 2021.

10.0 Our Corporate Plan

10.1 Our Corporate Plan describes the Council's contribution over the next 2-3 years to delivering the Our Manchester Strategy 2015-2025. These priorities have been refreshed for 2021-22 to align with the reset of the Our Manchester Strategy and to further strengthen the council and city-wide focus on the importance of Equality, Diversity and Inclusion.

10.2 These budget proposals are aligned to our Corporate Plan to ensure the priorities will be achieved. Our Corporate Plan themes and revised priorities are set out in table two below:

Table 2: Corporate Plan Themes and Priorities

Theme	Priority
1. Zero carbon Manchester <i>Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide</i>	<ul style="list-style-type: none"> Support the citywide Climate Change Framework 2020-25 including the Council's roles in reducing citywide CO₂ emissions and improving air quality
	<ul style="list-style-type: none"> Deliver activities to reduce the Council's own direct CO₂ emissions by at least 50% by 2025, as set out in the Manchester Climate Change Action Plan 2020-25
2. Growth that benefits everyone <i>Boost the city's productivity and create a more inclusive economy that all residents participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy</i>	<ul style="list-style-type: none"> Deliver the Economic Recovery Plan, supporting the delivery of key growth schemes and the protection and creation of good-quality jobs for residents, enhancing skills, and effective pathways into those jobs. Includes support to Manchester's businesses and residents affected by challenges to the international, national and local economy.
	<ul style="list-style-type: none"> Facilitate economic growth and recovery in different sectors of the economy, which supports the creation of a more inclusive economy.
	<ul style="list-style-type: none"> Support residents in order to mitigate the impact of poverty and take actions to reduce the number of people experiencing poverty, in particular given the effects of COVID-19. Including young people, older people, BAME groups and people with disabilities

<p>3. Young people <i>From day one, support Manchester's children to be safe, happy, healthy and successful, fulfilling their potential, and making sure they attend a school graded 'good' or better</i></p>	<ul style="list-style-type: none"> • All children to have access to a high-quality education, which is provided in an inclusive way. Children's school attendance to be achieved and sustained at or better than historic levels. • Support more Manchester children to have the best possible start in life and be ready for school and adulthood. This includes ensuring that the voice of children and young people is heard, and that they have access to youth, play, leisure, and cultural opportunities. • Reduce number of children needing a statutory service.
<p>4. Healthy, cared-for people <i>Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives</i></p>	<ul style="list-style-type: none"> • Take actions to improve population health outcomes and tackle health inequalities across the city. • Support the next phase of health and social care integration in the city, including plans to supercharge Manchester Local Care Organisation. • Enable delivery through the MLCO of the Adult Social Care transformation programme – 'Better Outcomes, Better Lives' – focused on taking a strengths-based approach, supporting independence, building on the ASC improvement programme and embedding this into the MLCO Operating Model. • Reduce the number of people becoming homeless and enable better housing and better outcomes for those who are homeless
<p>5. Housing <i>Ensure delivery of the right mix of good-quality housing so that Mancunians have a good choice of quality homes</i></p>	<ul style="list-style-type: none"> • Support delivery of significant new housing in the city, including through an effective recovery from COVID-19. • Ensure inclusive access to housing by the provision of enough safe, secure and affordable homes for those on low and average incomes. This includes strategically joining up provision, and the improved service to residents enabled by direct control of Council owned housing in the north of the city.

6. Neighbourhoods <i>Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of</i>	<ul style="list-style-type: none"> • Enable all our diverse neighbourhoods to be clean, safe and vibrant.
	<ul style="list-style-type: none"> • Embed neighbourhood working across the whole Council and our partners, and deliver services closer to residents.
7. Connections <i>Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks</i>	<ul style="list-style-type: none"> • Improve public transport and highways, and make them more sustainable, whilst increasing walking and cycling.
	<ul style="list-style-type: none"> • Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and a more economically inclusive and resilient city.
8. Equality <i>Deliver on our equality, diversity, and inclusion commitments to support Manchester's vision to be a progressive and equitable city.</i>	<ul style="list-style-type: none"> • Work together with Manchester's citizens and our partners to understand our diverse communities, improve life chances, and celebrate diversity.
	<ul style="list-style-type: none"> • As an employer, ensure a fair and inclusive working environment which recognises, values and responds to the dynamics and opportunities of a diverse workforce.
9. Well-managed council <i>Support our people to be the best and make the most of our resources</i>	<ul style="list-style-type: none"> • Development of the future shape of the Council, along with budget reductions and savings.
	<ul style="list-style-type: none"> • Effectively manage our resources, via budget management and planning, support to managers and performance management.
	<ul style="list-style-type: none"> • Carry out the work required to transform our Corporate Core.

11.0 Conclusion

11.1 The Council continues to face a period of significant change and there are increased demands for services alongside the need to make budget cuts. The budget strategy provides Members with details of the work that has been undertaken, and is ongoing within the Neighbourhood Directorate to ensure we are able to continue providing quality effective services to neighbourhoods across the City.

11.2 The proposed revenue budget for 2021/22 is a one year budget which is aligned to both the Government's one year budget settlement and the Council's one year budget proposals.

11.3 The Directorate budget proposals in this report have been refined following feedback from both November and January Scrutiny Committees. The report will be submitted for further Scrutiny prior to going Executive in February 2021 for review prior to going to Council in March 2021 for final approval as part of the overall Councils budget.

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APPENDIX 1

Subjective Heading	2020-2021 Budget £'000	2021-2022 Indicative Budget £'000
Expenditure:		
Employees	54,241	54,157
Running Expenses	106,679	114,287
Capital Financing Costs	4,141	4,141
Contribution to reserves	15,937	9,893
Total Subjective Expenditure	180,998	182,478
Less:		
Other Internal sales	(13,890)	(13,890)
Gross Expenditure	167,108	168,588
Income:		
Government Grants	(5,419)	(2,266)
Contributions from Reserves	(16,786)	(23,793)
Other Grants Reimbursements and contributions	(2,540)	(483)
Customer and Client Receipts	(46,858)	(48,679)
Other Income	(2)	(2)
Total Net Budget	95,503	93,365

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Manchester City Council Report for Resolution

Report to: Neighbourhoods and Environment Scrutiny Committee – 10
February 2021
Executive – 17 February 2021

Subject: Homelessness Directorate Budget and Savings Options 2021/22

Report of: Director of Homelessness

Summary

As a result of the COVID pandemic there has been additional demand for services and impact on the Council's income (as set out in the January 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. The government settlement assumes eligible Councils will increase Council Tax by 3%, for the Adult Social Care precept. After accounting for additional Adult Social Care funding through both additional precepts and grant the revised savings proposals from all Directorates total £41m. The report of the Deputy Chief Executive and City Treasurer, to Resources and Governance Scrutiny Committee 12 January provided an update on the finance settlement.

This report provides the high-level budget context and priorities for Homelessness across 2021/22 and is an update to the report presented to Neighbourhoods and Environment Scrutiny 13 January 2021, which has been used for the development of savings proposals 2021/22 and investment requirements to fund population driven and other budget pressures.

Recommendations

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

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):

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.

Provisional Local Government Finance Settlement 2021/22 – Executive 20 January 2021

Homelessness Directorate Budget and Savings Options 2021/22 – Neighbourhoods and Environment Committee 13 January 2021 and Executive 20 January 2021

Homelessness Budget Report 2020/21 – Neighbourhoods and Environment Scrutiny Committee 5 February 2020 and Executive 12 February 2020

1.0 Introduction

- 1.1 The report outlines the financial position and sets out proposals for savings against Homelessness aligned to the remit of the Neighbourhoods and Environment Scrutiny Committee to help achieve a balanced budget in 2021/22. As set out above this report sets out a one year budget for 2021/22, however the longer term implications have been considered and these are considered in the Council's medium term financial planning.
- 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 £6.823m as well as increased need of £1.391m, a net increase of £5.879m. 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 retaining properties currently used to support A Bed Every Night (ABEN), protecting sites whilst retaining value for money and delivering improved 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 and Context

- 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 January 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 9 2020/21 was £6.383m, 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 December 2020 (Quarter 3) are 6,766 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 1,663 in March 2020 to 1,913 in December 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 December averaged 239 households in this form of accommodation - 213 single people and 26 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 December 2020 (Quarter 3) are 6,766, 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 as well as an additional £0.546m linked to the Covid-19 investment of £6.823m, an increase in funding of £1.937m for Dispersed Accommodation provision.
- 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 Revenue Strategy

- 4.1 The current Directorate budget for 2020/21 is summarised in the table below, with a net budget of £15.521m for Homelessness. The Homelessness Commissioning budget in 2020/21 is currently part of the Manchester Health and Care Commissioning Pool but is managed by the Director of Homelessness, with a net and gross budget of £6.095m. As part of the 2021/22 budget setting process it is anticipated that this budget will formally transfer to Homelessness.

Table 1: 2020/21 Base Budget

Service Area	2020/21 Gross Budget	2020/21 Net Budget	202/21 Budgeted Posts (FTE)
	£'000	£'000	
Homelessness	40,007	15,521	270
Homelessness Commissioning*	6,095	6,095	6
Total	46,102	21,616	276

*Homelessness Commissioning budgets are part of the Manchester Health and Care Commissioning pool in 2020/21 but are managed by the Director of Homelessness

- 4.2 The 2020/21 Homelessness budget is supported by significant non-recurrent one-off funding. Funding announcements for 2021/22 are detailed below.
- The Homelessness Prevention Grant replaces the Flexible Homelessness Support Grant and New Burdens Homelessness Reduction Grant in 2021/22, Manchester's allocation is £3.285m, an increase of £0.723m from last year.
 - 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 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. For budget purposes it is assumed that this funding will continue at similar levels to this financial year for the above schemes with a co-produced bid likely to be submitted to MHCLG in the coming months. However, the bid will also request support to continue the Protect programme which was funded by MHCLG. Protect Programme funding of £450k was allocated to support the ongoing efforts to provide accommodation for rough sleepers during the pandemic (December 2020 to March 2021), 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.
 - The proposed allocation of funding for the continuation of A Bed Every Night (ABEN) from Greater Manchester Combined Authority (GMCA) is £1.763m.

- 4.3 Dispersed temporary accommodation placements have increased by 303 since March 2020 to 1,913 in December 2020. The number of homelessness presentations in Manchester remains high despite the pandemic. Presentations from April to December are 6,766. Funding for increased need of £1.937m has been applied to support the budget position based on estimated growth in demand since the start of the year. Funding of £6.277m has been allocated to maintain the provision created as a result of the Governments Everyone In strategy to ensure that those provided with accommodation do not return to the streets beyond March 2021, however as noted in the January 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.
- 4.4 Resources of up to £1.620m held within the Homelessness reserve will be set aside to underwrite the potential pressures in Homelessness.

Savings Options and Proposals

- 4.5 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 proposals deliver £2.335m in 2021/22, detailed in Table 2 below. 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.

Table 2: Savings Proposals

Service Area	Description of Saving	Type Of Saving	Rag Impact	2021/22	2022/23	2023/24	2024/25	Total	FTE's
				£'000	£'000	£'000	£'000	£'000	
Singles Accommodation	New Provision Rough Sleepers, utilising established schemes and ensuring there is move on available through the system	Efficiency	Amber	1,400	0	0	0	1,400	0
Homelessness Commissioning	Realign service provision to support move on from single rough sleeper provision	Efficiency	Amber	621	0	0	0	621	0

	funded via investment								
Homelessness Commissioning	Budget reductions in Homelessness Commissioned services with minimal impact on service delivery	Service Reduction	Red	66	0	0	0	66	0
Homelessness Management	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	Amber	89	0	0	0	89	3
Homelessness Management	Management reductions for G10 and above	Service Reduction	Amber	108	0	0	0	108	2
Families Specialist Accommodation	Full service redesign linked to VS/VR offer	Service Reduction	Amber	51	0	0	0	51	2
Total				2,335	0	0	0	2,335	7

Covid-19 response and Everyone In.

- 4.6 Initial indications were 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.
- 4.7 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.

- 4.8 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.
- 4.9 As referenced in 4.2, £1.763m funding from GMCA will be provided to deliver A Bed Every Night in 2021/22. The proposal is to reduce the ABEN provision in Manchester by approximately 39 beds, these beds costing £706k will be funded instead via the mainstream investment, as a result this should not be seen as a 'loss' of ABEN provision to the overall programme, but an outcome of continued integration into local systems to meet the specific makeup of local demand. 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

- 4.10 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 proposal of £0.621m.
- 4.11 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 4.6 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. Funding via the investment avoids the need to close some schemes which would have impacted significantly on service delivery and therefore protects accommodation schemes, resettlement and other support services.
- 4.12 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.

- 4.13 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

- 4.14 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.
- 4.15 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.
- 4.16 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.
- 4.17 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.
- 4.18 The proposed 2021/22 budget for the Homelessness and Homelessness Commissioned Services is a net budget of £27.495m as reflected in table 3 below:

Table 3: Proposed Budget 2021/22

Service Area	Approved MTFP			
	2020/21 Net Budget	Approved savings	Investment and other changes	2021/22 Net Budget
	£'000	£'000	£'000	£'000
Singles Accommodation	1,676	(1,400)	5,656	5,932
B&B's	3,974		0	3,974
Families Specialist Accommodation	299	(51)	0	248
Dispersed Temporary Accommodation	3,586	0	1,937	5,523
Homelessness Management	757	(197)	0	560
Homelessness Assessment & Caseworkers	2,629	0	173	2,802
Homelessness PRS & Move on	792	0	0	792
Rough Sleeper Outreach	397	0	0	397
Tenancy Compliance	201	0	0	201
Commissioned Services	1,210	(687)	6,543	7,066
Total	15,521	(2,335)	14,309	27,495

5.0 Capital Strategy

- 5.1 The approved Homelessness capital programme is detailed in the Council's Capital Strategy report, which is included in the suite of budget reports submitted to the Executive and Council. The Capital Strategy also includes details on potential future capital investment which has been identified, and which is expected to be brought forward in the medium term.
- 5.2 The revenue implications of any approved capital projects have been incorporated into the revenue budget. Before any of the potential investment priorities are approved, the revenue implications of the investment will be reviewed and agreed as part of the approval process.

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 implemented in April 2020.
- 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 proposals for Homelessness which would contribute to the £50m 'least worst' option for the Council would result in an FTE reduction of 7 FTE.

7.0 Quality, Diversity and Inclusion

- 7.1 The Homelessness Service works with some of Manchester's most diverse communities. The significant increase in the numbers of households who are homeless in Manchester in recent years has had an impact on our communities, residents and customers. The roll-out of Universal Credit and the Homelessness Reduction Act have made this even more challenging. Despite this, the Homelessness Service is committed to supporting the council's equality objectives and continues to make progress in a number of areas. As stated above, the service continues to develop a co-production approach with the aim of engaging with, and understanding, the people using services and developing strong links with statutory and voluntary sector partners. This includes working with partners to share knowledge and understand the impact of big changes within the city on different communities. The service will work closely with partners to help people who are homeless into volunteering and subsequently employment. Alongside this, the service will continue to promote the diversity of Manchester residents, making use of communication channels and partners to celebrate Manchester's diverse communities.
- 7.2 The Homelessness Service is committed to understanding and addressing the effects and impacts of its activities for the diverse range of people using the service. To achieve this, we are committed to undertaking equality analysis of our new or altered functions, to ensure they are accessible and inclusive and do not cause adverse equality impacts. The service will use the Council's Equality Impact Assessment framework to do this.

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

8.0 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 Consultation

- 10.1 A public consultation is currently underway asking residents for their views on the Council's 2021/22 budget savings options. The consultation opened on 20 January 2021 and runs for a period of four weeks, closing on 21 February 2021. In addition to promotion via the Council's website, social media channels and e-bulletins, a consultation toolkit has been shared with community partners, voluntary and community sector partners, Councillors and key stakeholders to ensure that the consultation is promoted widely within our communities.

The consultation can be found at www.manchester.gov.uk/budget. The results will be shared at the Budget Resource & Governance Scrutiny Committee on 1 March 2021.

11.0 Our Corporate Plan and Council Business Plan

- 11.1 Our Corporate Plan describes the Council's contribution over the next 2-3 years to delivering the [Our Manchester Strategy 2015-2025](#). These priorities have been refreshed for 2021-22 to align with the reset of the Our Manchester Strategy and to further strengthen the council and city-wide focus on the importance of Equality, Diversity and Inclusion. The plan also reflects the priorities for the council's internal transformation including new work on the Future Shape of the Council that will support the delivery of future budget savings and managing pressures.
- 11.2 Our Corporate Plan themes and revised priorities are set out in the table 4 below:

Theme	Priority
1. Zero carbon Manchester <i>Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide</i>	<ul style="list-style-type: none"> Support the citywide Climate Change Framework 2020-25 including the Council's roles in reducing citywide CO₂ emissions and improving air quality Deliver activities to reduce the Council's own direct CO₂ emissions by at least 50% by 2025, as set out in the Manchester Climate Change Action Plan 2020-25
2. Growth that benefits everyone <i>Boost the city's productivity and create a more inclusive economy that all residents participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy</i>	<ul style="list-style-type: none"> Deliver the Economic Recovery Plan, supporting the delivery of key growth schemes and the protection and creation of good-quality jobs for residents, enhancing skills, and effective pathways into those jobs. Includes support to Manchester's businesses and residents affected by challenges to the international, national and local economy. Facilitate economic growth and recovery in different sectors of the economy, which supports the creation of a more inclusive economy. Support residents in order to mitigate the impact of poverty and take actions to reduce the number of people experiencing poverty, in particular given the effects of COVID-19. Including young people, older people, BAME groups and people with disabilities
3. Young people <i>From day one, support Manchester's children to be safe, happy, healthy and successful, fulfilling their potential, and making sure they attend a school graded 'good' or better</i>	<ul style="list-style-type: none"> All children to have access to a high-quality education, which is provided in an inclusive way. Children's school attendance to be achieved and sustained at or better than historic levels. Support more Manchester children to have the best possible start in life and be ready for school and adulthood. This includes ensuring that the voice of children and young people is heard, and that they have access to youth, play, leisure, and cultural opportunities. Reduce number of children needing a statutory service.
4. Healthy, cared-for people <i>Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives</i>	<ul style="list-style-type: none"> Take actions to improve population health outcomes and tackle health inequalities across the city. Support the next phase of health and social care integration in the city, including plans to supercharge Manchester Local Care Organisation. Enable delivery through the MLCO of the Adult Social Care transformation programme – 'Better Outcomes, Better Lives' – focused on taking a

	<p>strengths-based approach, supporting independence, building on the ASC improvement programme and embedding this into the MLCO Operating Model.</p> <ul style="list-style-type: none"> • Reduce the number of people becoming homeless and enable better housing and better outcomes for those who are homeless
5. Housing <i>Ensure delivery of the right mix of good-quality housing so that Mancunians have a good choice of quality homes</i>	<ul style="list-style-type: none"> • Support delivery of significant new housing in the city, including through an effective recovery from COVID-19. • Ensure inclusive access to housing by the provision of enough safe, secure and affordable homes for those on low and average incomes. This includes strategically joining up provision, and the improved service to residents enabled by direct control of Council owned housing in the north of the city.
6. Neighbourhoods <i>Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of</i>	<ul style="list-style-type: none"> • Enable all our diverse neighbourhoods to be clean, safe and vibrant. • Embed neighbourhood working across the whole Council and our partners, and deliver services closer to residents.
7. Connections <i>Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks</i>	<ul style="list-style-type: none"> • Improve public transport and highways, and make them more sustainable, whilst increasing walking and cycling. • Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and a more economically inclusive and resilient city.
8. Equality <i>Deliver on our equality, diversity, and inclusion commitments to support Manchester's vision to be a progressive and equitable city.</i>	<ul style="list-style-type: none"> • Work together with Manchester's citizens and our partners to understand our diverse communities, improve life chances, and celebrate diversity. • As an employer, ensure a fair and inclusive working environment which recognises, values and responds to the dynamics and opportunities of a diverse workforce.
9. Well-managed council <i>Support our people to be the best and make the most of our resources</i>	<ul style="list-style-type: none"> • Delivery of the Future Shape of the Council change programmes, along with budget reductions and savings. • Effectively manage our resources, via budget management and planning, support to managers and performance management. • Carry out the work required to transform our Corporate Core.

- 11.3 Our Council Business Plan 2021/22 describes in more detail the action we are taking to deliver our corporate plan this year. It is supported by our wider strategic framework including Our People Strategy and Our ICT Strategy. These budget proposals are also aligned to our Business Plan to ensure the priorities will be achieved.

12.0 Conclusion

- 12.1 The budget strategy provides information on the work that has been undertaken and is ongoing within the directorate to both ensure that we are able to meet the existing budget pressures, whilst also contributing savings towards the wider council budgets.
- 12.2 The proposed revenue budget for 2021/22 is a one year budget which is aligned to both the Governments one year budget settlement and the Council one year budget proposals.
- 12.3 The budget proposals in this report reflect the initial feedback from the January round of scrutiny meetings and following February scrutiny meetings updated final budget proposals will be submitted to Executive on February 17th for approval.

13.0 Recommendations

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

Appendix 1

Subjective Heading	2020/2021 Budget £'000	2021/2022 Indicative Budget £'000
Expenditure:		
Employees	11,198	10,950
Running Expenses	28,809	45,137
Capital Financing Costs	0	0
Contribution to reserves	0	0
Total Subjective Expenditure	40,007	56,087
Less:		
Other Internal sales		
Gross Expenditure	0	0
Income:		
Government Grants	(3,286)	(4,009)
Contributions from Reserves	0	(1,620)
Other Grants Reimbursements and Contributions	0	(1,763)
Customer and Client Receipts	(21,200)	(21,200)
Other Income	0	0
Total Net Budget	15,521	27,495

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Manchester City Council Report for Information

Report to: Neighbourhoods and Environment Scrutiny Committee -
10 February 2021

Subject: Manchester City Council Climate Change Action Plan 2020-25

Report of: The Deputy Chief Executive and City Treasurer

Summary

The Council declared a Climate Emergency in July 2019 and developed a Climate Change Action Plan which was approved by Executive in March 2020. This report provides an update on the significant progress that has been made in delivering the Plan over the last 10 months despite the challenges posed by the COVID-19 pandemic. Appendix 1 includes a detailed update on all the actions contained within the Plan with data and visual images where available.

Recommendations

It is recommended that the Neighbourhoods and Environment Committee note and comment on the progress that has been made in delivering the Climate Change Action Plan and the priorities for the next financial year.

Wards Affected: All

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

The Council's Climate Change Action Plan 2020-25 sets out the actions that will be delivered to ensure that the Council plays its full part in delivering the city's Climate Change Framework 2020-25 which aims to half the city's CO2 emissions over the next 5 years.

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 transition to a zero carbon city will help the city's economy become more sustainable and will generate jobs within the low carbon energy and goods sector. This will support the implementation of the Our Manchester Industrial Strategy and Manchester Economic Recovery and Investment Plan.

A highly skilled city: world class and home grown talent sustaining the city's economic success	Manchester is one a small number of UK cities that have agreed a science based target and is leading the way in transitioning to a zero carbon city. It is envisaged that this may give the city opportunities in the green technology and services sector.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Transitioning to a zero carbon city can help to tackle fuel poverty by reducing energy bills. Health outcomes will also be improved through the promotion of more sustainable modes of transport and improved air quality.
A liveable and low carbon city: a destination of choice to live, visit, work	Becoming a zero carbon city can help to make the city a more attractive place for people to live, work, visit and study.
A connected city: world class infrastructure and connectivity to drive growth	A zero carbon transport system would create a world class business environment to drive sustainable economic 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.

Clean Air and Climate Change progress update, 22 July 2020
Manchester Green and Blue Implementation Plan update, 13 January 2021
Manchester City Council Climate Change Action Plan 2020-25
Manchester City Council Climate Emergency Declaration July 2019
Manchester Climate Change Framework 2020-25

1.0 Introduction

- 1.1 The Council declared a Climate Emergency in July 2019 which recognised the need for the Council, and the city as a whole, to do more to reduce CO2 emissions and mitigate the negative impacts of climate change. It also demonstrated the Council's commitment to be at the forefront of the global response to climate change and to lead by example. The Council had already adopted a science-based carbon budget for Manchester of 15 million tonnes of CO2 between 2018 and 2100 following analysis by the Tyndall Centre for Climate Change Research. This also committed the city to become zero carbon by 2038 at the latest.
- 1.2 The Council's Climate Change Action Plan 2020-25 was developed to ensure that all aspects of the Climate Emergency Declaration were converted into clear actions with tonnes of CO2 savings included where applicable. The Plan builds on over a decade of previous activity which has seen the Council's direct CO2 emissions reduce by 54.7% between 2009/10 and 2019/20.
- 1.3 Since declaring a Climate Emergency, the Council has set about transforming the way it works to ensure that climate change is at the heart of the organisation and our work with partners, residents and with our young people. Our Corporate Plan priorities have been refreshed for 2020-21 to reflect the city's zero carbon ambitions, resulting in the inclusion of a new 'Zero Carbon Manchester' priority. Policies, procedures and decision making have also been reviewed including the addition of a new 'Environmental Impact Assessment' section on all Committee reports, work within procurement and commissioning, changes to the Capital Gateway approval process and the development of a new Manchester Low Carbon Build Standard. This work has been underpinned by the continued roll out of staff and member Carbon Literacy Training, sessions on climate change at the Staff Leadership Summit and individual discussions and presentations at departmental and service meetings. The Council's Neighbourhood Teams have undertaken work on climate change with our communities and our young people have been engaged through large scale events and targeted work through the Manchester Youth Council.
- 1.4 Zero carbon is central to the future development of the city and to ensuring a 'green recovery' from the COVID-19 pandemic. The consultation responses received as part of the Our Manchester Strategy Reset and Budget setting process reaffirmed the importance of a high quality natural environment and continued investment in sustainable travel. The recently launched Manchester Economic Recovery and Investment Plan has green recovery at its core and includes £289.4 million of zero carbon projects which have been submitted to Government as part of the Council's Spending Review submission. The economic and social recovery from COVID-19 will require a focus on environmentally sustainable and inclusive economic growth and a focus on improving the quality of the city's environment and climate resilience. 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.

- 1.5 The Council have supported the establishment of the Oxford Road Corridor Zero Carbon Sub Group to accelerate action in this strategically important area of the city. Zero carbon ambitions are now being included in all Strategic Regeneration Framework (SRF) documents with recent documents including the Wythenshawe Hospital Campus SRF, St Mary's Parsonage SRF, NOMA, Ancoats and New Islington Neighbourhood Development Framework, Poland Street Zone SRF, First Street Development Framework Addendum and the draft North Manchester Health Campus SRF.
- 1.6 Transformational development projects in the city such as Mayfield and Northern Gateway are now providing an opportunity to develop high quality low carbon neighbourhoods and scale up the use of nature based solutions utilising the learning from international projects such as the Horizon 2020 Grow Green project. Investment in active travel projects including the Manchester to Chorlton cycling and walking route, City Centre Triangle and Wythenshawe Town Centre are supporting a longer term shift to more sustainable transport modes. The City Centre Transport Strategy will also set out an ambitious plan for the future of travel and public spaces building on the successful pedestrianisation pilot projects which were implemented during Summer 2020.
- 1.7 The Committee will also be aware that Manchester's existing local plan sets out our approach to development and is a guide to decision making on development proposals across the city. It aims to deliver the key outcomes needed to support investment to create jobs and new homes, whilst at the same time focusing on growth to support our ambition to be zero carbon by 2038 at the latest. The first step in the process is to look at the issues the local plan should cover, this was completed in May 2020 and matters relating to climate change and sustainable growth are clear messages from the associated consultation. The next step will be to draft the local plan which will include more detail on how the city will deal with the main issues it is facing.

2.0 Climate Change Action Plan

- 2.1 The Climate Change Action Plan 2020-25 sets an ambition for the Council to reduce its direct CO2 emissions by 50% between 2020 and 2025 based on a 13% year on year reduction trajectory. The Plan also recognises the Council's unique leadership role in supporting and influencing the city to reduce its emissions and in ensuring that the city's residents are protected from the impacts of climate change.
- 2.2 The actions are structured in five sections as follows:
- Buildings and energy;
 - Transport and travel;
 - Reducing consumption based emissions and influencing suppliers;
 - Climate adaptation, carbon storage and carbon sequestration;
 - Influencing behaviour and being a catalyst for change.

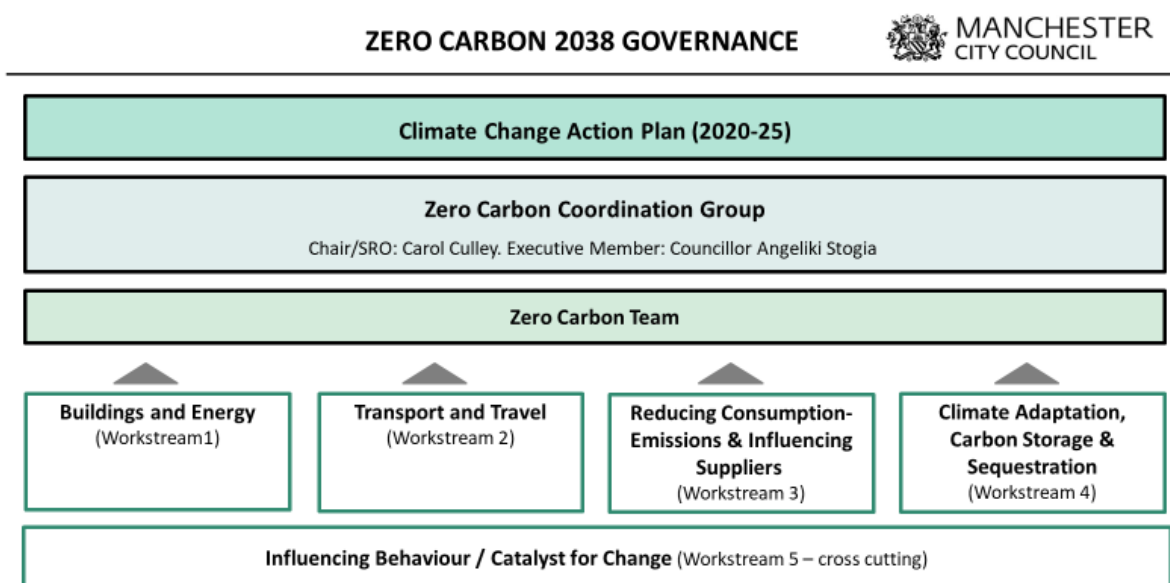
- 2.3 Table 1 (below) was included in the final version of the Plan and summarises the main actions that would deliver the 50% reduction in the Council's direct CO₂ emissions between 2020 and 2025

Table 1: Direct Emissions Actions and Associated Carbon Savings (estimate of 15-16,000 tCO₂ required)

Direct Emissions Action 2020-25	Annual Carbon Saving (tonnes CO₂)
Completion of Phase 1 Buildings Carbon Reduction Programme	1,400
Completion of Phase 1 (a) Buildings Carbon Reduction Programme - ERDF Supported	400
Phase 2 of Carbon Reduction Programme	3,000
Large scale energy generation scheme	7,000
Completion of the final year of the street lighting LED replacement programme	220
Estimated carbon emissions saving benefit from the decarbonisation of the National Grid	800
Completion of the Civic Quarter Heat Network and connection to the Town Hall, Town Hall Extension, Art Gallery and Central Library	1,600
Replacement of half of waste fleet vehicles with Electric Vehicles	900
Reductions to the Council's Fleet through increase in number of Electric Vehicles	400
Reduction in staff travel via car, taxi, air, train	100
Total Estimated Savings	15,820

3.0 Governance

- 3.1 A Zero Carbon Coordination Group was established in September 2019 to oversee the Council's response to the Climate Emergency, the development of the Plan and the strategic oversight of its implementation. The Group is chaired by the Deputy Chief Executive and City Treasurer and is attended by the Executive Member for Environment, Planning and Transport, the strategic leads for each workstream and members of the programme management team. The Group meets monthly to review progress, unblock issues and ensure that the different parts of the plan are joined up. The Group is also critical in identifying emerging opportunities to support the Council and the city to accelerate delivery. Figure 1 (below) summarises the governance of the Council's zero carbon programme.

Figure 1: Zero Carbon Governance Diagram

4.0 Progress during 2020/21

- 4.1 As mentioned above, the Council's direct CO₂ emissions reduced by 54.7% between 2009/10 and 2019/20. Direct emissions are those areas which the Council has direct control over or is financial responsibility for. Reports on these emissions are produced on an annual and quarterly basis.
- 4.2 Reductions in emissions can be the result of specific activity undertaken by the Council such as the investment in LED streetlighting and energy efficiency measures across the operational estate, or other factors including a reduction in the overall size of the operational estate. The reduction in national emissions factors as a result of the decarbonisation of the UK's electricity production also has an impact.
- 4.3 The COVID-19 pandemic has had a significant impact on the Council's emissions in the financial year to date, with large numbers of staff working from home and a reduction in staff travel. Table 2 (below) provides a summary of the latest data for the first two quarters of 2020/21 compared to the same quarters the year before. The reductions are significant in all areas except for the emissions from the Biffa Waste Fleet which has only seen small reductions. Waste collection services have been adjusted due to COVID-19, but they have continued to operate throughout the year. Further information about the replacement of the waste fleet with electric vehicles is provided below.

Table 2: Comparison of Council emissions with previous financial year

Indicator	Difference Q1 2020/21 to Q1 2019/20	Difference Q2 2020/21 to Q2 2019/20
Total CO2 emissions	32% lower	20% lower
Buildings emissions	32% lower	21% lower
Kilowatt hours from buildings	28% lower	14% lower
Streetlight emissions	44% lower	16% lower
Biffa Waste Fleet emissions	6% lower	1% lower
Council fleet emissions	33% lower	18% lower
Staff business travel emissions	70% lower	64% lower

4.4 A summary of the main areas of progress against the five sections of the Plan is provided below along with any challenges or delays. A full report on progress against all the actions in the Plan with visual data and photographs is provided in appendix 1. An analysis of additional financial investment against each of the actions in the Plan has also been undertaken and the total investment figure is £92.5m which is made up of £89.2m of capital investment and £3.3m of revenue investment. The breakdown of this by funder is below:

- £23.5m is Council funding
- £32.9m is from UK Government
- £4.9m is from the European Union (note that this is just the Manchester City Council share and total project values will be higher)
- £25.7m is from Greater Manchester Combined Authority projects
- £1.1m has been secured by the Manchester Climate Change Agency for community projects.

Buildings and energy

4.5 The Council's Phase 1 and 1a Carbon Reduction Plan comprises a £7.6 million capital investment which will deliver 1,400 tonnes of annual CO2 savings. Installations were delayed slightly by the first COVID-19 lockdown, but have now been delivered. Leisure centres are some of our most energy intensive buildings and eight been upgraded with energy conservation measures this year: Wythenshawe Forum; East Manchester Leisure Centre; Hough End Leisure Centre; Arcadia Sports Centre; Moss Side Leisure Centre; North City Family and Fitness Centre; Belle Vue Sports Centre; and Manchester Tennis and Football Centre. The improvements cover a range of measures such as upgrading to LED lighting, improving lighting controls, upgrading Building Management Systems, and installing variable speed drives, as well as solar panel installations at seven of the sites, and an energy efficient combined heat and power plant at the Wythenshawe Forum.

4.6 In addition to the leisure estate, the lighting in the Town Hall Extension, our largest building, has been upgraded to LED, and new controls installed. The large buildings at the Space Project and Sharp Project are also being

improved, the former with a large solar panel installation which is underway; the later with solar panels, lighting and building management systems, which will be completed the first quarter of next the financial year. Alexandra House (our largest office outside the Town Hall Complex) has been comprehensively refurbished and re-opened in February, with fabric improvements, improved mechanical and electrical systems and LED lighting which will reduce carbon emissions by 70%. Electric vehicle charging points have also been installed at the Hooper St, Hammerstone and Longley Lane Depots, to support the increasing electrification of the Council's vehicle fleet.

- 4.7 The Council joined a Greater Manchester consortium to bid to the Government Public Sector Decarbonisation Scheme and identified projects in up to 13 Council buildings with a focus on decarbonising heat. The decision is expected in early 2021 with successful projects needing to be completed by September 2021.
- 4.8 The Council successfully attracted over £1.2 million of European Regional Development Fund (ERDF) which is being matched to the Council's capital investment to deliver a large rooftop solar scheme and battery at the Hammerstone Road depot in Gorton, and Solar PV on car ports at the National Cycling Centre/Velodrome saving 415 tonnes CO₂ per annum when complete.
- 4.9 The £32.8 million investment programme to replace 56,000 street lights with LED lamps was completed in September 2020 and is projected to save over 8,400 tonnes CO₂ and £2 million every year for the Council.
- 4.10 The £24 million Civic Quarter Heat Network is nearing completion with the 40 metre 'Tower of Light' installed in August 2020. Once all the buildings in the network have been connected, it will deliver over 1,600 tonnes of CO₂ savings per annum.
- 4.11 Local Partnerships have been commissioned to undertake a feasibility study into opportunities for the Council to develop a large scale energy generation project. The key findings are likely to set out two options: either invest directly in a large-scale solar generation scheme or enter into a Power Purchase Agreement (PPA) with an energy provider to purchase the energy directly from such a scheme. Each has different financial, risk and carbon impacts which will be considered in detail as options are taken forward for further analysis. The full findings will be presented to the Council's Zero Carbon Coordination Group in February 2021.
- 4.12 The Council's £500,000 funding bid to the Government Green Homes Grant Round 1a has been successful and a further £250,000 bid to Round 1b has been submitted as part of a Greater Manchester Combined Authority bid for privately owned properties. A joint Council and One Manchester bid to the Social Housing Decarbonisation Fund has also secured £3.12 million towards a £7 million project to undertake a full retrofit of 96 social housing properties and a partial retrofit to 60 private properties. One Manchester are providing match funding to the project. The Council also worked with the Manchester

Housing Providers Partnership and the Manchester Climate Change Agency to develop a zero carbon social housing retrofit proposal for 10,500 properties over four years which was included in the Council's Spending Review submission to Government and in the final Manchester Economic Recovery and Investment Plan.

- 4.13 The Capital Gateway approval process and the Capital Strategy have been amended to reflect the Climate Emergency and Climate Change Action Plan. The Manchester Low Carbon Build Standard has been developed and is now being implemented in Capital Programmes. The standard has been endorsed by the Manchester Climate Change Agency and is supported by the Strategic Capital Board, several Portfolio Boards and external partners including the North West Construction Hub Board.

Transport and travel

- 4.14 The 27 Electric Refuse Collection Vehicles have been ordered and represent a £9.8 million investment. The delivery will be in phases between December 2020 and March 2021. Once operational they will save approximately 900 tonnes of CO2 per annum. Electrical charging infrastructure has now been delivered at Hooper Street Depot and Longley Lane Depot and the Council's wider operational fleet now has 10 electric vehicles with a further 14 expected.
- 4.15 Manchester will receive £5.5 million of funding via the Government Active Travel Fund. £4 million will be spent on the City Centre Triangle which will see improved cycling and walking links created between the city centre's three major train stations - Deansgate, Piccadilly and Victoria, plus bus hubs at Piccadilly, Shudehill and the coach station. A further £1.5 million will be spent on cycling and walking improvements between Wythenshawe town centre, Wythenshawe Hospital and the city centre. This investment will build on other recent investment including the £13.4 million Chorlton to Manchester City Centre cycling route which includes the UK's first 'Cycle Optimised Protected Signals' (CYCLOPS) junction at Royce Road in Hulme.
- 4.16 A public consultation on the City Centre Transport Strategy was launched in September and closed on 4 November 2020 with 2,450 responses received. The draft strategy includes ambitious plans for the city centre to improve air quality, increase the amount of quality public space and prioritise walking, cycling and public transport to further reduce dependence on private cars. The Strategy will build on the successful street closures during COVID-19 including bringing forward detailed proposals for Deansgate.
- 4.17 The Council's new Staff Travel Plan has been delayed as a result of staff in HROD being required to support the response to COVID-19 but is now being prioritised with the support of an external specialist. The Plan represents an opportunity to build on some of the positive changes to behaviour which have emerged during 2020 including promoting cycling, walking and public transport, and reducing the need to travel through the use of technology such as video conferencing.

Reducing consumption based emissions and influencing suppliers

- 4.18 Under the 2014 Social Value Policy, all invitations to tender issued by the Council include a 20% Social Value weighting and mandatory questions on the environment as one of the 6 Social Value objectives. Bidders have therefore historically been asked how, if successful, they will support Manchester's zero-carbon ambition.
- 4.19 Tender documents have been updated to include revised environmental questions, which are included as standard in Invitations to Tender. Carbon Literacy Training, which draws on the Tyndall Centre for Climate Change and related research, has also been provided, virtually, to the Integrated Commissioning and Procurement Team given their central role. Officers are currently in the process of categorising contracts by carbon impact, or estimated carbon impact, informed by the research, with the aim of informing specifications and evaluation questions, as well as the subsequent monitoring.
- 4.20 In 2019, the Council decided to trial an additional 10% weighting on Social Value but dedicated to Carbon Reduction in order to ascertain whether suppliers were in a position to respond positively. The trial included 5 contracts, 4 of which were for highways schemes and the fifth was for the Council's advertising contract. Together they have a combined estimated annual value of just under £22m.
- 4.21 The trial demonstrated that this can have a positive impact on contracts especially within construction and highways contracts which tend to have a high carbon footprint. The providers that won the contracts all had carbon reduction targets and plans in place for their organisation (including one provider which is aiming to be net zero carbon by 2030). Depending on the nature of the contract, bids also included commitments on carbon monitoring in relation to the particular contract or service provided, utilising tools like the Carbon Trust's SME emissions tool to report carbon savings on a quarterly basis.
- 4.22 The learning from the procurements over the last year has fed into a wider review of the Council's approach to Social Value in the context of the Climate Emergency and the impact of the COVID-19 pandemic. Recommendations on refreshing the Council's approach to Social Value will be considered at the March meeting of Resources and Governance Overview Scrutiny Committee, including an option to move on a pathway to a 10% environmental weighting across all contracts.
- 4.23 Existing toolkits for commissioners and suppliers are being redrafted ahead of the formal decision on the change in policy and this will include developing guidance for contract managers and suppliers. Work is already in train on this, with a particular emphasis on guidance on carbon reduction.
- 4.24 A task and finish group has been established to progress the work on the environment and they are currently categorising Council contracts by type

and will then overlay the known, or estimated, environmental impact of each category. As each contract is renewed, the additional 10% weighting referenced above will be incorporated into the award process.

- 4.25 Similarly, the capital project approval process already includes an assessment of the carbon reduction characteristics of each project which will be reviewed and updated.
- 4.26 The Council has continued to reduce the use of Single Use Plastics within procurement and commissioning including across Council buildings. Events has also been an area of focus and £7,000 of funding has now been made available through the URBACT C-Change Project to support the Council's Events team with research and collecting baseline data on single use plastics.
- 4.27 The use of single use plastics (SUP) is considered in the procurement of services for Parks. All current catering contracts in Parks have been procured on the basis that they do not use single use plastics, this has also been rolled out in the pre-existing ice cream contracts with the offer being largely compliant. Further work to identify the impact of ceasing use of all SUP is being undertaken and we are aiming to be SUP free at Heaton Park by the end of January 2021.
- 4.28 Progress in relation to the eradication of SUP has been problematical due to the disruption caused by the COVID-19 pandemic – for example, re-usable coffee cups are not currently permitted due to the risk of virus transmission.
- 4.29 The Manchester Food Board have drafted a Food Policy Statement and Manchester Food Recovery Action Plan to support the creation of a resilient food system.

Climate adaptation, carbon storage and carbon sequestration

- 4.30 West Gorton's 'Sponge Park' is now complete and officially opened on 24 July 2020 with the University of Manchester monitoring its benefits until 2023. The focus has been on how to embed the learning from this project into larger scale developments in the city such as the 6.5 acre Mayfield Park and Northern Gateway.
- 4.31 TEP and City of Trees have been commissioned to undertake a Tree Opportunity Mapping study called "Managing Manchester's Trees" to enable a strategic approach to managing existing stock and to identify opportunities for future planting programmes from 2021/22 onwards. Financial approval for the £1 million 'Tree Action MCR' tree planting programme was received in October 2020 and the current projections are that this budget will be spent over three financial years with £250,000 being spent in winter 2020/21 on street trees and orchards. A feature avenue of 33 cherry trees was planted in Old Moat in December and the focus for phase 1 has been wards with fewer trees and lower percentages of street trees. There have been some delays in

the supply of trees from nurseries due to COVID-19 and also social distancing measures preventing some community planting projects from proceeding.

- 4.32 The Committee received a report on the Manchester Green and Blue Strategy and Implementation Plan and the Tree Action Plan during the 13 January 2021 meeting. This report provided a detailed update on the contribution of the green and blue agenda to the city's climate resilience and quality of life.

Influencing behaviour and being a catalyst for change

- 4.33 The Council continued to review its policies, procedures and decision making to ensure the zero carbon commitments are built into the everyday operations of the organisation. The changes being made to capital programmes, procurement and commissioning and throughout Growth and Development are ensuring that the ambitions are being converted into action.
- 4.34 The roll out of Carbon Literacy Training is a key part of the organisational change required and it has been promoted to staff in key services and to senior managers. The roll out of training in Spring 2020 was delayed as COVID-19 prevented the face-to-face element of the training from continuing. A fully online version of the training has now been developed and accredited which requires attendees to watch a BBC David Attenborough documentary and then attend two x 2 hour online training webinars. All training courses are fully booked until the end of the financial year and 961 staff and members have been certified. We are on track to achieve the 1,050 required to reach Silver accreditation by then. The annual Carbon Literacy Project awards have been pushed back from Spring 2020 to Spring 2021 in recognition of the challenges posed by COVID-19.
- 4.35 The Council's Neighbourhoods team have been working with residents across all 32 Wards to embed climate action into ward plans. Where possible, public events have been held to engage with residents and local stakeholders and over 300 residents have attended these, with others participating online. Many more residents have become involved with action-focused events such as tree planting or consultations on specific issues of concern. Some wards have now developed a standalone climate change plan whereas others have embedded climate action within their ward plans. Examples of these actions include developing local campaigns to encourage change including improved walking routes, increase recycling, reduce illegal parking, more biodiversity and meat free days. The Covid-19 pandemic has significantly impacted on the progress of the climate plans, Government restrictions have prevented communities meeting in groups and most volunteering opportunities have reduced. Effective engagement during the pandemic is a challenge, which is recognised across many wards. Three new Climate Change Neighbourhood Officers are currently being recruited (one for each of the three area teams) to provide additional capacity on this agenda and to work closely with other colleagues in the teams.
- 4.36 Additional capacity for the Manchester Climate Change Agency is being put in place and the new structure and posts have been approved by the Council's

Personnel Committee. A new Director will be in place in early 2021 and the other posts will also be filled including the crowd funded Youth Champion role. A priority for the new Director will be to ensure that the organisation can become financially sustainable over the next two years.

- 4.37 The Council, Manchester Climate Change Agency, Hubbub, Tyndall Centre for Climate Change Research and Amity have successfully collaborated on a development bid to the National Lottery Climate Action Fund. The Zero Carbon and Resilient Communities Programme has been awarded £206,000 of funding and will focus on a number of the city's communities, building on the work which has already been undertaken by the Council's Neighbourhoods teams and working with the three new Climate Change Neighbourhood Officers.
- 4.38 Engagement with young people in the city has continued building on the successful large scale events in summer 2019 and January 2020 which have been reported to the Committee at previous meetings. The Manchester Youth Council have now developed a Climate Charter and a Climate Wheel and a shadow youth executive is now in place.
- 4.39 The Council submitted letters to the Greater Manchester Pension Fund in July and September 2020 urging them to set out actions to divest from investment in fossil but as yet there has not been a formal response. Cllr Stogia, Executive Member for Environment, Planning and Transport has now written to her counterparts in other Greater Manchester local authorities to request a meeting about this issue and how they can work together to exert further pressure on the Fund.
- 4.40 The Council's two URBACT funded projects Zero Carbon Cities and C-Change continue to progress positively and the learning from these projects is being shared across the Council and with partners. A proposal is being developed to consider the options for the Council's involvement in COP26 in Glasgow which will now take place in November 2021 and this includes work with Core Cities, Greater Manchester and our local and international partners.
- 4.41 A 'Skills for a Zero Carbon Economy' group was established and met in March 2020, however, this work has not been progressed any further due to the major capacity issues resulting from the Council's response to COVID-19 including working on the food response and business grants programme. This work will be revisited as soon as possible in 2021 and will form an important part of the city's Economic Recovery and Investment Plan. The planned events with Manchester's schools to support them to decarbonise have also had to be delayed due to COVID-19, however, these plans are now being revisited and webinars will be considered as an alternative option.

5.0 Emerging priorities for 2021/22

- 5.1 The activity delivered since March 2020 has put in place solid foundations for the delivery of the Climate Change Action Plan. A number of large scale projects have been progressed and funding bids have been submitted,

however, COVID-19 has inevitably resulted in some delays to projects due to capacity issues. The Zero Carbon Coordination Group, workstream leads and the programme management team will ensure that progress continues to be made against all of the actions in the Plan. There are, however, some emerging priorities for 2021/22 which are set out below and can be divided into three key areas: future project development and external funding; delivering on funded programmes; accelerating actions which have been impacted by COVID-19.

- 5.2 **Future Project Development and External funding:** The external funding environment is continually evolving and the impacts of the UK leaving the European Union need to be fully understood including details of access to European funded programmes including Horizon Europe. Recent Government funding announcements during 2020 including the Ten Point Plan for an Green Industrial Revolution and initial details about the UK Shared Prosperity Fund suggest that competitive funding pots with extremely tight delivery timescales will continue to be the norm. This requires the Council and our partners to have a strong pipeline of potential projects and the capacity to respond to opportunities at short notice as has been the case in the recent Public Sector Decarbonisation Scheme, Green Homes Grant and Social Housing Decarbonisation Fund bids.
- 5.3 A number of future zero carbon projects totalling £289.4 million are included within the Manchester Economic Recovery and Investment Plan. These include zero carbon social housing retrofit, Solar PV schools and a hydrogen fleet proposal. The Plan was developed with partners from across the city including the Manchester Climate Change Partnership in response to the COVID-19 pandemic. The full document can be found at the link below.
https://www.manchester.gov.uk/downloads/download/7313/powering_recovery_manchester_s_recovery_and_investment_plan
- 5.4 Council officers and Executive Members are continuing to lobby for additional funding and policy changes to support the delivery of the Climate Change Action Plan. This includes attendance at a range of Greater Manchester meetings and direct lobbying and meetings with Government departments including BEIS, MHCLG and HM Treasury.
- 5.5 **Delivering on funded programmes:** The capital funding already committed by the Council and the external funding bids which have been successful or are awaiting approval represent a major delivery pipeline which needs to be adequately resourced. These projects include the following:
- Phase 1 and Phase 2 of the Carbon Reduction Programme
 - Delivery of the ERDF funded projects at Hammerstone Road Depot and the Velodrome
 - Potential delivery of the Public Sector Decarbonisation Scheme by September 2021

- Delivering housing retrofit programmes funded by the Green Homes Grant and Social Housing Decarbonisation Fund.
- Completing the existing Grow Green Horizon 2020 project and the Zero Carbon Cities and C-Change URBACT projects
- Delivering cycling and walking infrastructure including the Chorlton to city centre, Wythenshawe and city centre triangle projects
- Rolling out the tree planting, hedges and orchards programme over the next two financial years.

5.6 Accelerating actions which have been impacted by COVID-19: Actions which have been delayed due to COVID-19 or areas where there is an opportunity to scale up activity will be prioritised. These include:

- Implementing the Zero Carbon Communities project and continuing neighbourhood working in all wards of the city.
- Improving communications about the positive action the Council is taking on Climate Change to build on the 'Leaving Carbon Behind' campaign.
- Embedding the new Manchester Climate Change Agency structure to drive delivery of the citywide Manchester Climate Change Framework.
- Working with local partners, Core Cities, Greater Manchester and our international partners to maximising the opportunities from the delayed COP26 in Glasgow which will take place in November 2021.
- Achieving Silver accreditation and then rolling out further Carbon Literacy Training to enable the progression to Gold.
- Revisiting the proposals to support Manchester's schools to decarbonise their estate.
- Capitalising on new ways of working for the Council's staff through the continued use of ICT, changes to the way we use our estate and developing a new and ambitious Staff Travel Policy which captures the opportunities resulting from the pandemic.

6.0 Recommendations

6.1 The recommendations are summarised at the beginning of this report.

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Reducing Direct Carbon Emissions

Manchester City Council's Climate Change Action Plan (CCAP) has a target to reduce direct emissions of CO₂ by 50% over the five-year period of 2020-25. To achieve this, the Council has a target to reduce its emissions by 13% every year, for five years.

The CCAP also sets a carbon budget of 119,917 tonnes of CO₂ for the five-year period of 2020-25, calculated using science-based targets. Within this, the carbon budget for 2020-21 is 31,080 tonnes.



BUDGET

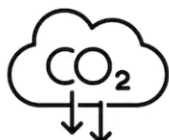
31,080 tonnes CO₂ – Emissions Budget 2020-21

10,346 tonnes CO₂ – Emissions to September 2020*

**Emissions to date are estimated due to billing timelines; the annual report qualifies actual emissions.*

The Council emitted 10,346 tonnes of CO₂ between April and September 2020 – these are the most up to date figures for the year 2020-21. These emissions are associated with Council buildings, streetlights, waste collection, operational fleet and staff travel.

In order to stay within the budget for the whole year, the Council needs to reduce its emissions by 1,204 tonnes compared to last year; this can be referred to as an annual savings target. The Council has implemented a range of energy saving measures since April 2020 and will complete additional improvements by March 2021. Collectively, these measures will generate annual savings of 1,031 tonnes of CO₂ which is 85% of the target.



SAVINGS

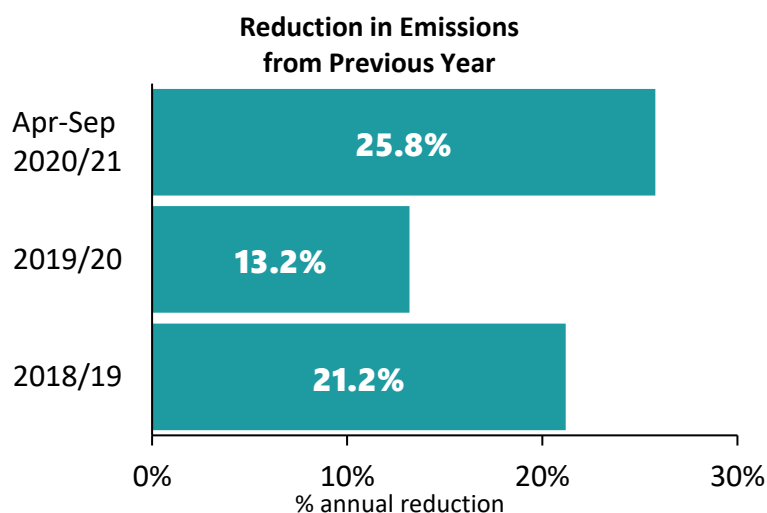
1,204 tonnes CO₂ – Annual Savings Target 2020-21

1,031 tonnes CO₂ – Annual Savings Implemented

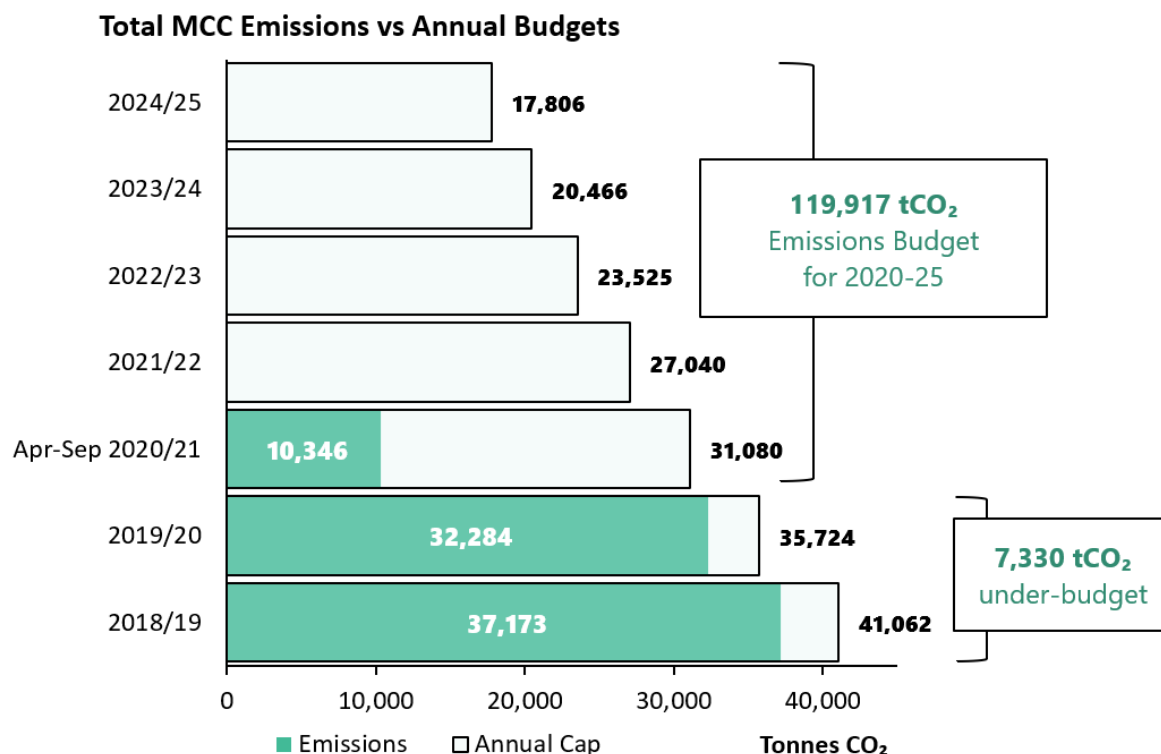
Alongside the savings emanating from these proactive measures, additional savings will be delivered by the decarbonisation of the national grid and, more significantly, by the changes in Council operations brought on by the Covid-19 pandemic. These impacts can already be seen in the figures below. The full impact of these changes will be calculated at year end.

The graph to the right shows the Council's emissions in the year to date are 25.8% lower than the same period in the previous year. The target is to reduce emissions by 13% each year.

In 2018-19 the Council reduced its direct emissions by 21.2% compared to the previous year. In 2019-20 the reduction was 13.2% compared to the previous year.

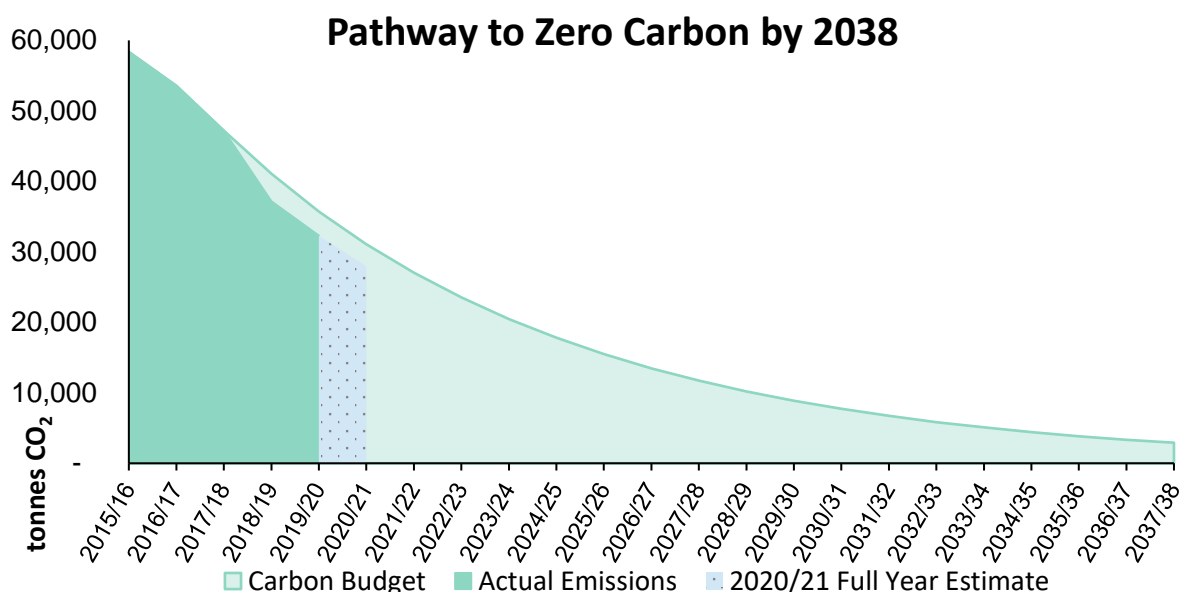


The graph below shows the total and annual carbon budgets for the CCAP 2020-25 and the emissions for April to September 2020; it also shows the budgets and actual emissions for the previous two years, 2018-19 and 2019-20.



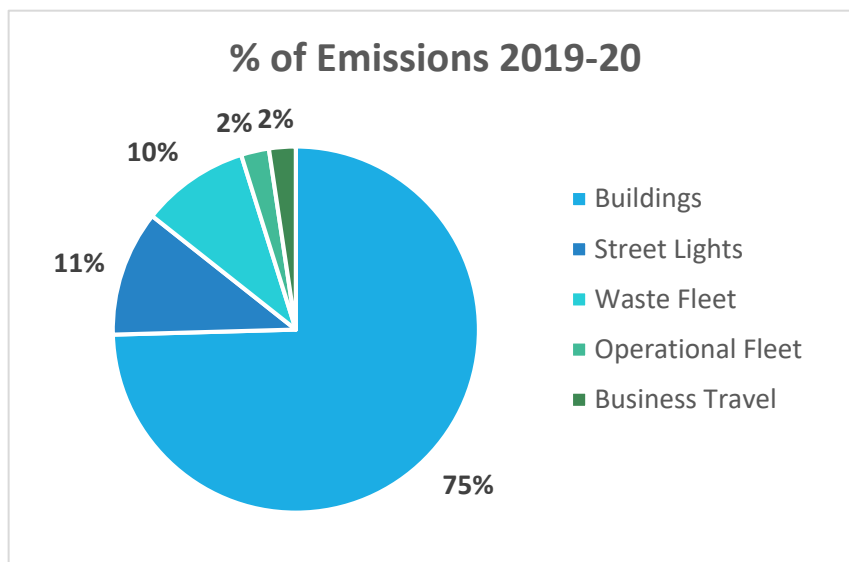
A conservative estimate of total emissions for the full year (April 2020 to March 2021) is **28,000** tonnes of CO₂. This assumes that our emissions for October 2020 to March 2021 will be the same as those for the same period in the previous year. As such, we fully expect the Council to stay below this year's carbon emissions budget of 31,080 tonnes of CO₂.

In addition to the targets for 2020-25 set out in this CCAP, the Council has a target to be zero carbon by 2038. The trajectory to this point is shown in the Pathway graph below; the space below the curve is the total carbon budget for the period. Actual emissions for April 2015 to March 2020 are shown alongside the estimate for 2020-21.



A breakdown of the Council's direct emissions is shown in the chart to the right.

The figures used are from 2019-20 to show a 'normal' position unaffected by Covid-19. It should be noted however that analysis of emissions to date in 2020-21 shows minimal change to the distribution of emissions compared to these figures.



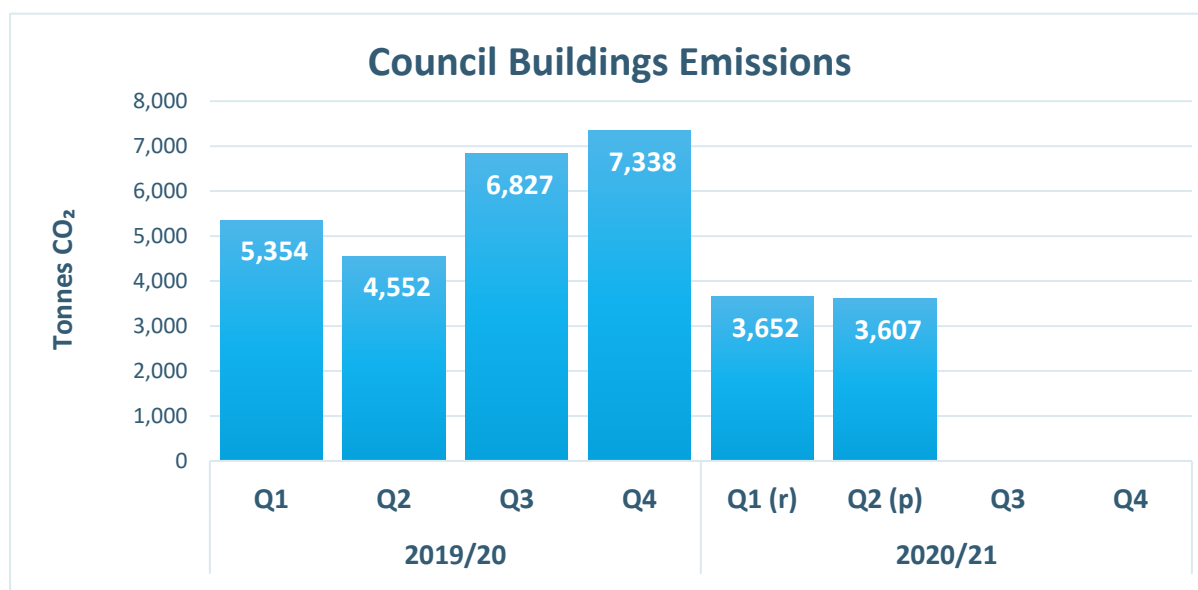
Buildings are the most significant contributor of direct emissions, closely followed by streetlights and our waste fleet, all of which have been targeted for proactive change to reduce the Council's energy consumption and carbon footprint (see later sections of this report for more details).

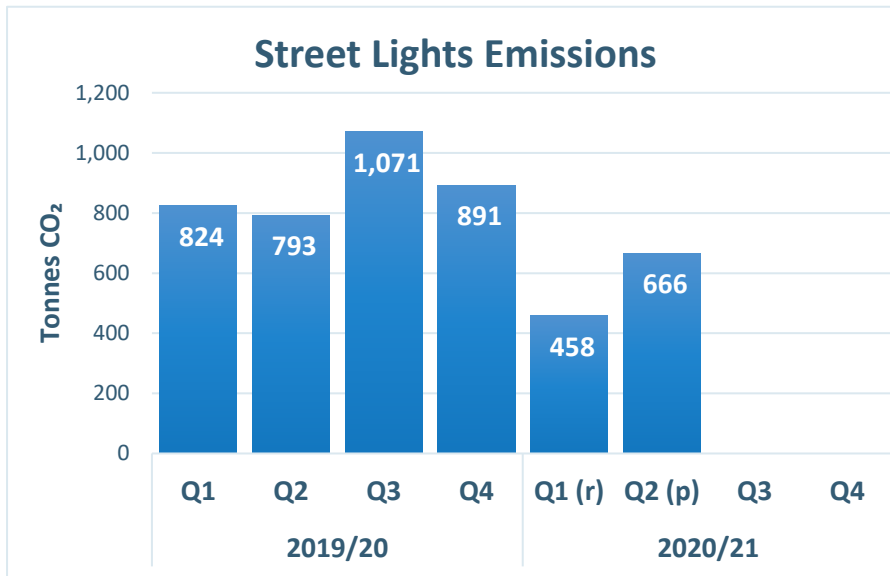
The following charts address each of these items separately, showing a quarter-by-quarter view of emissions going back six quarters to April 2019 which shows both seasonal differences (e.g. energy consumption and emissions peak in winter) and the overall trend.

Some figures for Q1 2020-21 have been revised in Q2 as accurate billing has become available and are marked as (r) for revised; some figures for Q2 are best estimates based on available data at the time of reporting and are marked as (p) for provisional. All figures will be finalised after year-end when a full twelve months of bills become available.

Emissions from energy use in Council buildings have reduced this year compared to the same period last year; this has been driven by the installation of energy efficiency measures and renewable energy generation capacity, and further affected by the decarbonisation of the national grid and the changes to building use caused by the Covid-19 pandemic.

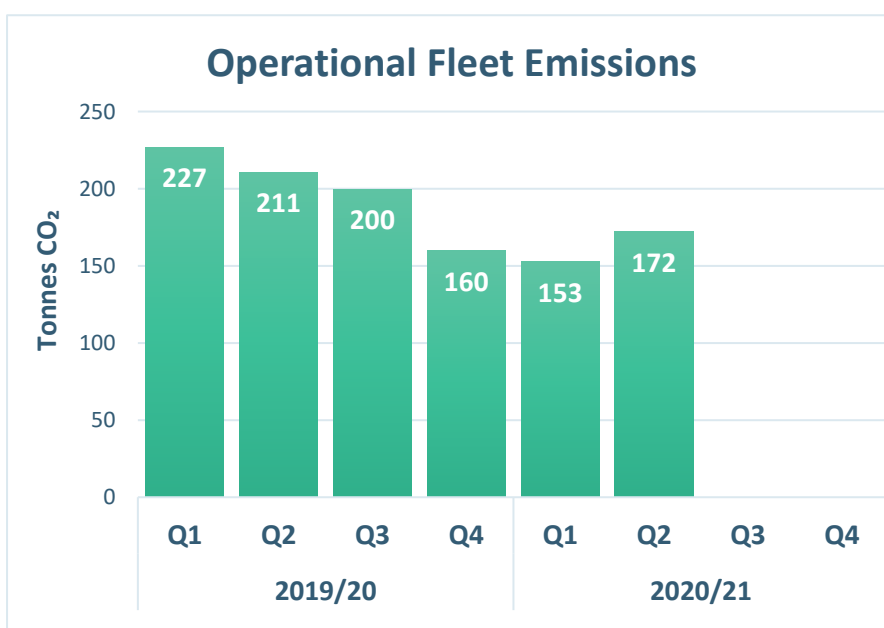
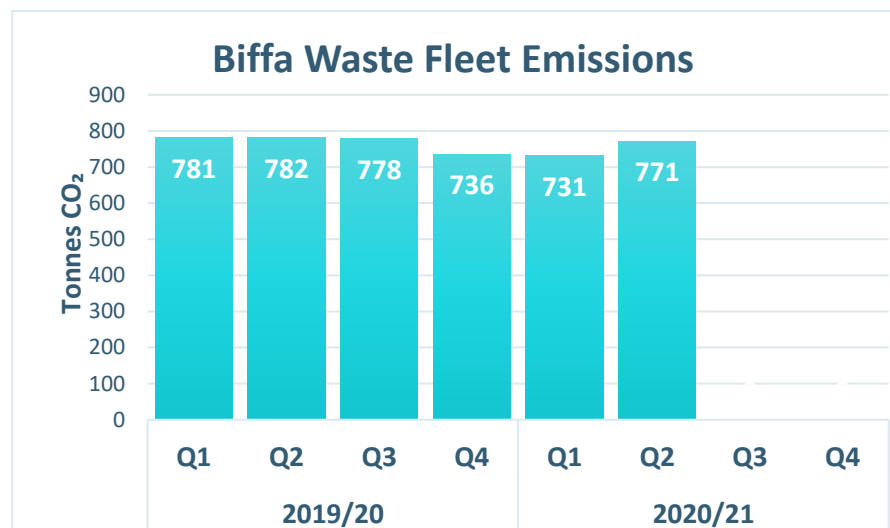
Quarter one emissions are 32% lower than last year and quarter two emissions are 21% below the year before.





Emissions from streetlights have been reduced by the large-scale retrofitting of LEDs (see later sections of the report for more details). Quarter one emissions are 44% lower than last year and quarter two emissions are 16% lower, showing the significant impact of the Council's investment in this LED programme.

Emissions from the waste fleet have remained relatively consistent but will reduce in the coming quarters as half the fleet switches to electric vehicles (see later sections of this report for further details).

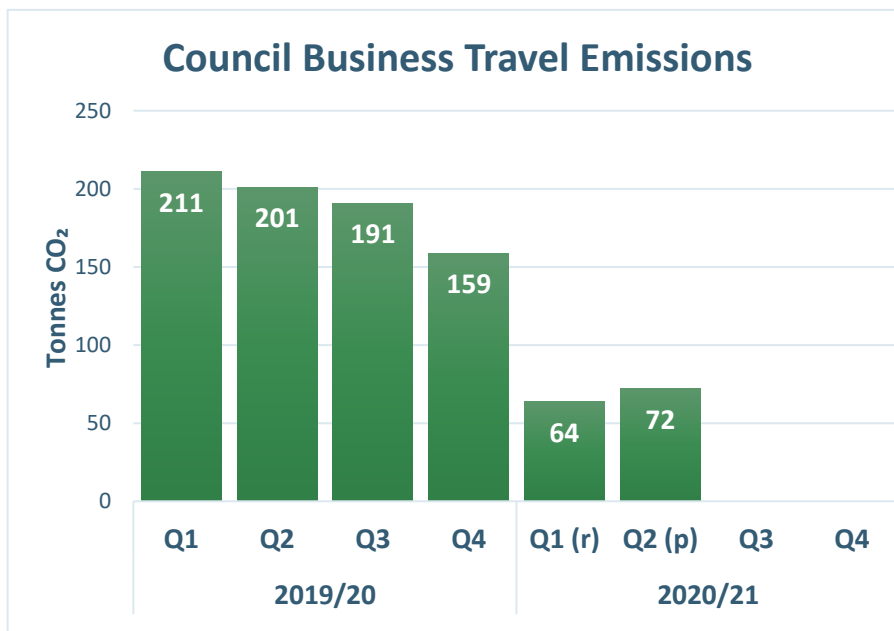


Emissions from the Council's operational fleet have reduced via switching to electric vehicles (see later sections of this report for more details).

Quarter one emissions are 33% lower than last year and quarter two emissions are 18% below the same period the year before.

Emissions from business travel by Council Officers and Elected Members has reduced significantly this year largely due to the Covid-19 pandemic changing the way we work, for example with large shifts to video conferencing.

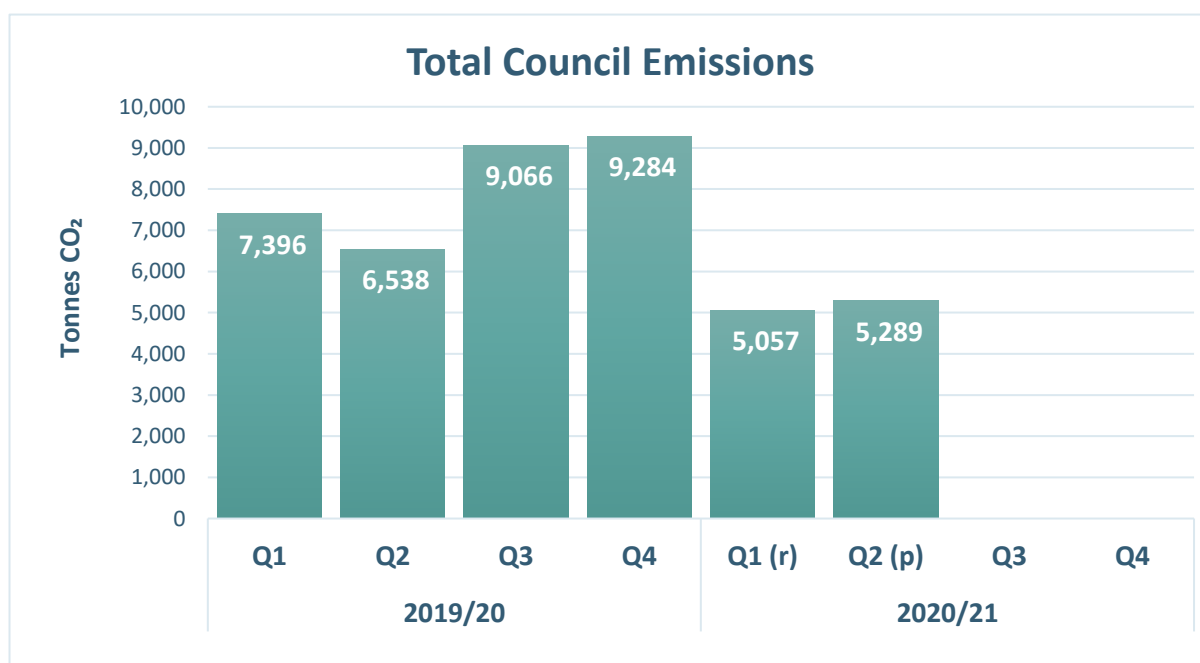
Quarter one emissions are 70% lower than last year and quarter two emissions are 64% below the same period the year before.



Within this, car miles have reduced 60% and 53% for quarters one and two respectively when compared to the same periods last year. Covid-19 has also changed the Council's use of other forms of transport this year, with rail travel falling by over 95% in both quarters and air travel reducing by 100% in quarter one and by 91% in quarter two.

Collectively, the Council's total emissions reflect these downward trends, although it is fully expected that figures for quarters three and four will show a relative increase due to energy demands being higher in winter.

Quarter one total emissions are 32% lower than quarter one last year and quarter two emissions are 19% below the same period in the year before.



Progress Update on All Actions in CCAP 2020-25**Workstream 1: Buildings and Energy****Action 1.1 Carbon Reduction in Council Estate**

Phase 1 of a large-scale programme of energy efficiency improvements and renewable energy installations has been implemented and the work is due to complete in March 2021. This covers eleven buildings within the Council's estate (NB work on The Sharp Project will complete in quarter one of the next financial year).

£6.3m capital investment.

£700k savings each year
via reduced operating costs.

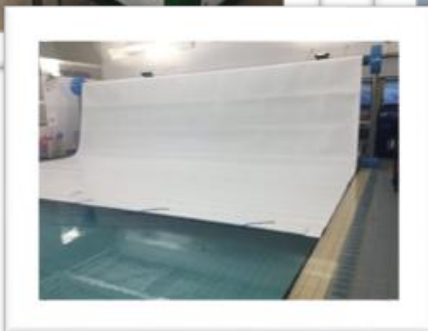
9-year payback period.

2.5MW of renewable
energy generating capacity
installed.

9,000 LED light fittings.

1,326 tCO₂ savings pa.

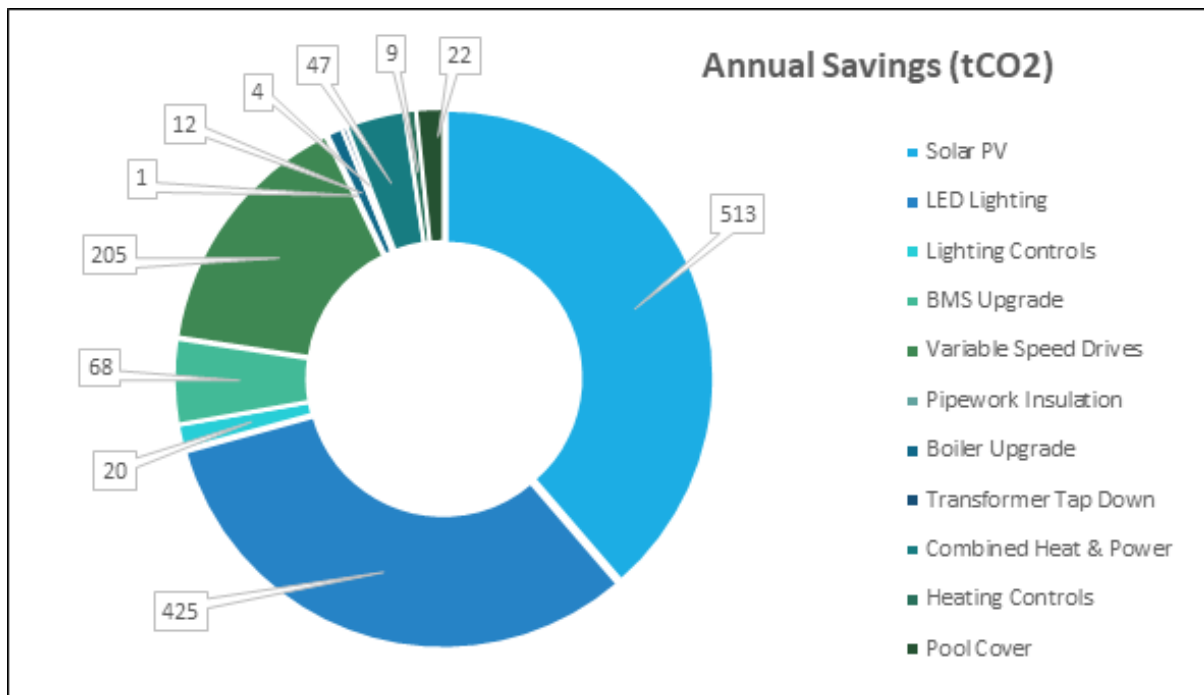
Building	Annual Savings (tCO ₂)
Wythenshawe Forum	297
Town Hall Extension	169
East Manchester Leisure Centre	101
The Sharp Project	295
Space Project	112
Hough End Leisure Centre	74
Arcadia Sports Centre	59
Moss Side Leisure Centre	23
North City Family and Fitness Centre	50
Belle Vue Sport Centre	123
Manchester Tennis and Football Centre	23
Total	1326



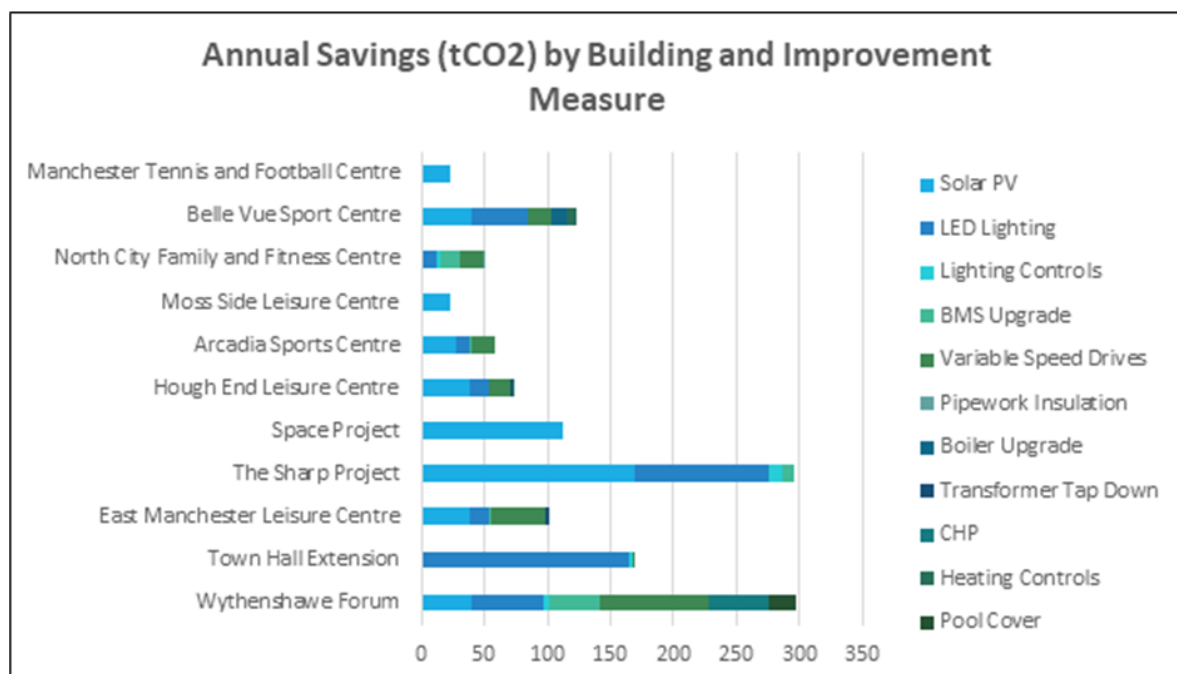
A range of different measures have been installed across these buildings, based on the findings of detailed energy audits. They include LED light fittings, building management systems, pipework insulation and a pool cover. Nine buildings have also had renewable energy generation capacity installed via solar panels, known as photovoltaics (PV), on their roofs.



This graph below shows the tonnes of CO₂ each type of improvement measure installed (or being installed) across the Council estate will generate each year. Solar PV and LED lighting are responsible for around two-thirds of the total annual carbon savings.



This graph below shows the distribution of energy saving technologies and their associated carbon savings across the eleven buildings.



In addition to these measures, work continues on the delivery of longer-term projects and also on seeking additional funding where possible to support an increase in activity.

In a new opportunity, the Council is piloting novel heating and hot water technology with HydroZero, a UK company.

Traditional approaches to reducing or removing gas can be costly, requiring significant changes to a building's fabric and heat distribution system.

This pilot uses hydrogen and plasma to produce heat via an electrochemical reaction and has significant potential to provide a viable alternative to gas going forwards.

HydroZero are currently installing a boiler at Gorton Library - at no cost to the Council - which will be complete in February 2021; at which point detailed monitoring of cost and carbon savings will commence.



In the Old Town Hall, a **40%** energy reduction, and up to **25%** carbon saving (against 2009 usage), is being delivered as part of the refurbishment programme. Re-occupation is due 2024. The measures being implemented include:

- Insulating the roof and all heating pipework
- Removing and repairing windows to reduce air leakage
- Connecting to the CQHN and replacing the heating system
- Using natural ventilation to reduce cooling requirements
- Fitting LEDs throughout including heritage luminaires and external lighting
- Installing a new building management system with zone controls

415 tCO₂ additional annual savings will be generated as part of the new £5m European Regional Development Fund project, Unlocking Clean Energy in Greater Manchester. This will fund solar roofs, solar car ports and battery storage at the National Cycling Centre (in 2021-22) and Hammerstone Road depot (in 2022-23). The works are part of a wider GM project which includes the Energy Systems Catapult developing innovative business models to support greater rollout of renewable energy in future.

Further carbon savings will also be created should the bid to the UK government's Public Sector Decarbonisation Scheme be successful. These funds will support additional energy efficiency and renewable energy installations in up to 13 Council buildings, potentially including the Aquatics Centre, with a focus on decarbonising heat. This is part of a Greater Manchester consortium bid. The outcome should be known in the coming weeks.

Action 1.2 Manchester Low Carbon Build Standard

A new Manchester Build Standard has been developed to reduce the carbon impact of new-build developments and retrofit projects delivered by the Council. It is aligned to best practice guidance from the Building Research Establishment and the Royal Institute of British Architects and was endorsed by the Manchester Climate Change Partnership in December 2020.

The new standard has been rolled out across Capital Programmes and metrics have been agreed for inclusion within future capital business cases in early 2021 once the standard has been formally approved by the Executive (date tbc). A process is being developed to keep the Standard up to date and a programme of training for internal staff has begun. The Standard has been shared with external partners with an interest in driving sustainable construction including the North West Construction Hub Board and the National Association of Construction Frameworks.

Action 1.3 Building and Energy Strategy

The Building and Energy Strategy sets out the Council's approach to reducing carbon emissions across the operational estate, including the procurement of green energy, the generation of renewable energy, and infrastructure to support the wider take-up of electric vehicles; it informs the ongoing retrofit of the Council's estate to reduce carbon emissions. A final version of the report will be scheduled for approval in the coming months.

Action 1.4 Large Scale Renewable Energy Generation

A feasibility study on the potential for large-scale renewable energy generation schemes, including solar PV, onshore or offshore wind, to support the Council's transition to zero carbon began in October 2020. The objective of the study is to identify options to save:

7,000 tonnes of CO₂ per year by 2025.

The study assesses options to deploy renewables at scale on Council buildings and land, on assets owned by third parties and via different business models. The key findings are likely to set out two options: either invest directly in a large-scale solar generation scheme or enter into a Power Purchase Agreement (PPA) with an energy provider to purchase the energy directly from such a scheme. Each has different financial, risk and carbon impacts which will be considered in detail as options are taken forward for further analysis. The full findings will be presented to the Council's Zero Carbon Coordination Group in February 2021.

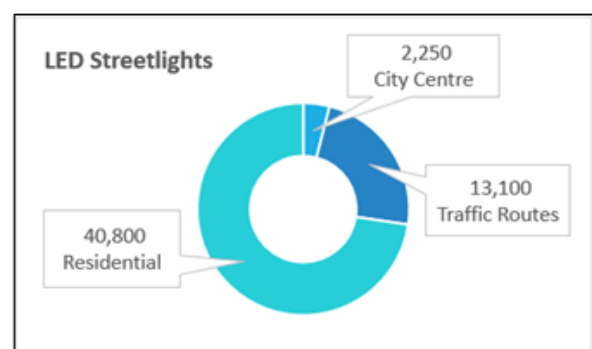
1.5 LED Streetlights

In September 2020 a three-year programme to retrofit Manchester's streetlights with LEDs was completed.

56,000 lamps replaced

70% less energy consumed

5,000 tonnes of CO₂ saved



Action 1.6 Civic Quarter Heat Network

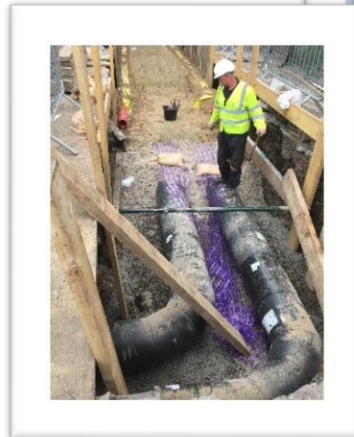
The Civic Quarter Heat Network will initially serve seven city centre buildings with the potential to connect more in the future.

£24m project containing a 3.3MW Combined Heat & Power (CHP) unit which will initially run on gas, a proportion of which will be 'green gas' and has the potential to introduce hydrogen into the mix in future to further reduce its carbon footprint.

2km of district heating transmission network has been installed (pipes, power and communication cables). The network has an expected operational life in excess of 50 years.

The Tower of Light is complete and in-building final connections for heat and power are in progress and will go live in February / March.

Commissioning of the energy centre (the centralised boiler plant) is in progress and energy generation will start in February. There have been some delays caused by Covid-19 including the transformation of the Manchester Convention Centre into the Nightingale Centre. The Town Hall is due to have equipment installed by September 2021 with power supply commencing in June 2022 and heat supply in November 2022.



Action 1.7 Housing Stock Condition Survey

Using the Northwards Housing Zero Carbon Study Report, published by Savills, an estimate has been calculated for the average cost of low carbon retrofits to social housing (£25,600 per dwelling). These figures were extrapolated to estimate the cost of retrofitting owner-occupier and private-rented sector housing; this figure is estimated between £16,000 and £39,000 per dwelling.

In addition, GMCA have been carrying out a detailed study of housing stock condition across Greater Manchester which is due to complete early in 2021; these findings will be fed into future planning.

Action 1.8 Energy Efficient Housing

A significant amount of funding has been secured to improve the energy efficiency of Manchester's housing stock, and more funding applications are in the pipeline.

£500k funding has been secured from the Green Homes Grant (round 1a) will improve **42** dwellings with an Energy Performance Certificate rating of D or below by March 2021.

£250k bid submitted to the Green Homes Grant Local Authority Delivery (round 1b) to improve **21** homes. Options are being discussed with landlords who provide homelessness temporary accommodation for the Council as one-third match funding is required.

£7.8m funding secured from the Social Housing Demonstrator Fund and One Manchester to retrofit approximately **156** hard-to-treat concrete construction homes at Grey Mare Lane, Beswick. **96** dwellings in the social-rented sector will receive a full retrofit and around **60** private dwellings will receive a partial retrofit to deliver consistent "kerb appeal".

2 new-build schemes are also in negotiation with developers: **77** dwellings at Russell Road (the site of Spire Hospital) in Whalley Range will be BREEAM 'very good' as a minimum, and **68** dwellings at Silk Street in Newton Heath will include measures such as ground source heat pumps, air source heat pumps, green roofs, green walls and electrical vehicle charging.

Action 1.9 Energy Efficiency in Commercial and Non-Domestic Buildings

One of the ways in which the Council is using its direct influence to support external partner organisations is by ensuring that the benefits of transitioning to zero carbon are clearly outlined in the provision of loan funding and the commissioning of services.

For example, the Council has supported the LTE Group and Manchester College with loan support towards the delivery of their estate strategies. Several design features have been included to reduce carbon emissions including the application of BREEAM standards to achieve an 'Excellent' rating, an EPC rating of A and the reduction of operational costs through sustainable design.

Similarly, where senior Council leaders have roles as directors on various boards and partnerships, influence is used to ensure that investment decisions and development of strategies are aligned to the Council's Climate Change Action Plan and/or the Manchester Climate Change Framework.

Action 1.10 A Local Energy Plan for Manchester

The Greater Manchester Local Energy Plan project is a 2-year project designed to develop Local Area Energy Master Plans to help optimise current and future energy assets and to support energy innovation.

£6m Innovate UK grant, led by GMCA with specialist expertise from the Energy Systems Catapult.

Manchester City Council is one of 11 partners and work is expected to commence on our Area Plan in early 2021.



**GREATER
MANCHESTER
LOCAL ENERGY
MARKET**
DOING THINGS DIFFERENTLY FOR THE ENVIRONMENT

Action 1.11 Leasing or Disposing of Council Land and Buildings

Work has started in the Council's Development Team to review the processes and governance arrangements required to ensure the Council's zero carbon commitments are reflected when Council buildings or land are disposed of or leased to a third party.

Action 1.12 A New Manchester Local Plan

The consultation on key issues in the new Local Plan for Manchester took place in 2020 and included the target to achieve a zero carbon Manchester by 2038. Feedback from the consultation confirmed that zero carbon was a key issue across the range of responses from individuals, businesses and other organisations.

The next stage will be to develop a first draft and to include key policy options with a preferred policy approach identified. The current Core Strategy (Manchester's adopted Local Plan) includes a suite of policies (EN4 to EN8) that guide development towards zero carbon:

- Policy EN4 - Reducing CO2 Emissions by Enabling Low and Zero Carbon Development
- Policy EN5 - Strategic Areas for low and zero carbon decentralised energy infrastructure
- Policy EN6 - Target Framework for CO2 reductions from low or zero carbon energy supplies
- Policy EN7 - Energy Infrastructure opportunities
- Policy EN8 - Adaptation to Climate Change

The task ahead is to consider where these policies need to be revised in the light of new evidence and understanding about the pace of change required to meet the CCAP targets.

Action 1.13 Partnership Work with Experts on Buildings

Several activities have been taking place to develop partnership working with local and national experts. In October 2020 a 'partnership mapping' exercise took place within the Council's City Policy and Corporate Estates teams to develop a structured approach.

The Council has continued to contribute to, and drawn expertise from, the North West Construction Hub, the National Association of Construction Frameworks and the Cambridge Centre for Smart Innovation and Construction, along with Highways England and the Environment Agency.

Capital Programmes are also working with Wilmot Dixon to identify key performance indicators which can be rolled out to all framework contractors as a national trial. The Manchester Low Carbon Build Standard has been shared with the Core Cities Low Carbon group and further discussions are planned to support development of a Greater Manchester Carbon Standard for buildings.

There will be further meetings with City Policy to progress discussions on the Local Plan and with the Manchester development community to identify opportunities for collaboration.

Workstream 2: Travel and Transport**Action 2.1 Decarbonise Waste Collection**

The Council has made a **£9.8m** investment into decarbonising waste collection and improving air quality by purchasing:

27 Electric Refuse Collection Vehicles to **replace 50%** of the fleet.

The manufacturer of the vehicles is based in the North West and delivery is planned in phases between new year and March 2021.



Electrical charging infrastructure has been installed at Hooper Street and Longley Lane depots in readiness for the new vehicles; charging infrastructure works are nearing completion at Hammerstone Road depot.

Once operational these vehicles will save **900 tonnes of CO₂** per year.

Action 2.2 Decarbonise Operational Fleet

The Council's operational fleet comprises around 220 vehicles (numbers fluctuate over time as leases expire and are renewed) and work began several years ago to move away from traditional fuels.

To date, 16 diesel vans have been replaced with 16 fully electric vans and four cars have been replaced with 1 fully electric and 3 hybrid cars.

In June 2020, charging infrastructure was installed at Hooper Street depot for use by the Council's facilities teams and security contractors Engie and Mitie.



Further analysis is underway to assess the potential for extending charging infrastructure to enable a greater number of electric vehicles to be deployed within the operational fleet.

Action 2.3 Sustainable Travel Policy

The Council's new Staff Travel Plan has been delayed as a result of staff in HROD being required to support the response to Covid-19 but is now being prioritised with the support of an external specialist.

The Plan represents an opportunity to build on some of the positive changes to behaviour which have emerged during 2020 including promoting cycling, walking and public transport, and reducing the need to travel through the use of technology such as video conferencing.

Action 2.4 Walking and Cycling

£13.4m investment from the Greater Manchester Mayor's Challenge Fund supported delivery of the Chorlton to Manchester City Centre cycling route which includes the UK's first 'Cycle Optimised Protected Signals' or **CYCLOPS** junction at Royce Road in Hulme which was opened on 3 July 2020 and which won a Vision Zero Leaders Award:
<https://www.youtube.com/watch?v=IQOVwUzJoto&feature=youtu.be>



£5.5m of funding from the Government Active Travel Fund will be invested into two projects which promote sustainable forms of transport and prioritise walking, wheelchair access and all forms of cycling.

£4m of which will fund the **City Centre Triangle** which will see improved cycling and walking links between the city centre's three major train stations - Deansgate, Piccadilly and Victoria.

And £1.5m will fund cycling and walking improvements between **Wythenshawe** town centre, Wythenshawe Hospital and the city centre.

£11.5m of additional investment from the Greater Manchester Mayors Challenge Fund has been secured to support the **Northern Quarter Cycleway**, which will encompass all routes from the Northern Quarter, Piccadilly and Victoria.

£774k of funds, also from the GM Mayors Challenge Fund, has been secured to support active travel schemes in **Levenshulme** and **North Burnage**.

Following public consultation, a 6-month trial began in January 2021 to allow a temporary version of the Levenshulme and Burnage Active Neighbourhood scheme to be tested. A key target of the approach is to reduce the number of vehicle journeys and improve air quality. Filters, such as planters, have been placed at a series of locations where they will help to reduce levels of rat-running traffic through residential streets, while maintaining essential access and encouraging more people to consider walking and cycling for their local journeys. The trial allows the scheme to be seen in action, tested and analysed so it can be refined and amended where required.

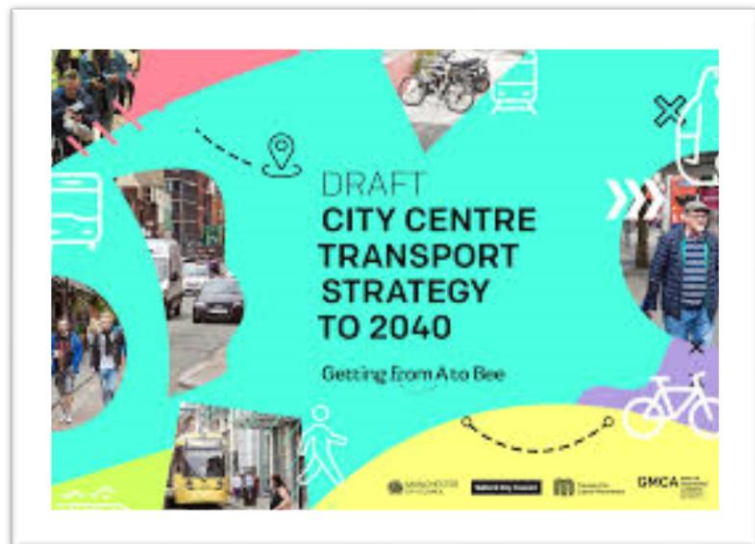
In **Harpurhey**, proposals have been brought forward for 11 new or improved road crossings to make active travel into the centre of Harpurhey by bike or on foot safer and more convenient. A consultation was carried out in October 2020 to ensure local residents had the opportunity to give their views.

Action 2.5 Strategic Transport Infrastructure

A Draft City Centre Transport Strategy for 2040 has been developed in partnership with TfGM and Salford City Council.

It outlines plans for future City Centre Transport and builds on input from residents, commuters, businesses, visitors, transport operators and other stakeholders to ensure it reflects both existing transport challenges and future aspirations for the city centre of those that use it each day.

It seeks to bring together the ambitious plans to make the city centre a more attractive place to live, work and visit; the medium and long-term plans for continued growth in the number of jobs and homes; the demands that the transport system needs to meet; and the short-term measures that have been needed to respond to the Covid-19 pandemic.



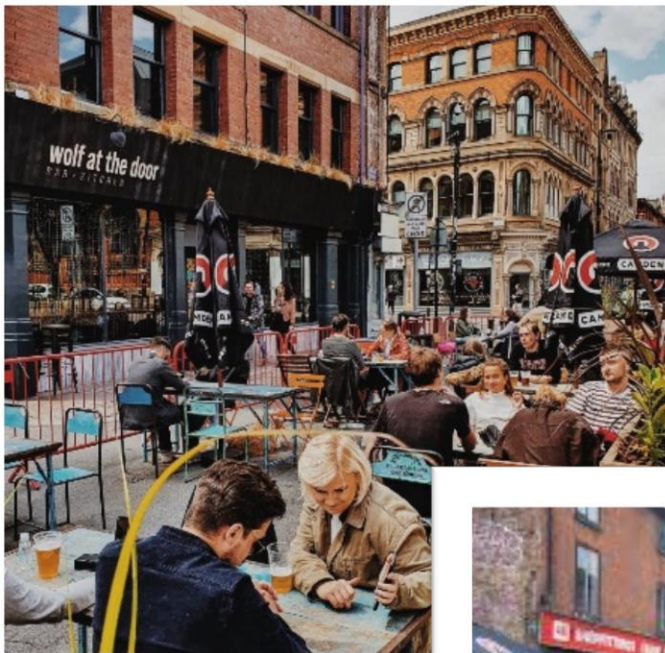
Action 2.6 City Centre Transport Strategy

A public consultation on the City Centre Transport Strategy was held between September and November 2020.

2450 responses were received.

The strategy includes ambitious plans for the city centre to improve air quality, increase the amount of quality public space and prioritise walking, cycling and public transport to further reduce dependence on private cars.

The strategy envisions a well-connected, zero-carbon centre at the heart of the North, offering residents, workers and visitors a great place to live, work and play, and getting the right balance between the different ways of travelling. The headline target is for 90% of morning peak trips to the city centre to be made by public transport and active travel by 2040.



The Strategy sets out these principles in seven ambitions and presents committed interventions and future proposals to achieve the ambitions.

The proposals are grouped thematically around Our Bus, Our Metrolink, Our Rail, Our Streets and Our Integrated Network.

The strategy includes a commitment to build on the successful street closures during Covid-19 including bringing forward detailed proposals for Deansgate and other city centre streets.

This is all part of an overall strategy to ensure the city centre can lead a strong, sustainable, healthy and inclusive recovery, and balance the competing demands for city-centre space.



Action 2.7 Aviation Emissions

Manchester Airport Group have joined Manchester Climate Change Partnership as a formal partner. There will be 6-monthly senior-level meetings to progress the aviation actions in the Framework. Manchester Airport Group are also a member of UK Government Jet Zero Council, a partnership between industry and government to drive the ambitious delivery of new technologies and innovative ways to cut aviation emissions.

Action 2.8 Sustainable Travel Incentives

Travelling to work has been significantly affected by the Covid-19 pandemic for many Council officers, however, increasing the number of staff that travel to work by sustainable modes of transport remains a priority and is being reviewed in conjunction with development of a Sustainable Travel Policy for business travel (see action 2.3).

A range of incentives and support will be considered including salary sacrifice schemes for bus, tram and rail tickets. Positive behaviour changes that have come about due to Covid-19, such as reducing the need to travel by using technology such as video conferencing, will also be considered. Between January and December 2020, the Council have received 169 applications for the cycle to work scheme.

Workstream 3: Reducing Consumption-Based Emissions and Influencing Suppliers**Action 3.1 Sustainable Procurement**

The Council's approach to Social Value in procurement has been reviewed in the context of the Climate Emergency Declaration and the impact of the Covid-19 pandemic. In 2020, the Council trialled inclusion of an additional **10% environmental weighting** within procurement to help reduce the carbon footprint of our consumption-based emissions.

Manchester City Council is the first Local Authority to do this.

Five procurement exercises covering highways and external advertising were included in the trial (some of these were for framework contracts involving multiple suppliers).

£22m is the estimated total annual value of these contracts.

Examples of the positive environmental behaviours elicited by the additional 10% weighting include successful bidders:

- Having carbon reduction targets for their organisation, including one who is working to be net zero carbon by 2030.
- Monitoring the specific carbon emissions related to delivery of the contracted service, utilising credible tools like the Carbon Trust's SME emissions tool.
- Reducing CO₂ emissions from highways surface treatment by 10% per year between 2020-22.

Work is now underway to update the Council's social value policy, which will go to Scrutiny and Executive for approval (date currently being confirmed). Recommendations will include an option to move on a pathway to a 10% environmental weighting across all tender opportunities and commissioning activity.

Action 3.2 Tyndall Centre Report

Within the existing Social Value protocols that guide procurement, the environmental questions have been updated to reflect the findings of the Tyndall Centre report on consumption-based emissions.

The work outlined above in action 3.1 will support an extension of this activity to reduce the Council's indirect emissions and work is currently underway to estimate the carbon impact of different categories of procurement to support a prioritised approach to updating specifications, evaluation questions and monitoring.

The Carbon Literacy training, which draws on the Tyndall Centre and related research, has been delivered to the Council's Integrated Commissioning and Procurement team to help them implement improvements to drive down indirect emissions.

Action 3.3. Single Use Plastics

The Council has committed to be **Single Use Plastic free by 2024** in line with the Plastic Free Greater Manchester Pledge. In support of this, Operational Estates have implemented the following changes across our estate including the cafes in City and Central Libraries:

- Issuing paper straws rather than plastic
- Issuing corn starch cutlery instead of plastic
- Using biodegradable card serving boxes for food
- Ensuring all cleaning chemicals are cradle to grave sustainable products
- Refilling workstation cleaning sprays from concentrate
- Avoiding plastic wrapping on products from cleaning material suppliers

Contract cleaners have pledged to eradicate non-essential Single Use Plastics by the end of 2020.

A range of **Sustainable Events Guides** have been produced in partnership with Julie's Bicycle, these guides will be used for Council-run events as well as events organised by third parties that are held on Council land.

Two Council events were delivered in line with the new guide in 2019, prior to publication and before Covid-19 restrictions halted all event activity in March 2020.

- The Manchester Day in 2019 featured a unique parade where everything was pushed, pulled, cycled or wheeled (except for a GM Fire & Rescue vehicle) and a large proportion of content was made from recycled and up-cycled materials. This event gained 4 stars in the externally verified Creative Green certification.
- The Festival of Manchester in 2019, held in Platt Fields Park, made water available to attendees via mains and a bowser to help reduce the sale of plastic water bottles and 15 food traders committed to using single-use plastic free cutlery and containers.

Learnings from these events are to be shared across event partners as part of rolling out of the Sustainable Event Guides - now expected in 2021 subject to Covid-19 restrictions.

£7K of funding has recently been made available through the URBACT C-Change Project (EU funded) to support the Council's Events team to quantify the positive environmental impacts of measures to eliminate Single Use Plastics and to identify further potential to expand this good practice in future activities.

Manchester Markets have improved efficiencies around refuse collection across the city centre sites to increase recycling rates and reduce general waste. Options are now being explored to see what energy efficiency measures can be considered to improve the efficiencies of the pop-up market chalets used in the city centre.

Additional positive environmental impacts have been delivered via procurement of the **new Christmas decorations**.

Bidders were specifically asked in the invitation to tender to describe how they would contribute to reducing carbon emissions.

The winning bidder stated it had reduced its carbon footprint by 40% in the prior 5 years. Their lights are LEDs and their motifs used in street decorations are 100% recyclable, derived from sugar cane and recycled aluminium. At the end of their usable life these motifs are returned to the manufacturing plant where 70% is composted and 30% recycled.



Action 3.4 Citywide Supplier Toolkit

The Council are updating existing toolkits for suppliers to support the adoption of an additional 10% environmental weighting in procurement (see action 3.1). These toolkits will include guidance for suppliers on improving their environmental performance to help drive positive action through supply chains and will feed into the rest of the work described here.

As a member of the Manchester Climate Change Partnership (MCCP), the Council is working with key local stakeholders to develop a shared approach to procurement and commissioning across the city that focuses on tackling climate change.

Manchester Metropolitan University and the University of Manchester have been asked by MCCP to work on the evidence base for a shared citywide Supplier Toolkit to help drive

reductions in the carbon footprint of supply chains via sustainable procurement and commissioning. There is an agreement that any toolkit needs to be usable by SME's as well as large organisations, therefore the Manchester Climate Change Agency has agreed to approach around 60 companies across a range of sectors to recruit volunteers for an initial pilot and consultation.

Action 3.5 Single Use Plastics

In partnership with Julie's Bicycle, the Council has produced a range of **Sustainable Events Guides** for event organisers, suppliers, service providers and venues which include commitments to reduce and eliminate the use of Single Use Plastics.

The guides were launched as part of an EU-funded URBACT C-Change project on tackling climate change within the culture sector. The event was attended by Manchester Climate Change Partnership, Manchester Arts & Sustainability Team (MAST) and international project partners from Mantova, Sibenik, Wroclaw, Agueda and Gelsenkirchen - the guides have since been translated into two languages (Italian & Croatian) by these partners.

Across **Manchester Markets**, changes have been introduced to influence traders.

74 traders across the Arndale and Church Street Markets, as well as the additional traders at our Specialist and Pop-up Markets have committed to use consumables that are 100% recyclable, 100% compostable, 100% biodegradable & disposable.

The Council's Markets team have also made changes to the trader application process by adding an environmental section which includes sourcing of supplies, food miles and the trader recycling policy. This data is included as part of the application scoring system. The Markets team are now working through the challenges of policing contracts and supporting traders to live up to these commitments.

21 caterers operating across the City's parks have also committed to reduce and eliminate single use plastics as part of their licensing agreements. As with markets, work is underway to monitor these commitments are challenges are being identified but the ambition is there, for example, Heaton Park is aiming to be single use plastic free by January 2021.

Action 3.6 A Sustainable Food System

The Manchester Food Board have drafted a Food Policy Statement and Manchester Food Recovery Action Plan to support the creation of a resilient food system.

One of the Recovery Objectives is to: **Reduce environmental impacts throughout the food system with a focus on food waste and a shift to more ecological practices.**

Legacy work is underway which builds on the food response during Covid-19. Safe food donations information is now live on the Council's website.

Workstream 4: Climate adaptation, carbon storage and carbon sequestration

Action 4.1 The Manchester Tree Action Plan

Based on the successful tree planting work over the last thirteen years where over 100,000 have been planted, a new

£1m 3-year programme of city-wide tree planting has been launched, with planting season now underway over winter 2020-21.

In December 2020, an avenue of mature trees was planted to help create Great Ancoats Boulevard; with 62 trees planted in total.

In the same month, 33 cherry trees were planted to create a feature avenue in Old Moat; this was done on the back of a consultation and with the support of local residents, a nearby primary school and ward councillors.

The city is on track to meet this year's targets but, as the tree-planting season runs from November to March, the full and accurate figures are not yet available.

The projected spend for this year is £250k. As the programme is rolled out, the target is to plant 1,000 new trees, including a mix of street trees, beacon trees, avenues, hedgerow planting and community orchards within parks.



Action 4.2 Embedding Nature Based Solutions

Work to embed nature-based solutions (NBS) for flood resilience in open spaces, highways and new developments across the city has continued in 2020. Examples include:

GrowGreen is an EU-funded Horizon 2020 project which has delivered NBS demonstration projects in Manchester, Valencia and Wroclaw. Alongside these practical schemes, Universities in the three cities are developing KPIs to monitor the physical and social benefits which the demonstrators bring. In Manchester, the University of Manchester have begun monitoring the impact of the West Gorton Community Park.

The West Gorton Community Park is a £1.4m, 14,000 sq. metre "sponge" park funded by GrowGreen 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. It has also provided a real-life experience of the procurement and installation process of

such a NBS feature and provides a showcase location which can demonstrate NBS's in use and the potential wider business cases for future financing of such developments.

Video link: [Seeing Is Believing: West Gorton Community Park - YouTube](#)



Manchester River Valley Strategy – procured from our EU Horizon 2020 funded GrowGreen project, The Environment Partnership (TEP) are developing a River Valley Strategy for the city's three main rivers (Irk, Mersey, Medlock). This will provide further evidence to the main Green & Blue Infrastructure Strategy, on the value of the city's rivers and their tributaries to the city (both as a flood resilience asset, but also the many co-benefits), and consider how best they could be retained or improved.

Mayfield Park – will be the city's first new park in over 100 years. Consent for phase one of the scheme was granted in February 2020 for the creation of the 6.5-acre park.

In August 2020 Mayfield secured £23 million in grant funding from the Government's 'Getting Building' Fund which will allow construction to commence soon.

Mayfield is a 24-acre brownfield site with the River Medlock and green infrastructure improvements central to its delivery; it is designed as a 'floodable park', bringing citizens closer to the river.



Northern Gateway – In partnership with FEC, the Council have set the ambition for world class green spaces throughout the development, including seven 'new' green spaces including a City River Park and a viaduct development. Challenges exist around capital and

ongoing maintenance finance and governance models. With assistance from GMCA, around £30k of technical assistance has been secured to look at different business models for ongoing governance and maintenance models.

GMCA Ignition Project – this is a £4.4m collaboration project led by GMCA bringing together 12 GM-based partners including Manchester City Council, United Utilities and the Environment Agency. Activities of the project include mapping the ‘baseline’ of Green Infrastructure in Greater Manchester; mapping the overlay of historic flood events with the Council’s capital and highways programmes and the capital programmes of United Utilities and Environment Agency; and exploring potential business models for parks including partial disconnection from mains drainage. Within this project, the Council has secured an additional allocation of £15k to provide further detail around a business case for installing exemplar Sustainable Urban Drainage on Deansgate.

Action 4.3 Tree Opportunity Mapping

In August 2020, the Council committed £50k and commissioned City of Trees and TEP to deliver a piece of work ‘Managing Manchester’s Trees’ (MMT) which will help provide a better understanding of the city’s tree resource and identify further opportunities for planting and management.

The ‘i-Trees’ assessment of our tree stock aims to demonstrate the value of our existing 1.2 million trees to carbon storage, sequestration, climate resilience air quality and many other benefits. The tree mapping will conclude in March 2021 and will focus on the following:

- 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.

This work will provide the context within which opportunities for tree planting can be assessed going forward, allowing reasoned decisions to be made regarding appropriate places to plant individual trees and woodland. It will be used to inform the ongoing active tree planting programme. To support this, the Council have committed £45k to create a 2-year part-time post to manage this internally.

Action 4.4 Maximising Council Contribution to City of Trees

The aforementioned £1 million programme, delivering significant levels of tree planting on Council owned land, represents the Council’s contribution to the citywide effort by City of Trees to increase the number of trees in Manchester.

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.

Workstream 5: Influencing Behaviours and being a Catalyst for Change

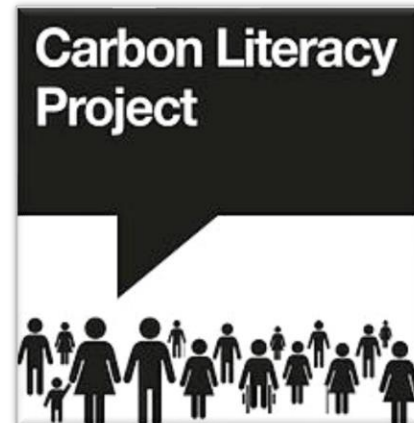
Action 5.1 Carbon Literacy

Carbon Literacy training was paused in spring 2020 as Covid-19 restrictions prevented the face-to-face element of the course from taking place.

An online version was developed and accredited to enable training to continue throughout the pandemic; all places on the remaining training courses are fully booked until the end of February 2021.

We are currently a Carbon Literate Organisation at

Bronze level and expect to achieve Silver when the annual awards are made, hopefully in Spring or Summer 2021.



Action 5.2 Environmental Weighting in Procurement

This action is to roll out the additional 10% environmental weighting - see action 3.1.

Action 5.3 Embedding Carbon in Decision-Making

Zero carbon has been recognised as a council priority and is being embedded into the Our Manchester Strategy reset and the council's Corporate Plan.

The **Capital Gateway** business case criteria is kept under review so that it can be altered and adapted as the Council's priorities develop. The business cases requesting capital investment are now required to include a carbon measure, both for during the project progression stage and the ongoing lifecycle post-completion. The intention is that the carbon footprint of a scheme is considered as part of the decision-making process. This work is ongoing and will reflect the decisions taken by the Council on how it will meet the future carbon reduction targets in order to become carbon neutral by 2038.

A **Manchester Build Standard** (see action 1.2) will be applied to all new build and refurbishment projects to reduce carbon emissions. This standard is intended to enable colleagues to draw out several metrics for inclusion within business cases and therefore seek to ensure that the carbon impact of capital decisions are transparent and fully understood. Work is ongoing to draw out the benefits committed within individual project business cases, commencing with projects which have achieved approval to spend since 1st April 2018 and which were procured through the North West Construction Hub.

The Council has worked with partners including the Manchester Climate Change Partnership to develop an **Economic Recovery and Investment Plan** in response to the Covid-19 pandemic. The plan sets out Manchester's commitment to a green, zero-carbon and climate-resilient recovery.

It proposes a programme of **£289.4m** that will support our zero carbon ambition.

The Council continues to embed the city's zero carbon objectives into **Strategic Regeneration Frameworks** for those areas of the city which are being redeveloped.

Examples include:

- Wythenshawe Hospital Campus Strategic Regeneration Framework March 2020
- St Mary's Parsonage - Strategic Regeneration Framework July 2020
- NOMA Strategic Regeneration Framework Update 2020
- Refresh of the Ancoats and New Islington Neighbourhood Development Framework – Poland Street Zone July 2020
- First Street Development Framework Addendum 2020 July 2020
- Draft North Manchester Health Campus Strategic Regeneration Framework November 2020.

Discussions around including climate change into the **grants for Voluntary and Community Sector organisations and Cultural organisations** have begun well in advance of the next funding round so that appropriate and tailored solutions can be developed.

Meetings with key environmental stakeholders in the culture sector have been facilitated by the EU-funded URBACT C-Change project and a range of tools and training courses are being developed to support culture organisations of all sizes, with £33,750 dedicated budget for capacity building.

Action 5.4 Community Engagement

The Council's Neighbourhoods team have been working with residents across all

32 Wards to embed climate action into Ward Plans. Where possible, public events have been held to engage with residents and local stakeholders.

Over **300 residents**

have attended these, with others participating online. Many more residents have become involved with action-focused events such as tree planting or consultations on specific issues of concern.

Examples of these actions include developing local campaigns to encourage change including improved walking routes, increase recycling, reduce illegal parking, more biodiversity and meat free days.

The Covid-19 pandemic has significantly impacted on the progress of the climate plans, Government restrictions have prevented communities meeting in groups and most volunteering opportunities have reduced. Effective engagement during the pandemic is a challenge, which is recognised across many wards.

Three new Climate Change Neighbourhood Officers are currently being recruited (one for each of the three area teams) to provide additional capacity on this agenda and to work closely with other colleagues in the teams.



Despite these challenges **£52,000** of Neighbourhood Investment Fund has been directed towards

41 climate action projects as part of 2020-21 programme. Examples of these include:

- Friends of Fletcher Moss and Parsonage Gardens planting a "green screen" outside Beaver Road School and Barlow Medical Centre on Wilmslow Road to combat pollutants caused by traffic.
- Two advanced compost stations installed on both sides of Ladybarn Park to create better recycling and composting facilities. Sessions with local schools held to teach children the importance of composting.
- Gardening Group funding for Harpurhey to increase food growing by developing a garden to benefit health, encourage greening, combat climate change and initiate enterprise. Sow the City helped the gardening group to build raised beds and compost bays on site and provided growing and composting workshops. The produce will be used at the onsite Community Grocer and Community Café.



The Neighbourhood teams have also worked with local partners and residents to organise Clean Air activities and continue to work with schools on the Junior Police Community Support Officers and anti-idling campaigns.

Reducing the amount of traffic, particularly for short journeys and drop-offs at school, remains a major concern in all wards.



In January 2020 the Council organised the second **Youth Climate Change Action Summit**, which was held at Manchester Central Convention Complex.

It gave pupils aged 9-14 years the chance to explore what they can do to help the City to meet its ambitious, science-based target to become zero-carbon by 2038 at the latest. ru



348 attendees

49 schools participated

65% of primary schools and

35% secondary schools sent delegates

Over the Summer of 2020 the **Manchester Youth Council** (MYC) trialled the Kloodle app which includes a section on the environment to embed it into young people's learning and achievement online record.

20 young people used the app and 50 young people trialled the MYC Climate Wheel and Skills to Save the Planet during 2020.

In September 2020, Manchester Youth Council won the North West Youth Focus - Most Committed to Saving the Planet Award.

In November 2020, a Youth Climate Summit was organised by teachers across the UK and facilitated by Transform Our World; it was timed to coincide with the time when our world leaders were due to meet to discuss climate change and the ecological crisis at COP26. This collaborative youth summit brought together young people from schools, organisations and youth groups to show that climate change is not dropping down our agenda.

Engagement in the run up to the event consisted of a logo competition and an open invite to help shape the programme and volunteer. Manchester Youth Council presented a 20-minute film to promote their Climate Wheel and Climate Charter.

The **MYC Climate Wheel and Charter** will be launched in April 2021. Packs will be sent to schools as educational resources to encourage them to create climate champions across Manchester with monthly competitions for the best Climate Wheel. MYC members will choose the monthly winner.

A former **Manchester Youth Parliament** member has been selected by the BBC to become a climate reporter for Manchester, posting positive messages to encourage young people to tackle climate change.

As the key funder of the **Manchester Climate Change Agency** (MCCA), and a member of the Manchester Climate Change Partnership, the Council is also supporting the



establishment of a citywide programme of community engagement activities to build local capacity to take positive climate action.

The Council, MCCA, Hubbub, Tyndall Centre for Climate Change Research, Amity and the University of Manchester have successfully collaborated on a development bid to the National Lottery Climate Action Fund. The Zero Carbon and Resilient Communities

Programme has been awarded **£206k** of funding and will focus on several of the city's communities, building on the work which has already been undertaken by the Council's Neighbourhoods teams and working with the three new Climate Change Neighbourhood Officers.

An additional **£480k** has been secured from a range of funders to support the communications and campaign element of this programme which will work with a number of the communities on specific projects and be run by Hubbub.

£417k of funding has also been secured from the Arts & Humanities Research Council for a project on climate resilience using arts in partnership with the University of Manchester and is being developed alongside the Council's Neighbourhood's team in Miles Platting and Newton Heath. This 2-year project will work with the local communities to better understand how local policies and action plans can increase and support climate resilience and enable people to act on climate change.



Manchester was amongst the first cohort of participating cities signing up to the **City Business Climate Alliance**. All these cities have a mayoral mandate to develop local city-business collaboration platforms with the aim to convene, set joint commitments, co-create and eventually implement projects that help cities deliver on their Climate Action Plans in line with the Paris Agreement.

Action 5.5 Citywide Communications Campaign

During August and September 2019, research was conducted by the Council's Communications team to explore the attitudes, perceptions and behaviours of Manchester residents on climate change.

Phase 1 was face-to-face quantitative research with more than 1,100 residents representing a balance of age, gender, ethnicity and geography. Phase 2 was more qualitative research gathered from 3 focus groups, each attended by approximately 50 people.

Together, these sessions helped to deliver insights on the views of Manchester residents towards climate change and what messaging would work to promote greater uptake of positive climate action across the City.

These insights were fed into the development of the "Leaving Carbon Behind Campaign" which launched in July 2020.

Its aim is to raise awareness of the climate emergency and promote positive behaviour change amongst Manchester's residents, workers, businesses and visitors.

Social media has been a key channel for the campaign as well as **advertising channels** including:

- Manchester Evening News, print and digital advertising.
- Outdoor digital screens.
- Outdoor adverts in local areas (wards were selected based on demographic makeup).
- Bus advertising (external bus adverts on the rear and side panels of buses) on key routes across the city.

A new webpage has also been developed:

<https://www.manchesterclimate.com/zerocarbon/>



Action 5.6 Funding Manchester Climate Change Agency

Additional capacity for the Manchester Climate Change Agency is being put in place and the new structure and posts have been approved by the Council's Personnel Committee. A new Director will be in place in early 2021 and the other posts will also be filled including the crowd-funded Youth Champion role. A task-and-finish sub-group has been convened to ensure the new organisational and governance structures are fit for purpose.

A priority for the new Director will be to ensure that the organisation can become financially sustainable over the next 2 years and to expand the Partnership to include a wider range of stakeholders who can collectively contribute towards the climate change objectives and targets for the city.

The overarching aim is for the Agency and Partnership to be the key drivers in making Manchester one of the first zero carbon, climate resilient cities in the world; providing a healthy, green and socially-just city where everyone can thrive.

Action 5.7 Influencing Manchester Stakeholders

The Council supported the Manchester Climate Change Agency to become a City Business Climate Alliance and the Oxford Road Corridor to establish a Zero Carbon sub-group chaired by Chris Oglesby and with a bid to ICLEI to fund a multi-system energy model. The Council also supported Corridor partners with the Public Sector Decarbonisation Scheme bid as outlined in Workstream 1.

Meetings have taken place with the GMCA Director of Place, CADENT, Electricity North West and Stockport Council about the GM Decarbonisation Pathway and the opportunities to accelerate action and, as a member of the Manchester Climate Change Partnership, has supported discussions on "Green Recovery" to contribute to the Our Manchester Strategy reset.

Action 5.8 Supporting Schools with Climate Change

The planned events with Manchester's schools to support them to decarbonise have had to be delayed due to Covid-19, however, these plans are now being revisited and webinars will be considered as an alternative option.

Action 5.9 Influencing Greater Manchester Stakeholders

The Council continues to influence Greater Manchester partners and stakeholders through its membership on the following groups:

- Climate Emergency / 5yr Environment Plan
- Decarbonising Public Estate
- Green City Region Board & Partnership
- Wider Leadership Team & Chief Executives
- Challenge Groups including Energy, Buildings and Communications

The Council submitted letters to the Greater Manchester Pension Fund (GMPF) in July and September 2020 urging them to set out actions to divest from investment in fossil fuels but, as yet, there has not been a formal response.

Cllr Stogia, Executive Member for Environment, Planning and Transport has now written to her counterparts in other Greater Manchester local authorities to request a meeting about this issue and how they can work together to exert further pressure on the Fund.

The issue has also been raised at the last two Green City Region Board meetings and, as a result, GMPF have been invited to attend the March 2021 meeting.

In addition, a progress report has been requested on the decarbonisation of transport to be received before the end of the municipal year by the GM Transport Committee.

Action 5.10 COP26 in Glasgow 2021

COP26 was due to take place in Glasgow in November 2020 but was postponed due to the Covid-19 pandemic. A new date has been agreed for November 2021 and a proposal is being developed to consider the options for the Council's involvement which includes work with Core Cities, Greater Manchester and our local and international partners.

Action 5.11 International Networks

Learning from other cities and positioning Manchester as a key player on climate change continues to be a driver for the Council, through its involvement in recognised networks and leading European partnership projects.



Manchester is one of 10,434 city signatories to the **Covenant of Mayors** which brings together local governments that are voluntarily committed to implementing EU climate and energy objectives. It draws in worldwide multi-stakeholder networks with technical and methodological support.



The Council is also a long-standing member of **Eurocities**, the leading network of major European cities, and was represented by the Manchester Climate Change Agency (MCCA) at their Strategic Climate Roundtable in June 2020.

The Council is participating in two European Commission funded URBACT projects:

Zero Carbon Cities is a **£688k** project leading six European cities to adopt science-based targets to support their transition to zero carbon. The 3-year project is supporting MCCA to refresh the Manchester Climate Change Framework as well as delivering master classes for officers across the partnership. Manchester's share of the budget is £330k.



C-Change is a **£650k** project working with five European cities to drive positive climate action through the culture sector.

It is providing capacity building for Manchester Arts Sustainability Team (MAST) as well as for the wider arts sector in the city by offering tailored carbon literacy training. Consultancy from Julie's Bicycle has enabled a review of the arts funding programme to introduce climate measures (see also action 5.3).

Due to Covid-19 the project has been extended by 6 months to June 2021. Manchester's share of the budget is £263k.

GrowGreen (see also action 4.2) is working with Valencia (Spain) and Wroclaw (Poland) to develop demonstration projects for nature-based solutions. The three cities are collaborating to learn from the different processes followed and to identify solutions to common challenges. In December 2020, the project hosted a webinar to introduce a range of resources developed by the GrowGreen and Ignition projects which can be used to support decision-makers, planners, businesses, and others in comparing green and grey options to choose the right solution for the challenge. Tools are also being developed to help other cities outside of the project to develop a Nature Based Solutions Strategy. **Wuhan** is also a non-funded partner on the Grow Green project working on the "sponge cities concept".

The **Race to Zero** is an international campaign to mobilise support for cities and businesses to make the transition to zero carbon by 2050 in line with the Paris Agreement on climate change. Manchester has joined the Race to Zero – alongside 454 other cities – and Sir Richard Leese signed a pledge on behalf of the City that outlines the actions Manchester will take to meet its environmental targets.

Action 5.12 Green Skills

A 'Skills for a Zero Carbon Economy' group was established and met in March 2020, however, this work has not been progressed due to the major capacity issues resulting from the Council's response to Covid-19 including working on the food response and business grants programme. This work will be revisited as soon as possible in 2021 and will form an important part of the City's Economic Recovery and Investment Plan.

RAG Rating at a Glance:

Workstream 1: Buildings & Energy – MCC direct actions

RAG	Action Summary	Deadline	Annual tCO ₂ Saving Target
1.1	MCC Estates carbon reduction programme	March 2025	4,800
1.2	Manchester Build Standard	December 2020	-
1.3	Buildings and Energy Strategy	April 2020	-
1.4	Large scale renewable energy generation	December 2020	7,000
1.5	LED street lighting	December 2020	220
1.6	Civic Quarter Heat Network	2021	1,600

Workstream 1: Buildings & Energy – Influencing actions

RAG	Action Summary	Deadline	Annual tCO ₂ Saving Target
1.7	Housing stock condition survey	2021	-
1.8	Northwards Housing	Tbc	Tbc
1.9	Commercial and non-domestic buildings	Ongoing	Tbc
1.10	Local Energy Plan for Manchester	April 2020	-
1.11	Leasing and disposing of Council buildings	April 2020	-
1.12	Manchester Local Plan	2023	-
1.13	Partnerships e.g., UKGBC	Ongoing	-

Workstream 2: Travel & Transport – MCC direct actions

RAG	Action Summary	Deadline	Annual tCO ₂ Saving Target
2.1	Electric refuse collection vehicles	March 2021	900
2.2	Replace operational fleet with EVs	Ongoing	400
2.3	Travel policy for staff and members	April 2020	100

Workstream 2: Travel & Transport – Influencing actions

RAG	Action Summary	Deadline	Annual tCO ₂ Saving Target
2.4	Cycling and walking networks	Ongoing	
2.5	Greater Manchester Transport Strategy 2040	Ongoing	
2.6	City Centre Transport Strategy	2020	
2.7	Aviation emissions and Manchester airport	Ongoing	Tbc
2.8	Sustainable travel incentives	Ongoing	

Workstream 3: Sustainable Consumption – MCC direct actions

RAG	Action Summary	Deadline	Annual tCO ₂ Saving Target
3.1	10% environmental weighting in procurement	April 2020	
3.2	Tyndall Centre findings on consumption emissions	December 2020	Tbc
3.3	Eliminate single use plastics in estates and markets	2024	

Workstream 3: Sustainable Consumptions – Influencing actions

RAG	Action Summary	Deadline	Annual tCO ₂ Saving Target
3.4	Supplier toolkit	December 2020	
3.5	Single use plastics in licensed activities	December 2020	
3.6	Manchester Food Board priorities	Ongoing	

Workstream 4: Adaptation & Sequestration – MCC direct actions

RAG	Action Summary	Deadline	Annual tCO ₂ Saving Target
4.1	Plant 1,000 trees 1,000 hedge trees 4 orchards pa	Ongoing	
4.2	West Gorton 'sponge park'	Ongoing	
4.3	Tree opportunity mapping assessment	December 2020	

Workstream 4: Adaptation & Sequestration – Influencing actions

RAG	Action Summary	Deadline	Annual tCO ₂ Saving Target
4.4	Funding for beacon trees	March 2021	

Workstream 5: Catalysing Change – MCC direct actions

RAG	Action Summary	Deadline	Annual CO ₂ Saving Target
5.1	Carbon literacy	2025	
5.2	10% environmental weighting in procurement	April 2020	
5.3	Carbon accounting in decision making	Ongoing	

Workstream 5: Catalysing Change – Influencing actions

RAG	Action Summary	Deadline	Annual CO ₂ Saving Target
5.4	Community engagement and ward plans	April 2020	
5.5	Citywide communications strategy	April 2020	
5.6	Fund Manchester Climate Change Agency	April 2020	
5.7	Support Manchester Climate Change Partnership	December 2020	
5.8	Large scale event with schools	June 2020	
5.9	Influence GM stakeholders to decarbonise	Ongoing	
5.10	Play a part in COP26	November 2020	
5.11	International networks and projects	Ongoing	
5.12	Green Skills Plan	September 2020	
			15,020

Press coverage since January 2020:

Climate change action plan

2 March 2020

Manchester Evening News: Manchester Council unveils all the ways it will halve its greenhouse gas emissions by 2025
<https://www.manchestereveningnews.co.uk/news/greater-manchester-news/manchester-council-unveils-ways-halve-17845310>



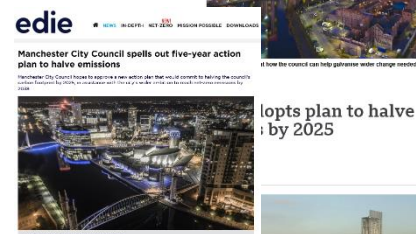
3 March 2020

Smart Cities World: Manchester unveils five-year climate action plan
<https://www.smartcitiesworld.net/news/news/manchester-unveils-five-year-climate-action-plan-5080>



3 March 2020

Edie.net: Manchester City Council spells out five-year action plan to halve emissions
<https://www.edie.net/news/9/Manchester-City-Council-spells-out-five-year-action-plan-to-halve-emissions/>



11 March 2020

BBC website: Manchester adopts plan to halve CO₂ emissions by 2025
<https://www.bbc.co.uk/news/uk-england-manchester-51832494>



West Gorton 'sponge' park

9 March 2020

Manchester Evening News: How a £1.3m new park will help prevent flooding in one corner of Manchester
<https://www.manchestereveningnews.co.uk/news/greater-manchester-news/how-groundbreaking-new-13-million-17887953>



14 August 2020

Manchester Evening News: New £1.3m park designed to reduce flooding risk opens in West Gorton
<https://www.manchestereveningnews.co.uk/news/greater-manchester-news/new-13m-sponge-park-designed-18727605>



Electric refuse collection vehicles

4 June 2020

Electrive.com: Manchester orders electric refuse trucks
<https://www.electrive.com/2020/06/04/manchester-orders-electric-refuse-trucks/>



Green Bee website:

'Cleaner' bin lorries in Manchester

<https://thegreenbee.co.uk/waste-management/cleaner-bin-lorries-in-manchester/>

14 July 2020

Zap Map: Manchester to replace half its bin lorries with electric vehicles

<https://www.zap-map.com/manchester-to-replace-half-its-bin-lorries-with-electric-vehicles/>



Estates carbon reduction programme

8 January 2021

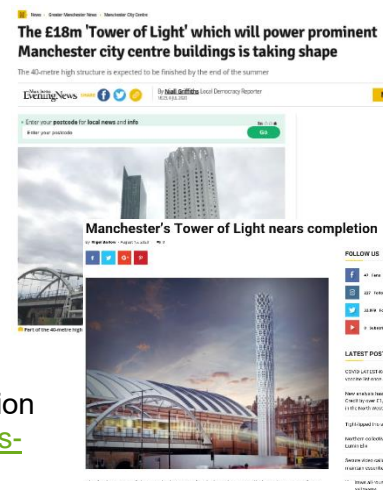
BBC Radio Manchester (bulletins): Wythenshawe Forum is powered by solar energy as part of the Council's £25 carbon reduction programme.

Civic Quarter Heat Network

6 July 2020

Manchester Evening News The £18m 'Tower of Light' which will power prominent Manchester city centre buildings is taking shape

<https://www.manchestereveningnews.co.uk/news/greater-manchester-news/18m-tower-light-power-prominent-18549526>



15 August 2020

About Manchester: Manchester's Tower of Light nears completion

<https://aboutmanchester.co.uk/manchesters-tower-of-light-nears-completion/>

17 August 2020

Smart Cities World: Manchester's Civic Heat Network project passes significant milestone

<https://www.smartcitiesworld.net/news/news/manchesters-civic-heat-network-project-passes-significant-milestone-5574>

Manchester's civic heat network project passes significant milestone

News 17 Aug 2020 by SmartCitiesWorld news team
The final sections of the UK city installed, which will act as a chir

24 August 2020

Architects Journal: Wraps taken off sculptural Tower of Light in Manchester <https://www.architectsjournal.co.uk/news/tonkin-liu-wins-approval-for-tower-of-light-scheme-in-manchester-2>

Wraps taken off Tonkin Liu's sculptural Tower of Light in Manchester

24 AUGUST 2020 BY PAUL HILLIARD



The final sections of Tonkin Liu's 40m tall biomimetic 'Tower of Light' for

Climate Change Youth Action Summit

27 January 2020

Manchester Evening News: Hundreds of schoolchildren gather to discuss climate change at Manchester Central eco-summit. (Event also covered by BBC Radio Manchester, Hits Radio and BBC North West Tonight).

<https://www.manchestereveningnews.co.uk/in-your-area/hundreds-schoolchildren-gather-discuss-climate-17623869>

Hundreds of schoolchildren gather to discuss climate change at eco summit at Manchester Central

The Youth Climate Action Summit gave pupils the chance to explore how the city can meet its target of becoming net zero by 2038.



Eight hundred youngsters to look at how they can reduce the carbon impact of their transport choices and

Tree Planting

4 December 2020

I Love Manchester: Million pound project to plant thousands of trees across Manchester begins

<https://ilovemanchester.com/project-plant-trees-manchester-begins>

Secret Manchester: A million-pound project to plant thousands of trees is to begin in Manchester next week

<https://secretmanchester.com/tree-action-mcr/>

6 December 2020

About Manchester: Million-pound tree planting project for Manchester gets underway

<https://aboutmanchester.co.uk/million-pound-tree-planting-project-for-manchester-gets-underway/>

Community Engagement

9 December 2020

In Your Area: Manchester communities to lead the way on climate change thanks to funding boost

<https://www.inyourarea.co.uk/news/manchester-communities-to-lead-the-way-on-climate-change-thanks-to-funding-boost/>

Million pound project to plant thousands of trees across Manchester begins

The first phase will include Ancoats and Didsbury, Ardwick, Chorlton, Clayton and Openshaw, Gorton and Abbey Hey, Moss Side and more



A Million Pound Project To Plant Thousands Of Trees Will Begin In Manchester Next Week



Million pound tree planting project for Manchester gets underway



**Manchester City Council
Report for Information**

Report to: Neighbourhoods and Environment Scrutiny Committee
– 10 February 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
- 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:

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

Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

This section of the report 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
13 January 2021	NESC/21/02 Neighbourhoods Directorate Budget Proposals 2021/22	Recommend that the Executive Member for Environment, Planning and Transport considers undertaking an audit of all road safety measures around schools and capital funding be used to fund the delivery of appropriate signage and road markings to improve road safety around all Manchester schools where any deficiencies are identified.	A response to this recommendation has been requested and will be reported back once received.	Cllr Stogia
13 January 2021	NESC/21/05 Manchester Green and Blue Strategy and Implementation Plan, including: Annual update and a report on the Tree Action Plan	Recommend that Officers, in consultation with the Executive Member for Environment, Planning and Transport explore the options for delivering a programme of tree maintenance training. This training to be made available to all relevant partners, including staff working in schools.	A response to this recommendation has been requested and will be reported back once received.	Cllr Stogia
13 January 2021	NESC/21/06 Monitoring and Compliance – Construction Sites	Recommend that the Executive Member for Environment, Planning and Transport give consideration to establishing a bespoke Manchester Considerate Constructors Scheme that had to be adhered to by	A response to this recommendation has been requested and will be reported back once received.	Cllr Stogia

		contrators and be included as a mandatory condition of any planning consent.		
13 January 2021	NESC/21/06 Monitoring and Compliance – Construction Sites	Recommend that Officers, in consultation with the Executive Member for Environment, Planning and Transport arrange a briefing session for Members of the Committee that provides an overview of a range of activities that included, but not restricted to planning and related enforcement; roles and responsibilities and Traffic Regulation Orders.	A response to this recommendation has been requested and will be reported back once received.	Julie Roscoe

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 **1 February 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.

3. Item for Information

Subject: Residents and Communities Recovery Situation Report Summary

Report of: Strategic Director (Neighbourhoods)

Summary

This is a summary of the Residents and Communities recovery workstream for information. The information contained in this summary is up to date as of 22 January 2021.

(Please note that due to the remit of the Committee this information is also to be considered by the Communities & Equalities Scrutiny Committee at their meeting of 11 February 2021)

Recommendations

The Committee is asked to note the information.

1.0 Residents at Risk

1.1 Shielded Residents and the Food Response:

- Since 31st December, 162 people have registered on the National Shielding Service website for support. Most have registered for a supermarket slot and information on support available. 24 people have asked for food support.
- A letter was sent to all CEV (clinically extremely vulnerable) in Manchester w/c 11th January with information on the local support offer.
- The third lockdown saw an initial increase in demand for food support, which has tapered off.
- Step down measures include: 337 referrals to community provision, 8 to universal provision, 115 referrals to CAB, and 58 referrals to Be Well service.
- Better links with Adult and Childrens' Social Care, and Early Help have been established for intelligence sharing and referral to statutory services.

1.2 Domestic Violence and Abuse:

- Analysis indicates that incident volumes recorded by Police have fallen back to pre-Christmas levels. Levels over Christmas and New Year were not untypical of year-on-year trends. Numbers of incidents with children present also fell back to pre-Christmas levels.
- Refuge referral volumes are broadly typical of those seen throughout the pandemic. The Priority Move-On Project has continuing support until 31st March and has enabled almost 90 victims and 50 children to move on.
- Community Safety Unit is allocating a fund of £50k over the next four to six weeks from Covid Impact monies to support DVA providers.

1.3 Poverty and Welfare Provision:

- Increase in demand for the Test and Trace Support Payment scheme - average number of new applications up from 31 a day (Mid Nov to end Dec) to 58 a day in the first three weeks of January.
- The T&TSP scheme has been extended until 31/3/21 with £63,828.64 confirmed in addition to the initial discretionary fund of £226,671.36 making a total discretionary budget of £290,500.
- Under the T&TSP scheme, as of 18/01/2021 we have:
 - Received 4,570 eligible applications
 - Paid £586,000 to 1,172 main scheme applications
 - Paid £151,000 to 302 discretionary cases
 - Declined 2,666 applications (1,100 main scheme and 1,566 discretionary)
 - 187 cases pending awaiting further information
 - 184 applications unallocated
 - 72% paid within three days

1.4 Homelessness:

- Numbers presenting as homeless have risen from the usual seasonal drop over Christmas:
- Moratorium on evictions continues to be in place.
- With the RPs, MCC is purchasing units of accommodation to move people on from housing related support into longer term accommodation.

- Additional funding from MHCLG to accommodate people who sleep rough until the end of March. A further 36 people are being accommodated in hotel accommodation during the lockdown.
- Plans to begin vaccinations of more entrenched people who sleep rough and sex workers next month.

2.0 Mitigating the Impacts of Covid 19 on Communities and Adults

- 2.1 **Team around the Neighbourhoods Engagement** continues to support the response, including residents engagement, contacting CEV and vaccination roll out.

3.0 Digital Inclusion

- Digital skills learning provision going back to remote / fully digitally – excluding low skilled residents not able to access/ fully utilise the internet.
- 400 chromebooks donated to digitally excluded residents – all receiving support from a digital champion.
- 600 residents provided with skills support via the digital support telephone service managed by libraries since May 2020.
- Waiting list for devices is over 300 residents.
- 50k GM LA Grant Funding – to be spent on providing data for those on the waiting list and those receiving a refurbished device that is given within data.
- £10k funding from The Reading Agency for devices and engaging people in online reading groups and reminiscence groups.
- Libraries designated as an essential service and remain open for some services.
- Adult learning providers are delivering online learning using a range of synchronous (live) asynchronous (flexible/independent) approaches.
- MAES has currently loaned circa 700 devices to learners.

4.0 Mitigating the Impacts of Covid 19 on children and young people

- 4.1 Schools and Education:

- Schools open for vulnerable children and critical worker's children – higher demand for places from critical workers in south Manchester.
- Overall places offered is 27% primary, 9% secondary, 72% special.
- Overall attendance 13.3% on site; 32.1% of EHCP cohort; 42% of children with SW.

- Secondary schools have paused daily testing until further notice.
- IT and internet access audit completed - MCC will match offers of IT to schools where there is a significant gap.
- Special school staff notified re vaccinations.
- Info on winter fuel offer provided.
- Expanding SEND offer for families.
- Ensuring all vulnerable pupils with an offer of a school place are attending.
- Recording all EHCP children who have an offer but have declined in place.

4.2 Children's Services and Early Help:

- Pre-existing roll-on roll-off arrangements re-instituted and working well.
- Ongoing monitoring of new referrals to social care which have plateaued
- Numbers of Early Help Assessments have increased, after dropping throughout 2019.
- Large increase in requests for support from the EH Hubs compared to 2019.
- Increase in need for referrals for food support and financial.
- Plans for fund to alleviate hardship during covid.

4.3 Youth:

- All open access centre-based provision ceased in line with regulations.
- All 4 hubs have continued daily provision for young people with high needs.
- Hubs have an offer for schools to refer to for young people who they are concerned about during lockdown - pre booked provision for 15 young people each day.
- Detached, outreached and virtual provision will be increased.
- Providers still offer 1:1 support & targeted group work to the most vulnerable.
- All providers are offering food support.

5.0 VCSE

- Covid Impact Fund (Mental Health & Wellbeing) went live at the start of Jan '21, with a focus on BAME communities, Disabled people, LGBTQ+ communities, North Manchester residents and Older People.

- Information on vaccinations and testing for VCSE sector frontline health and care staff are being communicated to VCSE organisations via Macc and the Covid Health Equity Manchester engagement.

6.0 Equalities

- The ONS Opinions and Lifestyle Survey (15/01/21) indicates a compounding effect of the pandemic on levels of poor mental health and social isolation.
- The Mental Health Foundation reports this is exacerbated for children and young people by school and higher education closures. Young carers and children living locked down in complex home settings are particularly high risk
- Across all identity groups, the adverse impact on mental wellbeing creates a pressure on support services and functions.
- The longer-term impacts on residents' mental health remain a concern.

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

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	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. 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.	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) revised budget proposals at its January 2021 meeting	Cllr Akbar Cllr Stogia Cllr Rahman Cllr Richards	Fiona Worrall Paul Hindle Chris Thomas	
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 March 2021, 2 pm (Report deadline Friday 26 February 2021)				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Update on evictions in the Private Rented Sector and the impact on the homelessness service	Following the recent announcement of the lifting of eviction restrictions in the Private Rented Sector that had been introduced as a result of Covid-19, this report will describe the impact of these changes on the homelessness service. The report will provide data on the levels of demand and describe the response to this.	Cllr Rahman	Mike Wright	
Housing Allocations Policy	To receive an update report on the implementation of the new Housing Allocations Policy that went on-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
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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