



## **Executive**

Date: Wednesday, 19 October 2022

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this Executive meeting.

### **Access to the Public Gallery**

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. **There is no public access from any other entrance.**

### **Filming and broadcast of the meeting**

Meetings of the Executive are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

## **Membership of the Executive**

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### **Councillors**

Craig (Chair), Akbar, Bridges, Hacking, Igbon, Midgley, Rahman, Rawlins, T Robinson and White

## **Membership of the Consultative Panel**

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### **Councillors**

Ahmed Ali, Butt, Collins, Douglas, Foley, Johnson, Leech, Lynch and Stanton

The Consultative Panel has a standing invitation to attend meetings of the Executive. The Members of the Panel may speak at these meetings but cannot vote on the decisions taken at the meetings.

## Agenda

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- 1. 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.
- 2. 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.
- 3. Minutes**  
To approve as a correct record the minutes of the meeting held on 14 September 2022 5 - 18
- 4. Our Manchester Progress Update** **All Wards**  
Report to follow
- 5. Capital Programme Update** **All Wards**  
Report of the Deputy Chief Executive and City Treasurer attached 19 - 32
- 6. Factory International** **Deansgate**  
Report of the Deputy Chief Executive and City Treasurer attached 33 - 58
- 7. Admission Policies for 2024/25 for community and voluntary controlled primary schools and community high schools** **All Wards**  
Report of the Director of Education attached 59 - 68
- 8. School Place Planning** **All Wards**  
Report of the Director of Education and the Head of Access and Sufficiency attached 69 - 78
- 9. Establishment of the GM Integrated Care Partnership Board** **All Wards**  
Report of the City Solicitor and Head of People, Place and Regulation (Legal Services) attached 79 - 90
- 10. Biodiversity Strategy** **All Wards**  
Report of the Director of Planning, Building Control and Licensing attached 91 - 168

## Executive

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| <b>11. Hackney Carriage Fare Review</b><br>Report of the Strategic Director (Growth and Development)<br>attached | <b>All Wards</b><br>169 - 196 |
| <b>12. ICT and Digital Strategy</b><br>Report of the Deputy Chief Executive and City Treasurer attached          | <b>All Wards</b><br>197 - 232 |
| <b>13. Heart of Manchester Business Improvement District</b><br>Report to follow                                 |                               |

## Information about the Executive

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The Executive is made up of 10 Councillors: the Leader and two Deputy Leaders of the Council and 7 Executive Members with responsibility for: Early Years, Children and Young People; Health Manchester and Adult Social Care; Finance and Resources; Environment and Transport; Vibrant Neighbourhoods; Housing and Development; and Skills, Employment and Leisure. The Leader of the Council chairs the meetings of the Executive

The Executive has full authority for implementing the Council's Budgetary and Policy Framework, and this means that most of its decisions do not need approval by Council, although they may still be subject to detailed review through the Council's overview and scrutiny procedures.

It is the Council's policy 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.

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 at which point members of the public and the press are asked to leave.

Joanne Roney OBE  
Chief Executive  
Level 3, Town Hall Extension,  
Albert Square,  
Manchester, M60 2LA

## Further Information

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

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This agenda was issued on **Tuesday, 11 October 2022** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

## **Executive**

### **Minutes of the meeting held on Wednesday, 14 September 2022**

**Present:** Councillor Craig (Chair)

**Councillors:** Akbar, Bridges, Hacking, Igbon, Midgley, Rahman, Rawlins, T Robinson and White

**Also present as Members of the Standing Consultative Panel:**

**Councillors:** Ahmed Ali, Butt, Collins, Foley, Leech and Stanton

**Apologies:** Councillor Douglas, Johnson and Lynch

#### **Exe/22/69 Minutes Silence - HRH Queen Elizabeth II**

As a mark of respect, all Members and Officers present stood for a minute silence in respect of the passing of HRH Queen Elizabeth II.

#### **Exe/22/70 Minutes**

#### **Decision**

The Executive approved as a correct record the minutes of the meeting on 22 July 2022.

#### **Exe/22/71 Our Manchester Progress Update**

The Executive considered a report of the Chief Executive which provided an update on key areas of progress against the Our Manchester Strategy – Forward to 2025 which reset Manchester’s priorities for the next five years to ensure the Council could still achieve the city’s ambition set out in the Our Manchester Strategy 2016 – 2025.

The Executive Member for Housing and Development reported that planning approval had been granted for the building of 128 properties in relation to the first project by the Council’s This City housing company at Rodney Street in Ancoats. Almost a third of the homes would be made available at the Manchester Living Rent. The development brought back into use a brownfield site in a highly sustainable location close to the city centre enabling residents to walk, cycle and use public transport to access local services and employment.

The Executive Member for Housing and Development also reported that a £20m bid for Levelling Up funding to jump start the transformation of Wythenshawe town centre had been submitted to the government by the Council. If successful it would represent a leap forward for the regeneration of the town centre and help support the creation of hundreds of jobs – and thousands of new homes, including affordable homes, on nearby Council-owned brownfield land.

Councillor Leech sought clarification on when a decision by government on Manchester's bid could be expected and what was the Council's plan for the redevelopment of Wythenshawe if the bid was unsuccessful

The Executive Member for Children and Families reported that as part of the Our Year campaign, a Play festival was hosted last month on National Play Day to celebrate children's right to play. The event, held in partnership between Manchester City Council, the Manchester Play Network and Play England, attracted more than 3,000 attendees. It featured free activities ranging from messy play and sensory activities for toddlers and younger children to a climbing wall and DJ and circus workshops for children of all ages, abilities and backgrounds.

The Executive Member for Children and Families also reported that the provisional A Level and GCSE outcomes for Manchester schools, sixth forms and colleges compared very favourably to the national picture and to the last examined GCSE and A Level results in Manchester from 2019, which was a significant achievement particularly in the light of the considerable challenges of the last two years.

The Deputy Leader informed Members that the latest round of the Our Manchester Voluntary and Community Sector (OMVCS) grants programme had been launched. The refreshed grant programme aimed to support VCS organisations with a track record of delivering services to Manchester people, with a focus on some of the city's key priorities such as inclusion, health, tackling poverty and addressing climate change.

The Executive Member for Environment reported on a scientific study, partly funded by the Council, which involved four Manchester primary schools and demonstrated that selective planting of 'tredges' (trees managed as hedges) between busy roads and playgrounds helped protect children from air pollution. The Council was now considering how learnings from the study could be applied within the city as part of its wider measures to improve air quality.

Councillor Leech commented that given the reported positive outcomes of the study, he hoped the Council would consider selective planting of tredges for schools on main arterial routes.

## **Decision**

The Executive note the update

### **Exe/22/72 Revenue Global Monitoring**

The Executive considered a report of the Deputy Chief Executive and City Treasurer, which provided an overview of the Council's current financial position for 2022/23.

The Executive Member for Finance and Resources advised that since the budget was set in February 2022, there had been several significant changes that were impacting on the Council's financial position which was resulting in a forecast overall position for 2022/23 of an overspend of £20.1m, a deterioration of £15.6m since the last report to Executive in July. This was mainly due to the announcement of a higher

than expected one year pay award offer for 2022/23 (£9.5m), additional utilities inflation (£3.9m), higher than expected price inflation (£3.6m) and other pressures, largely relating to income shortfalls (£3.4m). This shortfall was projected to increase to £33m next year and £73m by 2024/25.

In relation to the delivery of the required £13.4m of net savings, £3.2m were forecast to be delivered and £4.7m considered at medium risk. £5.5m had been mitigated through the use of reserves as part of the budget process, as delivery against the original plan in Adults services was delayed due to the ongoing pandemic in 2021/22. Officers were working to address these to ensure all savings are achieved or mitigated on recurrent basis.

At this stage there was no indication of any financial support from central government, consequently, all directorates were being required to review budgets and identify in year savings and mitigations to support the current year position, including bringing forward savings options being developed for next year, only filling vacancies where necessary for service and savings delivery and discretionary spend to be reduced or delayed amongst other mitigations. Any remaining overspend which could not be mitigated in year would require a call on the smoothing reserve or the general fund reserve.

The inflationary pressures outlined in the report were expected to continue into future years. This coupled with funding uncertainty increased the risks associated with setting a balanced and sustainable long-term financial plan and represented a deterioration of the Council's financial position if no action is taken. It was therefore vital that the Council continued with its programme of innovation and reform and developed its operating model to help tackle these challenges and keep the Council's finances stable and sustainable.

A programme of budget cuts and savings totalling £60m was being developed and would be reported to scrutiny committees in November 2022. To support and mitigate against the high levels of uncertainty a full review of reserves had been undertaken to enable a realistic and resilient budget to be set. Whilst it was early in the financial year, vigilance was needed given there were significant uncertainties and risks to the position and inflationary pressures could increase further.

Officers were working to reduce the overspend through identifying in year efficiencies and working with suppliers to reduce and mitigate inflation requirements. Progress would be reported back to Executive in December.

Councillor Leech sought clarification on the level of inflation officers had used in calculating the Council's financial position, what adjustments would need to be made to future years budgets should revenue income not return to previous levels and whether there was any restrictions on which Parks would be eligible to the Levelling Up Parks fund.

## **Decisions**

The Executive:-

- (1) Note the report and forecast outturn position which is showing a £20.1m overspend.
- (2) Approve the use of unbudgeted external grant funding as set out in Appendix 2 to the report.
- (3) Approve the use of budgets to be allocated as set out in Appendix 2 to the report.
- (4) Approve the use of reserves as set out in Appendix 2 to the report.
- (5) Note that an urgent key decision will be taken in relation to agreeing the energy contracts as set out at paragraph 2.8 of the report.

### **Exe/22/73 Capital Programme Monitoring 2022/23**

The Executive considered a report of the Deputy Chief Executive and City Treasurer, which provided an update on the progress against the delivery of the 2022/23 capital programme to the end of July 2022. The report also provided the latest forecast of capital expenditure and the major variances since the Capital Programme Outturn report submitted in June 2022 and the proposed financing of capital expenditure for 2022/23 and affordability of the Capital Programme.

The Executive Member for Finance and Resources reported that overall, there was underspend of £1.1m against the Capital Programme and consequently the capital budget would be reduced by this amount when it was next revised. There were also a number of projects which were currently forecast to require reprofiling over years and this would also be reflected in the February budget report.

The top 10 projects within the Capital Programme accounted for 79.4% of the total programme and the report provided a focussed look on each of these projects, as well as any other material changes relating to other parts of the programme since the last report to Executive.

The most significant risk facing the programme and major projects overall was the continued high levels of inflation being experienced, particularly where contracts were not yet agreed. There were options available to the Council, such as entering fixed price agreements or elevating risk costs, but the inflationary risk was likely to be priced in a prudent basis. There was also an inflation contingency budget of £28m for the whole programme which could be accessed if inflationary pressures were greater than the contingency budgets built into existing cost plans. Projects had requested drawdown of £6.7m to date to be approved by Council in October following Executive approval in July. Officers would continue to monitor the construction market and seek to mitigate the price risks

The current modelling forecasted that the programme remained affordable within the revenue budget available including reserves. The model forecasted that the capital financing reserves held by the Council would be required to meet the costs associated with the Council's borrowing by 2025/26.

Councillor Leech noted the overall reduction in the Highways budget and sought clarification as to whether the money available in future years for the highways budget would be sufficient. He also expressed concern in relation to a number of



major projects going further over budget in light of increasing inflation, and material costs and questioned whether the amount of contingency funding in these projects was enough.

## **Decision**

The Executive note the report

### **Exe/22/74 Capital Programme Update**

The Executive considered a report of the Deputy Chief Executive and City Treasurer, which informed Members of requests to increase the capital programme, sought approval for those schemes that could be approved under authority delegated to the Executive and asked the Executive to recommend to Council proposals that required specific Council approval.

The proposals which required Council approval were those which were funded by the use of reserves above a cumulative total of £10 million, where the use of borrowing was required or a virement exceeded £1m. These included the following proposed changes:-

- ICT - Future Council Infrastructure Implementation – Hybrid Cloud Programme. A capital budget virement of £0.618m requested, funded by borrowing via the ICT Investment budget. A capital budget decrease of £2.661m was also requested and approval of a corresponding transfer of £2.661m to the revenue budget, funded by Capital Fund, to enable the implementation of the ICT Hybrid Cloud Strategy, which sat under the wider ICT & Digital Strategy (currently in consultation phase) and was a key enabler in the delivery of ICT strategic objectives over the next five years.
- Public Sector Housing – Woodward Court external concrete repairs and Enveloping. A capital budget increase of £0.500m in 2022/23 and £2.505m in 2023/24 requested, funded by HRA Reserves, to deliver external concrete repairs and balcony balustrade repairs alongside a planned programme of enveloping works to ensure clear logistical and economical benefit for the Corporate Estate.
- Public Sector Housing – Fire Risk Assessments Additional Works. A capital budget increase of £4.112m in 2022/23 and £0.773m in 2023/24 requested, funded from HRA reserves to deliver further fire protection/prevention related works beyond those already included in the HRA capital programme

The proposals which did not require Council approval and only required Executive approval were those which were funded by the use of external resources, use of capital receipts, use of reserves below £10.0m, where the proposal could be funded from existing revenue budgets or where the use of borrowing on a spend to save basis is required. The following proposals required Executive approval for changes to the City Council's capital programme:-

- ICT – Mobile Data. A capital budget decrease of £0.161m requested and approval of a corresponding transfer of £0.161m to the revenue budget, funded by Capital Fund to enable the discovery work required to build the specification for the tender documentation for a new contract to be in place by March 2023.
- Growth and Development - House of Sport Fire Mitigation and Roof additional costs. A capital budget increase of £2.260m in 2022/23 requested, funded by Capital Receipts to enable fire remediation works and additional roof works to prevent water damage from roof and gutter leaks.
- Private Sector Housing – This City – Postal Street PCSA Fees. A capital budget increase of £2.4m in 2022/23 requested, funded by Capital Receipts to provide a budget envelope to cover the appointment of a contractor on a Pre-Construction Services Agreement (PCSA) basis until planning permission had been granted whilst options for future funding were being explored with potential third-party investors.
- Public Sector Housing – Collyhurst. A capital budget increase of £6.645m requested in 2023/24, to be funded by Housing Capital Receipts to deliver construction of the new homes, demolition of existing homes and construction of the new park (including all remaining design fees, associated on-costs, legal fees, and site assembly costs)

The report highlighted that if the recommendations in the report were approved the General Fund capital budget would increase by £16.374m across financial years which would also result in an increase in the prudential indicator for Capital Expenditure in corresponding years.

Approval had also been given for the following capital budget virements:-

- £0.200m to be allocated from the Unallocated Education Basic Need funding for Gorton Primary School. This project would add a resource provision of 18 places to the school's capacity and would accommodate children with an Education, Health, and Care Plan (EHCP).
- £0.024m to be allocated from the Education Basic Need funding for Dixons Brooklands Academy to create an additional 30 bulge class places to meet demand for year 7 pupils in September 2022.
- £0.013m to be allocated from the Parks Development Programme budget for an additional Site Investigation (SI) for Heaton Park Overflow Car Park to be carried out as recommended in the previous SI report. The additional report was necessary to identify the outfall options as part of a future submission.
- £1.842m to be vired to the National Cycling Centre from the Public Sector Decarbonisation Fund grant funded programme. Following budget approval, the Council entered into a contract for the refurbishment and carbon works only, whilst the enhancement works scoping was progressing through the design stages to RIBA Stage 4 and cost certainty was being secured from the supply chain. This work had now been completed and following some value

engineering the cost difference from RIBA Stage 2 to Stage 4 still presented a budget shortfall of £1.578m (£160K of this related to inflationary and market pressures). The virement would utilise grant funding to cover additional costs identified of £1.578m and also reduce borrowing of £0.264m.

## Decisions

The Executive:-

- (1) Recommend that Council approve the following changes to Manchester City Council's capital programme:-
  - ICT - Future Council Infrastructure Implementation – Hybrid Cloud Programme. A capital budget virement of £0.618m funded by Borrowing via the ICT Investment budget. A capital budget decrease of £2.661m is also requested and approval of a corresponding transfer of £2.661m to the revenue budget, funded by Capital Fund.
  - Public Sector Housing – Woodward Court external concrete repairs and Enveloping. A capital budget increase of £3.005m, funded by RCCO – HRA.
  - Public Sector Housing – Fire Risk Assessment Additional Work. A capital budget increase of £4.885m funded from by RCCO from the HRA.
- (2) Under powers delegated to the Executive, to approve the following changes to the Council's capital programme
  - ICT – Mobile Data. A capital budget decrease of £0.161m and approval of a corresponding transfer of £0.161m to the revenue budget, funded by Capital Fund.
  - Growth and Development - House of Sport Fire Mitigation and Roof additional costs. A capital budget increase of £2.260m funded by Capital Receipts.
  - Private Sector Housing – This City – Postal Street PCSA Fees. A capital budget increase of £2.4m, funded by Capital Receipts.
  - Public Sector Housing – Collyhurst. A capital budget increase of £6.645m funded by Capital Receipts.
- (3) Notes the virements in the programme of £2.079m as a result of virements from approved budgets.

## **Exe/22/75 Manchester Sport and Physical Activity Refresh**

The Executive considered a report of the Strategic Director (Neighbourhoods), which informed which highlighted the progress that had been made to date in delivering Manchester's Sport and Physical Strategy and the amendments that were proposed

to ensure the city remained on target to deliver a sustained increase in participation levels and how the city built back fairer from the impacts of the virus.

The Executive Member for Skills, Employment and Leisure reported that since the launch of the Manchester Sport and Physical Activity Strategy in the summer of 2019, there had been significant progress in the development and achievement of the seven strategic themes. Since the establishment of MCRactive, and despite the many challenges, officers had worked through the covid pandemic, attracted new world-class sporting events to the City, secured investment to deliver an unprecedented number of capital schemes, forged new relationships with health partners and created a one stop digital platform for residents to find activity across the City.

However, some challenges remained, and the COVID-19 pandemic had put Manchester in a very different place. So it was proposed some of the priorities and actions would be refreshed for the next six years to 2028.

In doing so, it was proposed that organisations continued to respond to the outcomes from the consultation in 2017 on the priorities that were important to residents, but also to make sure the city responded to the changes in the landscape arising from the declaration of the Climate Change Emergency, the impact of the Covid-19 outbreak, which exposed and exacerbate the inequalities that already existed across the city, the changing strategic priorities locally and nationally and rising inflation/ cost of living crisis.

Councillor Leech welcomed the steps that the Council had taken in relation to female only swimming sessions at Hough End Leisure Centre but commented that he felt that there was a need for more female lifeguards for these sessions.

## **Decision**

The Executive approve the refresh of the Strategy.

## **Exe/22/76 Manchester Climate Change Partnership Framework 2022 Update**

The Executive considered a report of the Manchester Climate Agency (MCCA), which provided an update on Manchester's Climate Change Framework (2020-25)

The Executive Member for Environment advised that the update of the Manchester Climate Change Framework had been developed to ensure it remained a live document, responsive to the needs of a changing city and the urgency of the climate emergency. The purpose of the 2022 Update was to present the findings of detailed modelling done to identify granular targets for reducing the city's direct emissions by 50%, to help the city stay within its carbon budget; provide an overview of ongoing work carried out in support of the Framework's other headline objectives, notably on adaptation to climate change and recommend specific actions for delivery at local, regional, and national level by government and the wider public sector, private companies and third sector organisations, and communities and individuals, that would support the transition to a zero carbon and climate resilient city.

The Update had co-designed over 150 recommended actions organised into four categories according to where there was direct control to deliver, affect or influence the required change or outcome:-

- To be delivered locally, where direct control lies in Manchester;
- To work on at city-region level, with Greater Manchester partners;
- To advocate for national government to do; and
- To do differently, where there are opportunities to innovate.

It was reported that urgent action was needed to reduce direct emissions from buildings and ground transport, and to increase renewable energy generation, if Manchester was to stay within its carbon budget. Decisive action was also needed to assess the city's vulnerability to climate change and to ensure the city was adapting its infrastructure, buildings, economy, and residents to be resilient to a changing climate.

It was highlighted that everyone had a role to play – individuals, organisations, local and national government and the cost of transitioning to a zero carbon, climate resilient city could not be borne solely by the public purse; there needed to be innovative ways to unlock private finance investment.

It was also noted that tackling the climate crisis brought opportunities to deliver wider strategic ambitions, including improving people's health, reducing fuel and food poverty, creating new jobs and economic growth, and delivering a greener city for everyone.

In essence the update was a call to action for everyone in Manchester. Manchester Climate Change Partnership (MCCP) would champion the delivery of the recommendations set out, but everyone needed to increase the pace and scale of their own activity, and reach out to support and collaborate with others, if the city was to succeed in achieving its ambitions.

To support the prioritisation of effort, in particular for reducing direct emissions, MCCP had asked MCCA to assess the comparative impact of the recommended actions, building on the insights already provided by the detailed emissions baseline and 50% reduction targets.

MCCP had also asked MCCA to develop options for tracking the city's progress towards its zero carbon and climate resilient goals, in a way that enhances the existing Annual Reports. MCCP members and its independent Advisory Groups would support all these activities.

Councillor Leech sought clarification as to when the City's Carbon Budget would expire on its current trajectory.

## **Decisions**

The Executive:-

- (1) Formally adopt the 2022 Update to the Manchester Climate Change Partnership Framework's aim, vision, objectives, and targets as the definition of what Manchester needs to achieve to 'play its full part in limiting the impacts of climate change';
- (2) On behalf of the city, endorse the 2022 Update to the Manchester Climate Change Partnership Framework (2020 – 25) as Manchester's high-level strategy for achieving the aim, vision, objectives, and targets; and
- (3) Support the delivery of the refreshed 2020-25 Manchester City Council Climate Change Action Plan to contribute towards the successful implementation of the citywide Framework.

**Exe/22/77 Manchester City Council Climate Change Action Plan: Refreshed Climate Change Action Plan 2020-2025 and Annual Report 2021-22**

The Executive considered a report of the Deputy Chief Executive and City Treasurer, which presented a refreshed action plan for delivery of Manchester City Council's Climate Change Action Plan (CCAP) between September 2022 – March 2025 and the latest Annual Report for the year 2021-22 of the CCAP 2020-25.

The Executive Member for Environment reported that the Council had made good progress to date in working towards its target to reduce its direct CO2 emissions by 50% by 2025 and was on track to meeting its targets. Since 2020, the Council had exceeded its annual reduction targets, achieving 29.4% reductions so far. The refreshed Climate Change Action Plan set out new actions, building on existing ambitions, for example, looking at ways to accelerate reaching net zero carbon even sooner than 2038; identifying opportunities to be bolder and avoiding any risk of complacency.

Having already put in place investment of approximately £192m to deliver the 5-year Plan, a further £800,000 of revenue investment had been secured as part of the 2022/23 budget setting for the Council. In addition to this investment and as part of the CCAP, the Council had established a zero carbon finance and investment subgroup, with the aim of identify funding and finance models and opportunities to secure further resources required to deliver the CCAP.

The refreshed CCAP also linked to other key and relevant city wide strategies and plans, such as the Local Plan, the Green & Blue Infrastructure Strategy, the GM Transport Strategy, Manchester's Work and Skills Strategy and the Manchester Housing Strategy, enabling the Council to be bolder, even more ambitious and deliver even more across the City.

In terms of the Annual Report, updated analysis of the Council's carbon emissions showed that, overall, the Council had remained within budget this year, (against an annual target to reduce emissions by 13%), emitting 22,807 tonnes of CO2 – 16% under budget. It had also reduced its direct emissions by 10.6% (-2,694 tonnes CO2) compared to 2020-21. The report went on to detail a selection of key achievements made during this second year (2021-22) as well as overall progress to date for each workstream.

## Decisions

The Executive:-

- (1) Notes the Annual Report.
- (2) Approves the refreshed 2020-25 Climate Change Action Plan

### **Exe/22/78 Moving Traffic Offences Enforcement Overview Report**

The Executive considered a report of the Strategic Director (Neighbourhoods), which provided an overview of changes in legislation which allowed local highways authorities to enforce moving traffic offences such as no entry, yellow boxes, banned turns, traffic restrictions and environmental weight limits.

The Executive Member for Environment explained that Government had committed to making the moving traffic enforcement powers, under Part 6 of the Traffic Management Act (TMA) 2004, available to local authorities outside London. The regulations giving effect to these powers were laid in Parliament on 27 January 2022 and came into effect on 31 May 2022. In making these powers available, the legislative opportunity had also been taken to consolidate, under the 2004 Act, the existing civil enforcement regimes for bus lane contraventions (outside London currently under 2005 regulations made under the Transport Act 2000) together with parking contraventions (England-wide currently under 2007 regulations made under the 2004 Act).

These powers enabled the Council as the highway authority to enforce certain moving vehicle offences such as no entry, yellow boxes, banned turns, traffic restrictions and environmental weight limits

An initial list of 15 enforcement sites was identified based on suggested problem areas provided by TfGM, the Neighbourhoods team and GMP. An assessment had been undertaken to determine the initial enforcement sites and using the priority scoring process it was proposed that the following seven sites were selected for implementing civil enforcement of certain moving traffic and parking contraventions. This included the enforcement of yellow box junctions, and restrictions on direction of travel and turning movements as provided for in Part 6 of the Traffic Management Act:

- Stockport Road – Box junction/no right turn
- Cheetham Hill Road / Elizabeth Street. (Near Manchester Fort, near the Lidl)
- Ashton Old Road – Chancellor Lane – Fairfield Street (Pin Mill Brow) – yellow box
- Princess Parkway – Palatine Road – Yellow box
- Great Ancoats Street – Oldham Road – Oldham Street – Yellow box
- Kirkmanshulme Lane / Mount Road – Compulsory Left Turn & Yellow box
- Wilmslow Road / M56 jct 6 – Ahead Only

Before applying to the Secretary of State for a Designation Order to grant the Council powers to undertake the enforcement of Highway Moving Traffic Offences, the Council was required to undertake appropriate consultation with GMP and residents on the proposed sites.

Given the challenges in determining the number of offences that would be committed once enforcement began, and what any 'drop off' rate in offences might be, it would be very challenging to accurately determine the resources required to manage this new area of work. As such a staged approach to implantation was proposed, starting with a couple of locations and gradually increasing resources as more accurate data became available.

Councillor Leech sought clarity as to why a number of the sites identified related to just enforcement of yellow boxes and expressed disappointment that the junction of Princess Road and Nell Lane had not been included.

## **Decisions**

The Executive:-

- (1) Agree that the Director of Highways undertake all steps outlined in the report at paragraph 7.1 (a) to (f) in advance of the Council applying to the Secretary of State for powers under part 6 of the Traffic Management Act to undertake the enforcement of Highway Moving Traffic Offences and the designation of locations where enforcement will be undertaken;
- (2) Agree the seven locations identified in paragraph 6.2 for implementing civil enforcement of certain moving traffic and parking contraventions, including the enforcement of yellow box junctions, and restrictions on direction of travel and turning movements;
- (3) Agree that the Director of Highways undertake a minimum six-week public consultation on the detail of planned civil enforcement of moving traffic contraventions, including the types of restrictions to be enforced and the location(s) in question across the seven identified sites;
- (4) Agree that the Director of Highways then submit the necessary application for a Designation Order to the Secretary of State for Transport;
- (5) Note that the Director of Highways, under delegated powers, will also be required to undertake all of the steps set out in paragraph 7.1 (a) –(f) of the report in respect of any new enforcement locations in the future without the need to seek further approval from the Secretary of State.

## **Exe/22/79 Manchester Accommodation Business Improvement District (ABID)**

The Executive considered a report of the Strategic Director (Growth and Development) and Deputy Chief Executive and City Treasurer, which outlined proposals for an Accommodation Business Improvement District (ABID) covering



Manchester city centre and an area of Salford in the regional centre. The report also sought confirmation that the proposals did not conflict with Council policy and that the Council put in place arrangements for the Chief Executive (as Ballot Holder) to hold the ABID ballot.

In recent years the city centre as the region's economic hub has undergone transformational regeneration and benefitted from significant inward investment. The visitor economy across Greater Manchester was worth £9.5billion and supported over 102,000 jobs, accounting for 8% of the people working in Greater Manchester, with most of this tourism activity clustered within the city centre.

Over the next five years, the tourism sector across Greater Manchester was set for a radical step change, powered by major investment in new attractions, accommodation, and visitor facilities. The proposed BID levy would support the development of the tourism and hospitality sector by providing additional funds for high profile, tactical marketing campaigns, by attracting more national and international business conferences and major sporting events to the city, by developing and attracting new consumer events to the city, and by improving the city's welcome: helping to keep the entry points to the city centre cleaner, providing hosts at the railway stations and supporting hotels in ensuring secure environments for guests.

Following collaborative discussion, Manchester Hoteliers' Association (MHA), supported by Marketing Manchester and CityCo, had stated that their preferred approach was the development of a private sector-led Manchester Accommodation Business Improvement District (ABID). The ABID approach focussed on a proposal developed by and voted on by potential levy-payers. All relevant businesses would contribute, but within a structure where the businesses would control the levy raised.

Membership of the ABID would be limited to hereditaments that were identifiable by the relevant billing authority as hotels or short stay serviced apartments which had a rateable value of £75,000 or more and where within the ABID area. The formula for the levy would take into account the numbers of rooms/units available per night, the number of nights per month and the STR Published 'Manchester Average' Occupancy rate for each month LESS 5%. All of this information would be collated by the City Council.

The ABID Proposal and Business Plan had been formally submitted to the Council, along with a formal notice requesting that the Council (as lead authority) instruct the Ballot Holder (i.e. Manchester's Returning Officer) to hold a BID Ballot.

## **Decisions**

The Executive:-

- (1) Note the receipt of the Manchester Accommodation Business Improvement District 2023 – 2028 proposal from the BID Proposer, Manchester Hoteliers' Association.

- (2) Confirm that the proposals do not conflict with any policy formally adopted by, and contained in a document published by, the Council.
- (3) Delegate to the Deputy Chief Executive and City Treasurer the authority to instruct the Ballot Holder to hold a BID ballot.
- (4) Note that if the ABID is approved, the Deputy Chief Executive and City Treasurer will be responsible for collecting the BID levy in accordance with the BID arrangements.

## Manchester City Council Report for Resolution

**Report to:** Executive – 19 October 2022

**Subject:** Capital Programme Update

**Report of:** Deputy Chief Executive and City Treasurer

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### Summary

In February each year the Executive receives a report on the capital budget for the forthcoming five financial years and approves a series of recommendations to Council for the approval of the capital programme. Proposals for the capital budget were presented to the Executive on 16th February 2022.

Throughout the year new and emerging projects are brought forward, as well as changes to on-going projects which require investment. The Capital Update Report informs members of these requests to increase the capital programme, seeks approval for those schemes that can be approved under authority delegated to the Executive and asks the Executive to recommend to Council proposals that require specific Council approval.

### Recommendations

- (1) Under powers delegated to the Executive, to approve the following changes to the Council's capital programme:
  - Private Sector Housing – West Gorton Balconies. A capital budget increase of £0.350m is requested, funded by HRA Reserve
  - Growth and Development – Our Town hall Visitors Centre Additional Funding. A capital budget increase of £0.077m is requested, funded by OTH Reserve.
  - Highways Services – Auto Bollard Additional Funding. A capital budget increase of £0.123m is requested, funded by Parking Reserve
  - Highways Services – Chorlton Cycle Scheme. A capital budget increase of £1m is requested, funded by External Contribution.
- (2) Executive is also asked to note:
  - The increases to the programme of £1.794m as a result of delegated approvals.
  - The virements in the programme of £5.6m as a result of virements from approved budgets

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**Wards Affected – Various**

**Environmental Impact Assessment** - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city

All capital projects are reviewed throughout the approval process with regard to the contribution they can make to Manchester being a Zero-Carbon City. Projects will not receive approval to incur costs unless the contribution to this target is appropriate.

<b>Our Manchester Strategy outcomes</b>	<b>Contribution to the strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Contributions to various areas of the economy including investment in ICT services, Housing, and leisure facilities.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	Investment provides opportunities for the construction industry to bid for schemes that could provide employment opportunities at least for the duration of contracts
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Improvements to services delivered to communities and enhanced ICT services.
A liveable and low carbon city: a destination of choice to live, visit, work	Investment in cultural and leisure services and housing.
A connected city: world class infrastructure and connectivity to drive growth	Through investment in ICT and the City's infrastructure of road networks and other travel routes.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

**Financial Consequences – Revenue**

The revenue budget of the City Council will not change if the recommendations in this report are approved.

## Financial Consequences – Capital

The recommendations in this report, if approved, will increase Manchester City Council's capital budget by £1.550m across the financial years as detailed in Appendix 1.

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

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

Report to the Executive 16<sup>th</sup> February 2022 – Capital Strategy and Budget 2022/23 to 2024/25

Report to the Executive 16<sup>th</sup> March 2022 - Capital Programme Update

Report to the Executive 1<sup>st</sup> June 2022 – Capital Programme Update

Report to the Executive 29<sup>th</sup> June 2022 – Capital Outturn Report

Report to the Executive 22<sup>nd</sup> July 2022 – Capital Programme Update

Report to the Executive 14<sup>th</sup> September 2022 - Capital Programme Update

## **1.0 Introduction**

1.1 This report outlines the requests for changes to the capital budget from 2022/23.

## **2.0 Background**

- 2.1 In February each year the Executive receives a report on the capital budget for the forthcoming five financial years and approves a series of recommendations to Council for the approval of the five-year capital programme. Proposals for the capital budget were presented to the Executive on 16th February 2022.
- 2.2 The capital programme evolves throughout the financial year, and as new projects are developed, they will be reviewed under the current governance framework and recommendations made regarding whether they should be pursued.
- 2.3 The following requests for a change to the programme have been received since the previous report to the Executive on 14<sup>th</sup> September 2022. The impact of changes to the Capital Budget from previous reports are detailed in Appendix 3.
- 2.4 The capital programme budget was reset for 2022-23 and future years as part of the Capital 2021-22 Outturn report which came to Executive at the end of June.
- 2.5 Note that where requests are made in the report to switch funding from capital to revenue and to fund the revenue spend from the Capital Fund, this is a funding switch from within the capital programme and will not have a negative impact on the Fund itself.
- 2.6 For the changes requested below, the profile of the increase, decrease or virement is shown in Appendix 1 for each of the projects.

## **3.0 Proposals Not Requiring Specific Council Approval**

- 3.1 The proposals which do not require Council approval and only require Executive approval are those which are funded by the use of external resources, use of capital receipts, use of reserves below £10.0m, where the proposal can be funded from existing revenue budgets or where the use of borrowing on a spend to save basis is required. The following proposals require Executive approval for changes to the City Council's capital programme:
- 3.2 Private Sector Housing – West Gorton Balconies. This Capital Bid is for the essential work of making 40 balconies safe following the failure of a balcony ceiling which dropped onto the floor presenting an immediate Health and Safety Issue. Currently, as a precaution, the balconies are being propped with ACRO supports and planks to remove any immediate health and safety issue from potential failure of the remaining balconies. A capital budget increase of £0.350m in 2022/23 is requested, funded by HRA Reserve.
- 3.3 Growth and Development – Our Town hall Visitors Centre Additional Funding. The OTH has appointed an Exhibition designer to create the Visitors Experience,

they have been working on the Stage 2 concept design and have presented the proposals for consideration. The original budget for the scheme was established in June 2020, since then there have been significant changes in market conditions including increases in Preliminaries, Overhead and profit as well as inflationary impacts on materials. The concept design has now been fully costed and to deliver the full visitors experience including interactives the scheme requires an additional funding requested here. A capital budget increase of £0.077m in 2024/25 is requested, funded by OTH Reserve.

- 3.4 Highways Services – Auto Bollards Additional Funding. The Automatic Bollard scheme is reaching completion and includes the installation and replacement of static and end-of-life automatic bollards across Manchester City centre. The additional funding request consists of several contract variations that have been submitted by the contractor due to change requests that have been reviewed by the project team to be fair and reasonable. They include, but are not limited to, civil engineering work to establish power connections not included in original tender price and a redesign of static bollards due to improved design to ensure disabled access. A capital budget increase of £0.123m in 2022/23 is requested, funded by Parking Reserve
- 3.5 Highways Services – Chorlton Area 2 Cycle Scheme Additional Funding. Area 2 forms part of the 5km route that includes large sections of segregation for people travelling on foot and by bike and traffic from Chorlton Park to Manchester. This request is to cover additional costs identified due to delays and contract termination. The delays were attributable to the contractor being unable to access the whole site in the first instance and following several issues with delivery there was a protracted but sensible contract termination. A capital budget increase of £1m in 2023/24 is requested, funded by External Contribution.

#### **4.0 Delegated budget Approvals**

- 4.1 There have been increases to the programme totalling £1.794m as a result of delegated approvals since the previous report to the Executive on 14<sup>th</sup> September 2022. These are detailed at Appendix 2.

#### **5.0 Virements from Approved Budgets**

- 5.1 Capital budgets approved for an agreed programme pending allocation can seek approval under delegated powers from the Deputy Chief Executive and City Treasurer.
- 5.2 Approval has been given for £3.0m to be allocated for Pioneer House High School from the Unallocated Education Basic Need budget. This project will increase the pupil capacity at the school from 128 to 168 places for SEND pupils aged 11-19 with an Education, Health, and Care Plan (EHCP).
- 5.3 An allocation from Education Basic Need funding of £2.6m was approved for William Hulme's Grammar School. This project will create an additional 18 places of resource provision and rebuild 12 which are currently located in temporary

classrooms. The places will be available exclusively for pupils with an Education, Health, and Care Plan (EHCP).

## **6.0 Prudential Performance Indicators**

6.1 If the recommendations in this report are approved the General Fund capital budget will increase by £1.550m across financial years, as detailed in Appendix 1.

6.2 This will also result in an increase in the prudential indicator for Capital Expenditure in corresponding years. Monitoring of all prudential indicators is included within the Capital Monitoring Report during the year.

## **7.0 Contributing to a Zero-Carbon City**

7.1 All capital projects are reviewed throughout the approval process with regard to the contribution they can make to Manchester being a Zero-Carbon City. Projects will not receive approval to incur costs unless the contribution to this target is appropriate.

## **8.0 Contributing to the Our Manchester Strategy**

### **(a) A thriving and sustainable city**

8.1 Contributions to various areas of the economy including investment in ICT services, housing, and leisure facilities.

### **(b) A highly skilled city**

8.2 Investment provides opportunities for the construction industry to bid for schemes that could provide employment opportunities at least for the duration of contracts.

### **(c) A progressive and equitable city**

8.3 Improvements to services delivered to communities and enhanced ICT services.

### **(d) A liveable and low carbon city**

8.4 Investment in cultural and leisure services and housing.

### **(e) A connected city**

8.5 Through investment in ICT and the City's infrastructure of road networks and other travel routes.

## **9.0 Key Policies and Considerations**

### **(a) Equal Opportunities**

9.1 None.



**(b) Risk Management**

- 9.2 Risk management forms a key part of the governance process for all capital schemes. Risks will be managed on an ongoing and project-by-project basis, with wider programme risks also considered.

**(c) Legal Considerations**

- 9.3 The approvals set out in this report are in accordance with the Council's constitution.

**10.0 Conclusions**

- 10.1 The revenue budget of the City Council will not change, if the recommendations in this report are approved.
- 10.2 The capital budget of the City Council will increase by £1.550m, if the recommendations in this report are approved.

**11.0 Recommendations**

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

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## Appendix 1 - Requests for Adjustments to the Capital Budget Provision

Dept	Scheme	Funding	2022/23	2023/24	2024/25	Future	Total
			£'000	£'000	£'000	£'000	£'000
<b><u>Executive Approval Requests</u></b>							
Public Sector Housing	West Gorton Balconies	RCCO - HRA Reserve	350				350
Growth and Development	Our Town Hall Visitors Centre	RCCO - OTH Reserve			77		77
Highways Services	Auto Bollards Additional Funding	RCCO - Parking Reserve	123				123
Highways Services	Chorlton Cycle Scheme	External Contribution	1,000				1,000
<b><u>Total Executive Approval Requests</u></b>			<b>1,473</b>	<b>0</b>	<b>77</b>	<b>0</b>	<b>1,550</b>
<b><u>Total Budget Adjustment Approvals</u></b>			<b>1,473</b>	<b>0</b>	<b>77</b>	<b>0</b>	<b>1,550</b>

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## Appendix 2 - Approvals under authority delegated to the City Treasurer

Dept	Scheme	Funding	2022/23	2023/24	2024/25	Future	Total
			£'000	£'000	£'000	£'000	£'000
Highways Services	Restoration of Ordinary Watercourse	Government Grant	300				300
Highways Services	Security and Bollards	RCCO	250				250
Highways Services	Public Realm 2022-23	Capital Receipts	400				400
Children's Services	Schools Maintenance Additional- New Moston & St Agnes	Government Grant		844			844
<b>Total Delegated Approval Requests</b>			<b>950</b>	<b>844</b>	<b>0</b>	<b>0</b>	<b>1,794</b>

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### Appendix 3 - Capital Programme Budget 2021-25

	Approvals			
	Council	Executive	Delegated	Total
	£'000's			
Capital Outturn 2021/22		969,370		969,370
Capital Update Report 1st June 2022	11,905			11,905
Capital Update Report 22nd July 2022	4,350	9,764		14,114
Capital Update Report 14th September 2022	5,230	11,144	-264	16,110
Capital Update Report 19th October 2022			1,794	1,794
<b>Total Revised Budget</b>	<b>21,485</b>	<b>990,278</b>	<b>1,530</b>	<b>1,013,293</b>

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**Manchester City Council  
Report for Resolution**

**Report to:** Resources and Governance Scrutiny Committee – 11 October 2022  
Executive – 19 October 2022

**Subject:** Factory International

**Report of:** Deputy Chief Executive and City Treasurer and Strategic Director, (Growth and Development)

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### Summary

The purpose of this report is to update Members on progress with the delivery of The Factory Arts Centre, progress with the redevelopment of St John's and the preparations for the opening of the building.

### Recommendations

The Resources and Governance Scrutiny Committee is recommended to:

1. Note and comment on the report and endorse the recommendations being made to the Executive.

The Executive is recommended to:

1. Note progress with the delivery of Factory International, the wider economic, cultural and social benefits to Manchester and the significant programme of social value commitments.
2. Recommend to Council to approve a Capital Budget increase for Factory International of £25.2m funded by:
  - £10m from the Council's capital scheme inflation provision
  - £15.2m to be met from borrowing

This will increase the total capital budget for the construction of Factory International from £185.6m to £210.8m

3. Recommend to Council to underwrite the £7.8m increased costs of Furniture, Fixtures and Equipment (FFE) of Factory International from capital receipts and note that the venue will not be able to operate without this investment to enable the equipment to be in place.
4. Agree the funding for Furniture, Fixtures and Equipment (FFE) is to be paid to Manchester International Festival (MIF) as a grant that will be drawn down as costs are incurred. £500k of which will be retained as a contingency to cover any further unforeseen costs.

5. Note the long-term relationship with Factory International and the ability to recover a significant proportion of the borrowing costs from naming rights income.
6. Note the progress made by MIF to prepare the organisation to operate Factory International, including recruitment, business planning, artistic programme development and social value benefits, in the lead up to MIF23.
7. Note progress in the development of employment, training and education opportunities and creative engagement programmes as part of Factory International's skills development programme.

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**Wards Affected:** Deansgate

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	By supporting a diverse and distinctive economy and attracting clusters of related creative industry activities, Factory International will create jobs and opportunities, accelerate economic growth in the region and play an integral part in helping Manchester and the North enhance and diversify its cultural infrastructure and the visitor economy. The Council will develop a Creative Enterprise district proposal (through the Greater Manchester Trailblazer/ Investment Zone) to support and incentivise creative SME co-location and maximise training and educational opportunities in the area. The first phase of Enterprise City has been established, together with the creation of a Tech Hub in the Bonded Warehouse. Enterprise City is an integral element of St. John's, creating a new cluster of innovative city centre workspaces that support the growth of the City's economy. A Levelling Up grant of £17.5m has been awarded, to enable the refurbishment of the Upper and Lower Campfield Markets buildings as an extension of the Bonded Warehouse Tech Hub.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	Through world class and home-grown talent sustaining the city's economic success, The Factory will make a direct contribution to the growth of creative industries, improve talent retention in the North, and reduce the dependency on London as the provider of creative industries training and employment.

	<p>New direct jobs of 168 FTE staff and 176 FTE venue and performance related jobs (344 FTEs in total) will work within the venue each year. Furthermore, Factory will support a clustering impact resulting from the venue accelerating the city's role as a centre for creativity, attracting both producers and specialist supply chain companies keen to locate in the local economy. After year 10, Factory international is expected to support over 1,500 FTE jobs as a result of these clustering effects driven by Factory, and up to £1.1bn will be added to Manchester's economy. Factory International has levered £106.5m new Exchequer investment into Manchester. Factory International is leading on a consortium approach to training and skills, developing partnerships with the city's Cultural, Further and Higher Education (FE/HE) Institutions and will further support the city's drive for high calibre graduate talent retention through job creation programmes. It will act as a UK leader in the creative sector/FE/HE led training to expand access for Manchester's young people into creative jobs.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>Making a positive contribution by unlocking the potential of our communities, Factory International and wider St. John's development will create a vibrant new neighbourhood based around the former ITV: Granada Studios site. The intention is to encourage independent, niche and creative uses and businesses with new office, cultural, workspace and leisure development with residential units. The presence of Factory International as a 'cultural anchor' has already had a catalytic effect in terms of reimagining the creative redevelopment of the Science and Industry Museum site and the Upper and Lower Campfield Markets as a creative district. The Factory will build new diverse younger audiences from within Manchester and beyond, combined with expanded, more mature established arts audiences.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>As a destination of choice to live, visit and work, The Factory will benefit from excellent public transport connectivity, ensuring the site can be easily accessed by visitors. In a non-</p>

	<p>festival year, The Factory will attract 850,000 visitors per annum with 650,000 drawn from within the Greater Manchester area. In a festival year the total will increase to 1.15m visitors as additional audiences of 300,000 will attend performances across the city. It is anticipated that 755,000 will be drawn from the Greater Manchester area and 245,000 visitors from elsewhere. Sustainable design and development principles are embedded into the scheme. The benefits of cultural investment are much broader than the direct impact of expenditure by visitors, with cultural activities making an important contribution to community engagement and initiatives targeted at young people, older people, under-represented and disadvantaged groups.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>Through world class infrastructure and connectivity to drive growth, The Factory will benefit from strong public transport links with both rail and Metrolink stations and with access to a choice of multi-storey car parks for visitors. The development will be well served by new pedestrian walkways and cycle routes. This will include the recently completed replacement Prince's Bridge scheme, improved pedestrian connectivity as part of the St. John's developments, and proposals by the Science and Industry Museum, which will provide residents with improved linkages to surrounding neighbourhoods and city centre districts. New public spaces and connections are proposed, which will significantly improve the environment of this part of the city centre.</p>

### Financial Consequences - Revenue

There are no direct revenue consequences arising from this report. The additional regeneration of the St John's area, of which Factory International is a key anchor, will generate an additional £830k per annum in business rates in 2022/23 which is projected to increase and is contributing directly to the Council's revenue budget. The Council will continue to press for a Creative Enterprise Zone as part of the Greater Manchester Trailblazer /Investment Zone discussions to secure these benefits for the longer term and support the funding of Factory International.

### Financial Consequences – Capital

The recommendations in this report are to secure the completion of Factory International and its longer-term success. The report outlines the significant direct, economic and social value benefits that are being secured.

Management Contracting has been used for this large-scale specialist project in which the works have been constructed by a number of different works contractors. The report outlines the extremely challenging circumstances that the project is being delivered in with unprecedented levels of inflation, market pressures, workforce shortages and supply chain disruption. This has significantly impacted on the construction timescales costs and fit out costs for the building. It should be noted that the Council is currently engaged in negotiations with the management contractor to conclude the costs of the remaining works. However, in the current climate, total cost surety is only likely to be reached when all the packages are procured, and the project is nearing completion.

The report includes a capital budget increase for Factory International of £25.2m funded by £10m from the Council's capital scheme inflation provision which is already included in the Capital Budget and £15.2m to be underwritten from borrowing.

Underwrite the £7.8m increased costs of the fit out of Factory International from capital receipts to provide the vital equipment required for the venue to successfully open and operate. This revised FFE budget includes an appropriate level of contingency and will be paid to MIF as a grant that will be drawn down at appropriate intervals, as costs are incurred.

The above can be contained within the existing revenue budget for capital financing and is within the planned and authorised borrowing limit for the Council. However, there is an opportunity cost of using the funding for Factory International.

Of particular importance is the long-term relationship with Factory International on the funding raising and naming rights income. The principles of a 70/30 split for naming rights income have been established (net of fulfilment costs) which will both repay the MCC capital investment and also secure the longer-term financial stability of Factory International.

The development of the adjacent Riverside site by Select and Allied London will see the repayment of the temporary £4.3m loan.

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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.

#### The Factory

- Report to The Executive 29 July 2015 – The Factory Manchester
- Factory Manchester Project Overview 31st May 2016
- Report to The Executive 26 July 2016 – Updated Draft St. John’s Strategic Regeneration Framework and Factory Manchester
- Report to The Executive 11 January 2017 – Updated Draft St. John’s Strategic Regeneration Framework and Factory Manchester
- Report to The Executive 26 July 2017 – Factory Manchester
- Report to The Executive 21 March 2018 – St. John’s Proposals including Factory Manchester
- Report to The Executive 30 May 2018 – Capital Programme – Proposed Increases
- Report to The Resources and Governance Scrutiny Committee 8 November and to The Executive 14 November 2018 - The Factory
- Report to The Resources and Governance Scrutiny Committee 20<sup>th</sup> July 2021 – The Factory, St. John’s – Delivery Update

#### St John’s

- Draft Quay Street and Water Street Development Framework February 2012
- Report to the Executive 14 March 2012 – ITV/Quay Street Regeneration Framework
- Report to the Executive 29 October 2014 – ITV/Quay Street Regeneration Framework
- Draft St Johns, Manchester Strategic Regeneration Framework October 2014

- Report to The Executive 13 February 2015 – ITV/Quay Street (St. John's) Regeneration Framework Consultation
- St Johns Strategic Regeneration Framework February 2015
- St. John's Strategic Regeneration Framework Update November 2016

## 1.0. Introduction

- 1.1. Factory International is nearing completion, and there is considerable excitement about the venue. The recent launch has further boosted Factory International's profile, with an exciting programme of events planned, building on the international festival in 2021, and placing Factory International firmly on the map at the heart of the St John's regeneration area. The city is already seeing the direct benefits from St John's, with Enterprise City and the cultural activities provided by the studios playing a major part in the area's evolution.
- 1.2. This report provides an update on progress with delivering Factory International, including the capital cost of the building, social value benefits and the role of Manchester International Festival. The report also provides an update on delivering the St John's regeneration area.
- 1.3. Factory International has levered £106.05m of new public funding into Manchester made up of £78.05m HM Treasury investment, and £7m Arts Lottery and £21m Kickstart Capital from the Cultural Recovery Fund, all administered by Arts Council England and money that would not have otherwise been available for the cultural sector or the region.
- 1.4. The creative industries are the fastest growing sector in Manchester and the creation of Factory International will sustain and grow this vital sector even further. Factory International will strengthen Manchester's reputation as a nationally and internationally important centre for culture and creativity – building on a reputation which has seen it recognised as the second largest creative city in Europe after London. Up to £1.1bn will be added to Manchester's economy after 10 years of operation, capturing the benefits associated with direct employment and visitor spend, productivity, dynamic clustering, social value and amenity value.

## 2.0. The St John's Quarter

- 2.1. Factory International is at the heart of the St. John's Quarter and revives the site of the former Granada TV Studios making a major contribution to the regeneration of this part of the city. The economic benefits of Factory International are broadly measured in three categories:-
  - audience/visitor economy,
  - clustering and
  - direct employment.
- 2.2. Visitors to Factory International in a non-festival year are anticipated to be on average 850,000 per year, with 650,000 drawn from within the Greater Manchester area and 200,000 visitors from elsewhere. In a festival year, the total will increase to an estimated 1.15m visitors as additional audiences of 300,000 will attend events across the city. It is anticipated that 755,000 visitors will be drawn from the Greater Manchester area and 245,000 from elsewhere. After year 10, Factory International is expected to support over 1,500 FTE jobs



as a result of these clustering effects, and up to £1.1bn will be added to Manchester's economy.

- 2.3. Factory International has already been the catalyst for a major cultural and creative investment. Set in the heart of a major new mixed development of residential and office /cultural space, a new cluster of innovative city centre workspaces and content production studios are being created. Enterprise City has the potential to accommodate some 17,000 jobs in businesses from new start-ups to corporates. At its heart will be the cultural campus created with the combined attractions of Factory International (850,000 visitors per annum) and the Science and Industry Museum (500,000 visitors) being physically linked together. The wider St. John's area including Enterprise City will attract over 32,000 visitors a day visiting the offices, residential developments, new food and beverage offers and hotels.
- 2.4. Allied London's long-term partnership with Aviva Investors to create Enterprise City is valued at in excess of £500m and will secure the long-term future for this new city centre neighbourhood. Anchor tenants include global tech company Booking.com (won in competition with other major European Cities) Cloud Imperium Games, the bringing together of the five WPP agencies under one roof together with The Farm, a major postproduction house. The Allied London film studios campus continues to be successful. The Bonded Warehouse, now operating as a new Tech Hub, hosts the northern HQ of Tech Nation, the Government backed network for tech entrepreneurs (establishing its new Northern HQ in the building) as well as other considerable interest in the office and networking space available.
- 2.5. The wider St. John's will also provide a further 1,000 jobs in retail, leisure and hotel developments together with new homes and 13 acres of new public realm in this new city centre neighbourhood, adjacent to the business-led district of Spinningfields.
- 2.6. Whilst developments in the area are predominately for commercial purposes the two residential towers now under construction will provide 765 apartments and a total of 1,676 bedspaces and over 21,500 sq feet of co-working space with each tower containing two, three or four bedroomed co-living apartments, 131 affordable tenures, and towers 1 and 2 have 180 studio apartments available on short term lets.
- 2.7. Factory International itself will create a world-class performance space and provide a permanent home for Manchester International Festival in an all-year-round venue with a rich blend of ticketed and free events inside the building and the surrounding public spaces. At 143,161 square feet, there is no other venue that can deliver the scale and ambition of production possibilities in the UK, and this nationally significant facility will fill a major gap in the city-wide cultural strategy. It has attracted significant government investment, almost unique outside of London and the Southeast and has been designed by one of the world's leading architects, OMA. It will be their first major public building in the UK, enhancing Manchester as a destination for world class architecture. The MIF Pre Factory Events including the launch of the Virtual Factory

attracted considerable excitement and the 2021 festival reached 2,662,244 people (compared with 302,161 in 2019) – 1,462,244 in person and 1,200,000 online. The post MIF21 evaluation indicates that 29% of attendees came from Manchester.

- 2.8 The development of the adjacent Riverside site by Select and Allied London will see the repayment of the temporary £4.3m loan. The new co-living tower development is now under construction and a planning application for a low-rise food and beverage development is expected to be submitted shortly.
- 2.9 The creative industries are the fastest growing sector in Manchester, making an annual contribution to the city's economy of around £1.4bn. The Council is seeking Cultural Enterprise Zone designation for the St Johns creative quarter through the Greater Manchester Trailblazer Investment Zone. This would be centred around Factory International and enable the Council to capture the benefits of its investment into the cultural sector for reinvestment. This would support the ambition to ensure that Factory International is financially sustainable in the longer term and provide an additional guarantee that any additional cash flow support would be repaid. Since 2018 the growth in business rates generated within the zone totals £327k which will grow to £830k in 2022/23. Under the 100% business rates growth retention pilot the additional income has been retained in Manchester and is supporting the Council's revenue budget. Discussions with Government continue as part of the announced devolution acceleration negotiations.

### **3.0. Work and Skills and Social Value**

- 3.1. Central to the vision is a focus on providing training and skills for future generations of creative talent through The Factory Academy (TFA). TFA was launched by MIF in 2018, in partnership with a consortium of cultural organisations in the city. MIF has led on the development of the Greater Manchester Cultural Skills and Training Consortium - a group of 25 employers working collaboratively across the cultural sector on programmes such as Traineeships and Apprenticeships. This has supported the appointment of a cohort of apprentices in technical theatre across Greater Manchester organisations and MIF has ensured the continuation of these apprenticeships through lockdown.
- 3.2. For the Academic year 2021/22 The Factory Academy has:
- Engaged 250+ students through course delivery, The Factory Academy Presents and Managing Creative Projects: Next Level
  - Engaged 500+ students with The Factory Academy courses since its inception in October 2018
  - Filled 40+ roles at MIF with TFA alumni (comprised of internships, traineeships, apprenticeships, Kickstart roles, FOH, freelance, fixed term roles and performing)
- 3.3. As a result:

- 50% of Kickstart eligible students who studied with TFA went into Kickstart roles
  - 65% of Factory Academy Participants, who provided diversity and inclusion data, report a characteristic which is under-represented and/or being from a low socio-economic background Employment and Further Study
  - To date at least 60% of all Factory Academy Alumni are employed or have moved onto higher education.
- 3.4. Factory International has already begun delivering creative education programmes to hundreds of young people aged 9-14 across Greater Manchester (225 to date) with a focus on social and emotional learning, teamwork, leadership and resilience. These creative programmes will be integrated into the curriculum for future year groups with the learnings and resources made available to schools and youth centers.
- 3.5. Factory Futures will be launched in Oct 2022, which will see 10,000 young people reached over the next five years with support in accessing careers in the creative industries. Opportunities will range from open days to full apprenticeships. The programme responded directly to the impact of the COVID-19 pandemic on youth unemployment aligning with the Government's Kickstart scheme. It includes a five-year pre-employment training programme for 1,400 young people, who are unemployed or on Universal Credit. Factory Futures 15 is a 15-day Academy linked to an opportunity with DNG Production and Events crew company. The course is aimed at helping people in Manchester to access employment in the city's live events industry. Students will learn about out about key technical skills, gain hands on experience and ultimately paid employment in this industry. New courses that are currently being developed by the team are aligned to developing skills in, freelance work, producing and leadership.
- 3.6. In line with other key cultural institutions in Manchester, Factory International commits to increasing the positive social impact of culture in the city. A significant strand of creative and community engagement was a key success of MIF21, attracting more diverse participants and broadening the reach of the Festival across Manchester's communities.
- 3.7. Resources from the City's Work and Skills team have been seconded to support the development of a comprehensive programme of social value benefits from Factory International construction project, working in partnership with agencies across the city. This involves the design team, the contractor, work package contractors and the Manchester International Festival working together to deliver a package of social value benefits which will continue to be delivered after the opening of Factory International. The collaborative working on social value across all phases of a project is unique and provides an opportunity to ensure outcomes are maximized to benefit Manchester residents.
- 3.8. Analysis by CLES shows that 87% of construction spend is within GM and 23% of that within Manchester. This represents c£100m of investment within GM. Whilst the Manchester figure could appear low it reflects the complex and

specialist work required and it is believed the project has done well to secure 87% within GM. The table below summarises the social value achieved on the project to June 2021.

Apprenticeships		Employment & Pre-Employment Opportunities		Education and Career Support Opportunities		Community Activities	
Committed	Achieved	Committed	Achieved	Committed	Achieved	Committed	Achieved
50	39	50	178	60	255	60	48

- 3.9. Significant progress has been made between the start of construction and 2021. As noted in the table above these included:
- 63 education activities, engaging over 5000 local young people: inclusive of collaborative 'STEAM' engagement with MIF and the Science and Industry Museum bespoke to Factory International.
  - 56 work experience placements for local people; including 'The Factory Challenge' week, an innovative programme for 25 Manchester pupils providing learning/insight into the project and a work experience week with Manchester Adult Education Learners.
  - Over 1000 volunteering hours from LOR and supply chain given to Manchester charities and specialist community investment projects including SIM Station Building project, Castlefield Forum Roman Gardens improvements, Doodle of Ducie Street Homeless Mural and Lifeshare Renovation project.
  - 16 new employment opportunities for local people on the construction programme
  - 30 local apprentices employed on the construction programme.
- 3.10. From June 2021 the targets for the constructors where refocused, in consultation with the Council's Work and Skills colleagues, to align the project in helping address some of the key initiatives for work and skills in the locality following the pandemic.
- 3.11. To date these have resulted in:
- 11 new apprentices of which 8 are Manchester residents and 3 GM.
  - 4 Manchester residents on the Kickstart programme
  - 9 new jobs, 7 for Manchester residents and 2 for GM residents.
- 3.12. These metrics will continue to be monitored throughout construction and into Factory operations.

#### **4.0. Factory International Project Update**

- 4.1. Factory International has attracted significant government investment, almost unique outside of London and the Southeast, including £106.5m of government funding alongside £9m per annum of Arts Council England revenue funding to ensure the success of the facility. It should be noted that the original budget was set in 2015, based on benchmark costs, to secure the

government funding package. This was prior to any detailed site investigations or design work and proved to be inadequate to fund a project of this complexity and scale. The original budget was £111.6m, (£114m including the public realm construction costs).

## 5.0. Land Acquisition

- 5.1. There is a separate budget to acquire the 999-year lease from the Science and Industry Museum and the freehold interests from Manchester Quays Limited. It also included a loan of £5.1m on market terms to secure the Riverside site for Factory International and the construction compound. £800,000 has been repaid in line with the agreement. The balance of £4.3M is repayable on 10th August 2023. The repayment will be used to support the cashflow for The Factory until it can be released to support capital expenditure on other projects.

## 6.0. Factory International

- 6.1. The approved budget for Factory International and associated St Johns public realm works is shown below.

	<b>Costs £m</b>
Pre-construction costs	0.4
Construction	152.3
Professional fees	24.8
Client costs	8.1
<b>Total Construction Costs</b>	<b>185.6</b>
<b>Public Realm</b>	<b>5.6</b>
<b>Total Factory Budget</b>	<b>191.2</b>

	<b>Funding Approved £m</b>
HMT, administered by ACE	78.1
ACE Lottery funding	7.00
ACE Kickstarter	21.00
MCC Capital	55.4
External Funding	24.1
<b>Total</b>	<b>185.6</b>
<b>Public Realm (MCC)</b>	<b>5.6</b>
<b>Total</b>	<b>191.2</b>

- 6.2. *Public Realm*

6.2.1. The £5.6m for public realm works in the St Johns Quarter includes the undercroft of Factory International, finishes to Water Street within the site boundaries and all works to Factory Square including the river frontage, providing an appropriate setting for Factory International. This is projected to deliver to budget.

### 6.3. *Construction Project – Background*

6.3.1. The Management Contract with Laing O'Rourke for the construction of Factory International was executed in June 2018 and 'Notice to Proceed' which marks the end of the pre-construction phase and the start of the main works, was issued in December 2018. The Management Contract balances quality, risk management and value for money in the procurement strategy. Under this contract form, the works are tendered in work packages by the Management Contractor.

6.3.2. At Notice to Proceed a further contribution of £18.97m was requested. This was met from capital receipts, bringing the capital budget for the project to £130.6m. At this time consideration was given to reducing the size of the building to achieve the previous budget. However, this would have further delayed the opening date, and would have fundamentally undermined and devalued the integrity and concept of what Factory International will be. It was determined that the loss of benefit would have far outweighed the cost saving.

6.3.3. At this stage the key Steelwork and Mechanical, Electrical and Public Health (MEP) work packages had been tendered, with the design and sequencing of the remaining works sufficiently complete for the cost consultant to apply market rates. The additional £18.97m covered:

- £5.5m for inflation (then running at 3% and forecast to reduce to 2.5% in 2018 and 1.5% in 2019) and Brexit risks.
- £3m to support the outline programme
- £4.5m to meet planning standards for acoustics
- £3.2m for agreed scope changes and abnormals
- £1.15m to strengthen the client-side team.

6.3.4. The Council took responsibility for the project in late summer 2018, moving the majority of project control and management away from Allied London. As the design has been developed, the Council made specific interventions to ensure the project is suitably resourced to deliver the project with a strengthening of the client team and design capabilities. This included a full-time project lead. The budget included a £5.8m contingency which was deemed tight but sufficient if there were no unforeseen events.

6.3.5. A further £10m was approved to meet inflation costs (then running at between 4% and 7% depending on the project) as part of the 3 June 2020 report to the Executive.

6.3.6. On 6 October 2020 a further report was bought to Resources and Governance Scrutiny and Executive. An additional £45m was allocated to the project:

- £23.2m for the impact COVID-19 with unavoidable and irretrievable additional costs linked to the pandemic – circa £11.5m of direct impacts and associated Covid contingency allowances of £2.75m. The indirect impacts of Covid-19 were largely responsible for £8.87m additional prolongation costs.
- £8.6m predominately for acoustic façade protection and changes in fire legislation post Grenfell.
- £3m for additional project management and design co-ordination costs including the detailed architect to support the work of OMA. They have been critical in ensuring the work packages have the level of detail required for the UK construction market.
- £10.1m contingency

6.3.7. The increase was funded from:

- £21m ACE Cultural Capital Kickstart Fund to support capital projects impacted by covid-19
- £19m sponsorship funding (bringing the total target to £24m)
- £5m from MCC who are actively seeking long term funding through an Enterprise Zone.

6.3.8. At that point, of the 39 work packages, six had been completed (£3.9m) and seven were on site to the value of £52.5m. A further 12 work packages (worth c£34m) had been tendered with a further 14 packages, worth £24.1m, at the pre-tender stage. The programme was based on beneficial occupation in October 2022, completion of the building late December 2022 and completion of commissioning in February 2022. The total approved capital budget is currently £185.6m.

## 7.0. **Construction Project – Position at October 2022**

7.1. As at October 2022, very positive progress is being maintained on site. All the detailed design work has been completed and the static completion dates are now instructed. Of the work packages, £50.3m have gone through the final account stage, £58.8m have been procured at fixed lump sum, £16.3m are provisional sums and £3.3m is yet to be procured.

7.2. However, the external environment has remained and continues to be extremely challenging, particularly with the conflict in Ukraine which has disrupted the supply chain and contributed to unprecedented levels of inflation. The shortages in the labour market have also had an impact. The latest statistics from the Department for Business, Energy and Industrial Strategy (BEIS) for June 2022 showed an overall increase of 26.4% in prices for ‘all work’ (new housing, other new work, and repairs and maintenance) compared to June 2021, and a 1.3% increase since the previous month. In particular, the price for concrete reinforcement bars is up 58.2%, fabricated structural steel is up by 46.3% and pre-cast concrete products are up by

28.3% compared to prices seen in June 2021. While material prices continue to increase month on month, the rate of increase of total prices appears to have slowed slightly. Covid-19 restrictions have remained for the construction industry throughout the whole period, which has continued to impact on productivity. It is not yet known what impact the mini budget will have on the construction industry, but it is likely to increase costs further with inflationary pressures and rising costs of finance.

- 7.3. The complexity of the project and the challenges of design co-ordination on the steel structure have also continued to impact on cost, with the most material issue being changes required to accommodate the final requirements for the Mechanical and Electrics work package (MEP) where further work has been required to ensure that the structure and acoustic treatments are aligned to the MEP installations.
- 7.4. The project has been very tightly managed, and it is worth noting the value engineering and strive targets have been exceeded, contributing £2.1m back to the Factory International budget. The project team can also demonstrate a further £5m of cost mitigation or avoidance.
- 7.5. The project team have worked hard to preserve the programme completion dates.
- Beneficial occupation is still enabled for October with the detailed commissioning and fit out plans being finalised.
  - The final completion of the building or static completion of the building will now be substantially complete in January rather than December. The remaining works to the foyer, final finishes and seating will then be installed completing in March.
  - The commissioning timescales have now moved from completing in February to March, with planned acceleration works to ensure this date is achieved. The final testing and sign off to conclude in June 2023.
- 7.6. Taking all of the above into account, before the application of contingencies and risk allowances and additional value engineering, the project is facing gross cost pressures of c£38.5m. and a net pressure of £19.7m. Note this does not allow for any acceleration works required.
- 7.7. The cost pressures include:
- £1.5m direct impact of the continued covid-19 restrictions
  - £9.1m (£2.9m inflation + £6.2m) inflation, market and programme pressures to date
  - £16.5m scope gap, design co-ordination and unforeseen events including the requirement for further additional steel and massing to protect the acoustic integrity of the building. Further fire safety measures, additional maintenance access and operator systems support were also introduced to meet performance requirements. Lighting, security and containment had provisional sum allowances in the works package resulting in the final design increasing costs. It is normal for a project of this scale to see a



large volume of minor changes, some construction scope gaps and design co-ordination issues, and risk allowances are made to cover these.

- £8.4m for additional programme costs including prolongation costs, additional storage costs for materials, impact of hyperinflation particularly on steelwork and increases to provisional sum allowances for MEP revised programme and associated inflation and prelims for the movement in static completion dates and extension of the commissioning period.
- £3m - client-side costs – which largely relate to the need to retain the full detailed design architect team for a longer period.

7.8. The above is offset by £16.7m of risk allowances and contingencies and the additional £2.1m strive achieved. However, the budget did not allow for the exceptional levels of inflation and supply chain challenges that are still being experienced. The complexity of the design and residual design co-ordination issues that have been addressed means that there was no scope in the contingencies and risk allowances to absorb the impact of market issues and inflation or the changes to programme dates.

7.9. As demonstrated above the client-side team have been successful in achieving value engineering and strive savings in extremely difficult circumstances and the investment in the client-side team has more than paid for itself. The budget increase allows for the retention of the client-side team including the detailed design architects. This will ensure the continued tight grip on the project and that any residual design issues can be addressed straight away without damaging the critical path.

7.10. The total forecast outturn position is a shortfall of £19.7m excluding the acceleration works, additional contingencies and risks.

7.11. In order to ensure that the project can complete to programme and to mitigate any other unforeseen discovery issues, a programme of acceleration works will be required which necessitate an increase in resources, including for example to facilitate some Saturday working and double shifts. A further sum of £4m is required to make allowance for any acceleration, contingency and risk costs. This brings the additional budget requirement to £25.2m.

7.12. It should be noted that the Council is currently engaged in negotiations with the management contractor to conclude the costs of the remaining works. However, in the current climate, total cost surety is only likely to be reached when all the packages are procured, and the project is nearing completion.

## **8.0. Fit Out of The Factory**

8.1. The MIF business plan included £5m to cover the fit-out costs of the project. In 2020 this was increased to £6m to include the rigging, sound system and ICT network, using cost estimates at that time. The cost of these items has increased substantially and stands at £3.6m rather than at the £1m estimated. The final recommended schedule for all of the FFE required has now been completed and subject to considerable due diligence from a range of third-party specialists with a total cost requirement of £13.8m - a combined increase

of £7.8m. This includes the impact of inflation, £1m fitting and installation costs and £700k contingency and an allowance for inflation.

- 8.2. The fit out is essential to the opening of the building. The opportunity for MIF to fund the increased costs has been explored. Like all arts organisations MIF are facing significant cost pressures from pay and inflation and there is not scope within the business plan to fund the majority of the additional costs without threatening the viability of MIF and the Council have been asked to underwrite them.
- 8.3. The Council have undertaken a due diligence exercise on the FFE costs with support from an experienced Technical Director. Whilst there could be a couple of minor queries no issues that are material to the specification or scope have been identified. The grid and trussing are essential to the utilisation of the performance space and the scale of the building does require a lot of supporting winches and truss. The sound and lighting scope and room fit out scopes have also been confirmed as reasonable. Options to hire equipment on a show-by-show basis and hence reduce the fit-out costs would significantly impact the business plan and be difficult to make work in practice. Particularly with the planned use of the space for rehearsals and event creation and music events. Finally, it is worth noting that unlike an arts operator moving to a new building MIF are not moving from an existing venue and hence have less legacy kit to apply which again increases the cost.
- 8.4. With high inflation and longer than usual lead in periods for ordering equipment it is essential that orders can be placed promptly.

#### **9.0. Funding of the capital and FFE cost pressures.**

- 9.1. The recommendations in this report are to secure the completion of The Factory project and its longer-term success. The report outlines the significant direct, economic and social value benefits that are being secured. Under the contract and the conditions for the KickStart funding the Council are required to underwrite any further increases in construction costs.
- 9.2. Given the exceptional circumstances and that external factors have driven a significant proportion of the cost increases for the construction project and for the FFE, discussions have been held with government officials at the Factory Oversight Group about potential sources of funding.
- 9.3. The report outlines the extremely challenging circumstances that the project is being delivered in with unprecedented levels of inflation, workforce shortages and supply chain disruption. This has significantly impacted on the construction and fit out costs for the building. In order to ensure successful completion, the increased costs of £25.2m for the construction project will be funded from £10m from the Council's capital scheme inflation provision which is already included in the Capital Budget and £15.2m to be underwritten from borrowing.

- 9.4. The £7.8m increased costs of the fit out of Factory International includes £500k provision for further unforeseen costs and will also be underwritten from capital receipts as the venue will not be able to operate without this investment. It is proposed that the funding is provided to MIF to be drawn down as costs are incurred with £500k of the funding to be retained as a contingency to cover any further unforeseen costs.
- 9.5. The above can be contained from within the planned Council borrowing and will not increase revenue borrowing costs. However, there is an opportunity cost of using the funding for Factory International. Of particular importance is the long-term relationship with Factory International on the funding raising and naming rights income. The principles of a 70/30 split for naming rights income have been established (net of fulfilment costs) as set out below, which will both repay the MCC capital investment and also secure the longer-term financial stability of Factory International.
- 9.6. The additional regeneration of the St John's Quarter, of which Factory International is the anchor, will generate an additional £830k per annum in business rates in 2022/23 which is projected to increase. The Council will continue to press for an Enterprise Zone as part of the Greater Manchester Trailblazer /Investment Zone discussions to secure these benefits for the longer term and support the funding of Factory International.
- 9.7. This is a long-term proposition that will enable the Council to gain the benefits from its investment and ultimately the repayment of the capital expenditure.

## 10.0. Fundraising Strategy

- 10.1. The existing fundraising and commercial sponsorship target for Factory International is £24.17m.
- 10.2. Considerable work has been carried out to raise the profile of Factory International and develop opportunities to maximise the commercial funding potential. A detailed plan has been developed to secure external funds through a variety of strategic approaches, extending across the breadth of the fundraising landscape. For the fundraising target of £24.17m, MIF originally engaged commercial data scientists Nielsen to undertake a thorough evaluation of the fundraising targets for Factory who then modelled a five-year campaign from 2021 and has evaluated the available inventory to support projected income targets for commercial sponsorship and philanthropic support. Nielsen were confident the income projections are achievable.
- 10.3. The campaign is delivered via three **concurrent strategic principles**, which are fundamental to securing support at the highest levels:
1. Creating an integrated and coordinated approach to philanthropic fundraising and commercial naming rights, sponsorship and revenue fundraising;

2. Developing a research informed strategy to target the highest 6 figure and 7 figure philanthropic prospects who combine capacity with propensity for supporting the Arts or a major venue in the Northwest;
  3. Implementing an extensive ethics process that will ensure any associated sponsors fully align with the Council and Factory International's brand values. Factory Trust has been established to advance education and the arts for public benefit with a focus on activities taking place within and connected to Factory International. The Factory Trust leads on the fundraising activities which underpin the capital needs of Factory International and wider strategic efforts to ensure it is accessible to all. A fundraising team is in place and to date the team have successfully raised £2m, with a further £150k secured and a further £888k contribution to skills and training. It is understood that there are c20 prioritised prospects of which 11 are capable of securing a seven-figure fit. Phasing of philanthropic giving will be weighted in advance of opening but will also cascade over a number of years.
- 10.4. For the delivery of the commercial sponsorship and the headline venue naming rights partner, and secondary commercial sponsorships, a specialist agency has been appointed by MIF in consultation with the Council. Overall, there is a minimum £24.17m capital fundraising target.
  - 10.5. With regard to the fundraising agreements and the naming rights agreements for Factory International, MIF will act as the Council's agent. The key commercial deal driver is to ensure the brand is delivered well to ensure longevity of partnership and long-term revenue to support the capital funding and the financial sustainability of MIF. An in principal agreement has been reached that there will be a 70/30 split of revenue (net of fulfilment costs) until the capital costs and fit out costs are met. It is recognised that these will be long term relationships and it is important to get the right balance between protecting the Council's interests, ensuring the sponsors receive good value for money from the relationship and that the financial position of MIF is secured.
  - 10.6. Active discussions are happening with potential naming rights sponsors and a range of other commercial opportunities are being pursued.
  - 10.7. Through the above measures, MIF are confident they will secure the commercial and philanthropic opportunities necessary to support Factory International.
- 11.0. Operation of The Factory**
- 11.1. Critical to the success of the venue will be the readiness of MIF to successfully operate the venue through a sustainable business plan that delivers the project's creative, social and cultural vision.
  - 11.2. Factory International is acutely aware of the cost-of-living crisis affecting residents and cultural venues across the UK. This challenge places increased

importance on the organisation's strategy to make Factory International truly accessible for all audiences, and Factory International are working hard to develop programmes and initiatives that help to deliver this vision.

- 11.3. To avoid large unbudgeted costs in the future, Factory International will also commit to an annual sinking fund contribution of £253k in order to ensure the venue's critical items are kept in full working order throughout the duration of the lease. The Council will match this contribution. For MIF this will be held as a ringfenced reserve. For the Council this will be held as part of the AMP reserve.
- 11.4. All assumptions within this business plan are based on a timeline of practical completion in June 2023 and opening of the venue to audiences via a soft launch in late June 2023.
- 11.5. To support the opening of Factory International the agreements outlined in the section of the report below are being established.

## **12.0. Contractual Arrangements**

- 12.1. To support the opening of Factory International the following key agreements are in place or will be in place (together with other ancillary arrangements) prior to its opening. These include:
  - *Collaboration Agreement between MIF and the Council.* This sets out the principles of collaboration in respect of the delivery and operation of Factory International.
  - *Agreement for lease and lease.* This sets out the detailed terms of MIFs occupation of Factory for a period of 30 years.
  - *Management Agreement.* The Council previously agreed to the payment of £1.5m per annum for a period of 10 years. The payment is in consideration of MIF operating and managing the venue and achieving various cultural KPIs
  - *Funding Agreement between ACE and MIF.* This provides for the payment of £9.8m per annum funding from Arts Council England and other government grants.
  - *Sponsorship Agreements between the identified Sponsor(s) and the Council* to govern the sponsorship arrangements and payment of fees in consideration of naming rights and other benefits, for example, tickets.
  - *Sponsorship Back to Back Agreements between the Council and MIF.* MIF is committed to supporting the Council to meet its obligations under all Sponsorship arrangements and individual funding targets to be achieved.
  - *Agency Agreement between the Council and MIF.* This will govern the relationship in respect of identifying a sponsor(s), fundraising arrangements, the initial target to be achieved including providing a net £24.17m of funding towards the project capital costs along with £7.8m for fit out costs and further contributions towards capital. This will be a long term relationship that will enable a significant proportion of the Council's capital to be repaid alongside ensuring financial sustainability for MIF.

- 12.2. Finally, The Factory Trust has been established with a focus on activities taking place within and connected to Factory International and it will support fundraising activities connected to Factory International and will lead on such fundraising activities which underpin the capital needs of Factory International and wider strategic efforts to ensure the venue is accessible to all.

### 13.0. Manchester International Festival Update

- 13.1. Factory International will provide a permanent home for Manchester International Festival. Building upon their expertise in delivering high profile complex productions, the organisation is expanding to deliver new audiences, community engagement, fundraising, financial management, artistic planning, production and technical capabilities to support the ambitious programme.
- 13.2. Factory International will bring jobs, skills, training and creative opportunities as a major employer for the area. Approximately 142 new permanent jobs have already been created for Factory International since 2018. There will be over 150 permanent roles at Factory International, with more than 300 additional members working across Front of House, Technical, Production and Ticketing teams. Factory International will also continue to provide significant employment opportunities for freelancers - engaging with approximately 2,000 freelancers when running the biennial festival and year-round.

### 14.0. Factory International Programme

- 14.1. Factory International will be programmed and operated by the team behind the world-famous Manchester International Festival (MIF), commissioning and presenting a year-round programme of original creative work, music and special events by leading artists from across the world. MIF will continue to take place every two years, bringing new work to venues and found spaces across Greater Manchester, working with the region's cultural organisations.
- 14.2. The new venue will offer audiences the opportunity to enjoy the broadest range of art forms and cultural experiences year-round and in a new world-class facility - including dance, theatre, music, visual arts, spoken word, popular culture and innovative contemporary work incorporating multiple media and technologies. It will also add to the city's thriving music scene, presenting over 80 gigs of all genres year-round.
- 14.3. The official opening production will be *Free Your Mind*, a large-scale immersive performance based on The Matrix films presented across the building's ultra-flexible spaces. This dramatic retelling through dance, music and visual effects will bring together the visceral movement of choreographer **Kenrick 'H2O' Sandy MBE** with a powerful score from renowned composer **Michael 'Mikey J' Asante MBE** (co-founders and artistic directors of the Olivier award-winning Boy Blue), world-leading designer **Es Devlin's** immense stage sculptures and the work of the acclaimed writer **Sabrina Mahfouz** – all directed by **Danny Boyle**. Using spectacular visual effects, a cast of professional dancers and hundreds of Manchester participants will recreate

some of the film's most iconic scenes, provoking visions of an alternative future. (18 October -5 November 2023)

- 14.4. Before the official opening, the new venue will form the centerpiece of the 2023 Manchester International Festival (which will return across the city from 29 June to 16 July) with a blockbuster art show in its main warehouse space. *You, Me and the Balloons* is a major exhibition celebrating three decades of **Yayoi Kusama's** spectacular inflatable sculptures, shown together for the first time. Created especially for Factory International, this will be the Japanese artist's largest ever immersive environment, featuring works that are over ten metres tall - including giant dolls, spectacular tendrilled landscapes and a vast constellation of polka-dot spheres. (29 June – 29 August 2023).
- 14.5. Following *Free Your Mind*, a wide range of music, circus, art and fashion will fill the building and its outdoor spaces during *The Welcome*, a nine-day programme developed by Greater Manchester residents. Building on Manchester International Festival's strong history of working with local people to choose and programme artists and events, *The Community* decision making will be at the heart of the organisation from the outset with *The Welcome*, a series of free events entirely chosen and curated by a group of Greater Manchester residents aged 17 to 70, which builds on MIF's substantial history of community co-curation. A mix of music, circus, public art and fashion will take over the building's spaces, introducing audiences to different parts of the building and providing a space for people to meet, experiment and play. (11-19 November 2023).
- 14.6. Reflecting Factory International's commitment to ensuring access to the widest possible audiences, 5000 tickets will be available for *Free Your Mind* at £10 or less as part of an affordable pricing strategy that will see discounted tickets for Manchester communities across its year-round programme.

## **15.0. Artist Development**

- 15.1. Factory International will be a training ground for the next generation of creators from Manchester, the North of England and around the world. Building on MIF's track record of commissioning artists to be bold, take risks and make new work, Factory International will support hundreds of emerging and mid-career artists each year. The focus will be on creating opportunities for artists from the North of England, particularly those most underrepresented in the sector, to develop work at scale, to be interdisciplinary and support the development of new international networks to export talent from the region.
- 15.2. New programmes of work for artists from Greater Manchester and the North include a new annual Factory International Fellowship (building on the Festival's Creative Fellowship) which will offer six artists from the north within the first ten years of their career the opportunity to shadow the creation of major new work at Factory International and the festival, providing bursaries and dedicated artistic support. Artist Takeover will be a new Factory International programme dedicated to showcasing new and exciting artists from Greater Manchester and the North of England.

## 16.0. Creative Engagement

- 16.1. Inspiring local communities is central to the vision for Factory International, and a creative engagement strategy will be delivered that will focus on the following workstreams;
1. **Community building** - pioneering new ways of connecting, building trust and creating life-changing opportunities with communities across Manchester and Greater Manchester.
  2. **World Class participatory engagement** - residents across Manchester will be offered the opportunity to work alongside some of the world's leading artists in flagship commissions for both the Festival and The Factory.
  3. **Agency** - Factory International will be opened with *The Factory Welcome*, created with, by and for the people of Manchester
  4. **Artist Development** - We will grow our links, opportunity and impact for artists from Greater Manchester and the North.
  5. **Children and Young People Cultural Enrichment** - relationships with the education and youth sectors will continue to be developed establishing new year-round activity with schools, colleges, the city's three universities and youth support groups
  6. **Volunteering** - MIF's commitment to a successful and rewarding volunteer programme will be embraced – scoping out in 2022/23 year-round opportunities at The Factory
- 16.2. With regards to early years education, Factory International has already begun delivering creative education programmes to hundreds of young people aged 9-14 across Greater Manchester with a focus around social and emotional learning, teamwork, leadership and resilience. These creative programmes will be integrated into the curriculum for future year groups with the learnings and resources made available to schools and youth centres.
- 16.3. Factory International is a member of MADE, Manchester's Cultural Education Partnership, a collaboration between culture and education organisations from across Manchester, including art galleries, museums, theatres, schools, colleges, which helps deliver a creative curriculum, enhancing learning and developing skills in creativity (engaging over 5000 young people in 2022).

## 17.0. Environmental sustainability

- 17.1. Factory International will be on a committed path towards zero-carbon activity by 2025, using operational data from 2023-2024 as a benchmark. Factory International will operate a 'Zero Waste to Landfill' policy, and work towards a circular economy approach to materials – seeking to reuse wherever possible.
- 17.2. In 2010, MIF helped to set up the Manchester Arts Sustainability Team (MAST), a citywide alliance to tackle sustainability issues in the cultural sector. The network, which Factory International helps facilitate, has expanded across



the region as GMAST which provides leadership and guidance to drive collective action to support our region becoming carbon neutral by 2038.

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**Manchester City Council  
Report for Resolution**

**Report to:** Children and Young People Scrutiny Committee – 12 October 2022  
Executive – 19 October 2022

**Subject:** Admission Policies for 2024/25 for community and voluntary controlled primary schools and community high schools

**Report of:** Director of Education

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### **Summary**

To seek approval to commence consultation on revised admissions arrangements for community and voluntary controlled primary schools and community high schools.

As the Admissions Authority for the community and voluntary controlled schools in Manchester, the LA is required to draft, consult on and determine their admission arrangements for community and voluntary controlled schools and community high schools.

### **Recommendations**

The Children and Young People Scrutiny Committee is requested to:-

- (1) Comment on the proposed revised admissions arrangements and the implementation of these new arrangements.
- (2) Note the formal consultation on changing the admission arrangements for community and voluntary controlled primary schools and community high schools will commence on 31 October 2022.
- (3) Endorse the Executive recommendations

The Executive is recommended to: -

- (1) Consider the recommendations of the Children and Young People Scrutiny Committee (if any).
- (2) Agree in principle the proposed revised admissions arrangements.
- (3) Authorise the Director of Education to consult on the proposed implementation proposed revised admissions arrangements
- (4) Authorise the Director of Education to consider any responses received to the consultation and to agree to the implementation of the proposed arrangements
- (5) Adopt the proposed arrangements under delegated powers after consultation:

**Wards Affected:** All

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

Using less paper reduces the impact on forests, limits water use, less air and energy waste which all impact the current negative climate change pollution.

**Equality, Diversity and Inclusion** - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

Does not impact on different protected or disadvantaged groups.

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Changes to the way parents apply for school places will not be affected. The ongoing growth of the City's education sector will continue to create opportunity for employment all business sectors.
A highly skilled city: world class and home grown talent sustaining the city's economic success	A sufficiency of high-quality education provision which is easily accessible to families at the application stage will provide future generations with the skills and behaviours to benefit from the City's economic success.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Schools are environments in which the diversity and talent of Manchester's children and young people is celebrated. Pupils are supported and encouraged to achieve their aspirations and Maximise their potential.
A liveable and low carbon city: a destination of choice to live, visit, work	Investment in modern, energy efficient and high quality parental and back-office processes solutions which are easily accessible will reduce our carbon footprint
A connected city: world class infrastructure and connectivity to drive growth	Investment in existing and new ways of working initiatives will enhance the City's attractiveness to residents and stakeholders to contribute to high Quality services.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

**Financial Consequences – Revenue**

No Revenue consequences

**Financial Consequences – Capital**

No Capital consequences

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

Not applicable

## **1.0 Introduction**

- 1.1 All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school. Admission arrangements are determined by admission authorities.
- 1.2 Admission authorities must set ('determine') admission arrangements annually. Where changes are proposed to admission arrangements, the admission authority must first publicly consult on those arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January of the school year before those arrangements are to apply (the determination year). For example: for arrangements which are to apply for entry in September 2024, consultation must be completed by 31 January 2023. This consultation period allows parents, other schools, religious authorities, and the local community to raise any concerns about the proposed admission arrangements.
- 1.3 Manchester City Council is the admission authority for community and voluntary controlled primary schools and for community high schools. Manchester's admission arrangements for Voluntary controlled and community schools were last consulted upon in January 2015. Manchester must now consult upon its arrangements as a requirement of the school admissions code.
- 1.4 This paper proposes that formal consultation on changing the admission arrangements for community and voluntary controlled primary schools and community high schools should commence on the 31 October 2022. The consultation will cover the following key proposal:
- To change the reapplication process for parents applying for a school place in year from three times per year to one. This means when an application is made, and a lower preference or alternative school place is offered, applicant details will remain on the waiting lists for the higher preference school for the whole or remainder of that academic year only. Currently, waiting lists for schools are cleared at the end of each term and parents wishing to be replaced on a waiting list need to reapply each time.

## **2.0 Background**

- 2.1 The Council's arrangements (policies) for admission to community and voluntary controlled primary schools and to community high schools were last reviewed for the school year 2016/ 2017. During the last review, category 4 was introduced into the Council's admission arrangements for applications received in year, this is where applicants new to the city are placed in a higher category to a school place before another applicant who already has a school place. The arrangements also introduced a termly waiting list which meant that children are removed from waiting lists 3 times per academic year. This

means that when parents want their child to remain on a school waiting list, they need to reapply each term.

- 2.2 Both the primary and secondary school transition and in year arrangements are based on free expressions of parental preference, with oversubscription criteria applied to decide which children are offered places when there are more preferences expressed than places available.
- 2.3 The additional category to the in-year arrangements (category 4) has been an important aspect of the Council's criteria, as it provides priority admission for children new to the city who do not have a school place enabling them to access education more quickly.
- 2.4 The city council uses these arrangements for the one community secondary school for which it is the admission authority, and for 52 community and voluntary controlled primary schools.
- 2.5 Manchester has 167 schools within its local authority area. School admission service coordinates the In-Year waiting lists for all the different types of schools set out in the table below.

School Name	Governance						
	Academy	Community	Foundation	Free School	Vol Aided	Vol Controlled	Total
All-through	1	1					2
Primary	38	39	2	7	37	13	136
Secondary	19			6	4		29
<b>Total</b>	<b>57</b>	<b>40</b>	<b>2</b>	<b>13</b>	<b>41</b>	<b>13</b>	<b>167</b>

- 2.6 There are 93 schools which use the category 4 criteria, of these 40 schools are responsible for determining their own admission arrangements and currently use criteria which mirror those set by the City Council, these are below.

School Name	Governance						
	Academy	Community	Foundation	Free School	Vol Aided	Vol Controlled	Total
All-through		1					1
Primary	27	39		3		13	82
Secondary	9			1			10
<b>Total</b>	<b>36</b>	<b>40</b>		<b>4</b>		<b>13</b>	<b>93</b>

- 2.7 Overall, Manchester's well established admission arrangements work well and are understood by schools and parents and carers. This is evidenced through the high percentages of children who are allocated their preferred school as illustrated in the recent transition rounds below.

- 99% of applicants for places in reception received a 1<sup>st</sup> to 3<sup>rd</sup> preference offer.

- 91% of applicants for places in year 7 received a 1<sup>st</sup> to 3<sup>rd</sup> preference offer.

### 3.0 Main Issues

- 3.1 In 2021 the Department for Education introduced changes to the School Admission Code. It advises that upon receipt of an in-year application, the admission authority, or the local authority if it is co-ordinating the admissions authority's in-year admissions, must notify the parents of the outcome of their application in writing within 10 school days. Where an offer of a place cannot be made within 10 school days, the code mandates that these applications must be presented through the LAs In Year Fair Access protocol.
- 3.2 In Year Fair Access is a statutory requirement, the Protocol is in place because the School Admissions Code 2021 states that 'each local authority must have a Fair Access Protocol, agreed with the majority of schools in its area to ensure that – outside the normal admissions round – (in year Admissions) unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible.
- 3.3 The In Year Fair Access protocol is a statutory requirement for all LAs. The School Admissions Code 2021 states that 'each local authority must have a Fair Access Protocol, agreed with the majority of schools in its area to ensure that – outside the normal admissions round (In Year Applications) unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible.
- 3.4 Manchester currently co-ordinates places for all in year applications for all types of schools within the city. Application forms can be found on-line, or paper copies are available upon request to the council and can also be obtained from any school in the city
- 3.5 The admissions service produces weekly waiting lists on a Monday and provide this information to each school. Schools return the lists complete with any school place vacancies they hold. Admissions then notify the parent/applicant of the offer of a school place. Should the schools be unable to make the offer of a place, a place at an alternative school will be identified by Admissions and the parent will be notified.
- 3.6 Manchester continues to receive high volumes of applications requesting places for school places within the school year and outside of usual school transition rounds at Reception and Year 7. These are referred to as in year school admission applications. Since the introduction of new national In Year guidance to the school admissions code in May 2021, the admissions service have identified and referred significantly high numbers of applications through its in year fair access process to identify school places within a reasonable time.
- 3.7 During the 21/22 academic year, 8500 in year applications were received requesting a school place. Of these, 5801 were offered a school place. The remaining applicants were parents applying for a transfer from their current



school to a higher preferred school during the academic year. Only 1415 pupils were removed from school registers, due to leaving the city, in the same period of time.

- 3.8 The net increase of children coming into the city has resulted in capacity within some year groups being significantly low, especially in the high school sector. This means that the majority of preferences, made in year, cannot be met as the preferred school is already full. When this happens, an alternative school place is identified, and the applicants' details remain on the waiting list for their preferred school until the end of term, when all applicants are removed.
- 3.9 The table below shows that a high percentage of both primary & secondary school places offers are made to an alternative school when the application is received during the school year.

<b>In Year 2021-22</b>	<b>Places Offered</b>	<b>Alternative Offer</b>
<b>Manchester Primary</b>	3976	1691
<b>Manchester Secondary</b>	1825	971
<b>Total offers</b>	5801	2662

- 3.10 The process to remove applicants from waiting lists for the start of the new term is lengthy and time consuming for parents and the admissions service, parents have also reported that they find the current system confusing. The process of re-application has become ineffective and is causing unnecessary re-application tasks for parents and the council.
- 3.11 The current arrangements of re-application every term have also meant that parents are often reluctant to accept an alternative offer of a school place as this process heightens expectations that they may gain a place at the school of preference at the beginning of each new term when they re-apply. Consequently, it sometimes means that children are not accessing education while parents are waiting for a place at a preferred school.

#### **4.0 Proposals**

- 4.1 The Council is proposing to change the re-application process from three times per year to one. This means when an application is made, and a lower preference or alternative school place is offered, applicant details will remain on the waiting lists for the higher preference school for the whole or remainder of the academic year. All details of every application will then be removed yearly over the summer break rather than every term.
- 4.2 The benefits of this change will provide
- Assurance that all school preferences are being considered for longer
  - Applicants not having to reapply termly
  - It is clearer for parents, and they will be more likely to accept a place at an alternative school place in the meantime which will reduce the time children are missing education.

- Officer time used more effectively and reduce officer process time in responding to parental queries on the receipt of termly applications
- An improved customer experience for families

## 5.0 Oversubscription Criterion

- 5.1 It is proposed that the oversubscription criteria for in year applicants **remains unchanged** and will continue to be applied for applications received during the academic year for all year groups for primary and secondary school and is as follows:

**Category 1** - children who are looked after by a local authority and children who were previously looked after by a local authority UK or from overseas. Previously looked after children are children who were looked after, but ceased to be so because they were adopted, UK or from overseas (or became subject to a residence order or special guardianship order);

**Category 2** - children with exceptional medical/social needs;

A panel of Local Authority officers will consider Category 2 applications on behalf of the Director of Children's Services. If a parent has chosen a particular school because the child has exceptional social or medical circumstances or the parent is disabled, this should be indicated with the reasons for choosing the school. Parents must also provide a letter from a doctor or social worker as supporting evidence. The LA will then send a category 2 application form allowing the parent to state in full the exceptional social/medical reasons why the child should attend this school. If supporting evidence is not supplied with a category 2 application the application will be refused.

**Category 3** - children with a sibling at the school;

A sibling is defined as a brother or sister attending the applied for school when the applicant will take up the place and living at the same address. This includes adopted siblings, stepsiblings and foster children;

Sibling criteria, as specified above will be applied with the exception of siblings who are attending the 6<sup>th</sup> form of a secondary school or academy.

**Category 4** - children who are new to the city

**Category 5** – all other children

- 5.2 Within each category, applicants will be prioritised according to the distance between the child's permanent address and the school. Distance will be measured in a straight line from the centre point of the child's permanent home address to the centre point of the school as defined by Local Land and Property Gazetteer (LLPG), and using the Local Authority's computerised measuring system, with those living closer to the school receiving higher priority.

- 5.3 It is proposed that the oversubscription criteria for applicants at transition points **remains unchanged** and will continue to be applied for applications received for both primary reception and secondary year 7 transition application rounds school and is as follows:

**Category 1** - children who are looked after by a local authority and children who were previously looked after by a local authority. Children who were looked after or in state care outside of England and ceased to be in state care as a result of being adopted.

Previously looked after children are children who were looked after, but ceased to be so because they were adopted (or became subject to a child arrangement order or special guardianship order). A child is regarded as having been in state care in a place outside of England if they were accommodated by a public authority, a religious organisation or another professional provider of care;

**Category 2** - children with exceptional medical/social needs;

**Category 3** – children with a sibling at the school;

**Category 4** - all other children

## 6.0 Consultation

- 6.1 For the 2024/ 2025 admission arrangements an eight-week period of statutory consultation will begin on 31 October 2022, with the consultation period ending on 16 December 2022. The following stakeholders, as required by the admissions code, will be invited to make comments:

- a) parents of children between the ages of two and eighteen;
- b) other persons resident in the city who in the opinion of the admission authority have an interest in the proposed admissions (including local Members of Parliament in affected areas);
- c) all other admission authorities in the city
- d) all neighbouring local authorities
- e) in the case of faith schools, the body or person representing the religion or religious denomination.

- 6.2 All the above stakeholders will be provided with the consultation documentation which is reproduced at appendix A. Consultees will be invited to submit their views on the issues raised and on any other issues which they consider to be relevant.

## **7.0 Other admission authorities**

- 7.1 Each individual governing body is the admission authority for primary and secondary schools with voluntary aided, foundation or academy status. The same requirements for consultation apply to these schools/academies, when governors wish to change their admission arrangements (policy). The Local Authority has to be consulted as part of the review process.
- 7.2 For those schools who wish to continue to mirror the new arrangements proposed by the Council, a joint consultation process will be undertaken where this is preferred by the governing body.

## **8.0 Recommendations**

- 8.1 The recommendations are set out at the front of this report.

**Manchester City Council  
Report for Resolution**

**Report to:** Children and Young People Scrutiny Committee – 12 October 2022  
Executive – 19 October 2022

**Subject:** School Places

**Report of:** Director of Education and The Head of Access and Sufficiency

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### Summary

This report provides an overview of Manchester’s current school age population and the numbers forecast for future academic years. It also details work previously undertaken and that which is planned to achieve a sufficiency of school places.

### Recommendations

The Committee is recommended to:-

- (1) To consider and comment on the information contained in this report.

The Executive is recommended to:-

- (1) Support the principle that High Needs Capital and Basic Need funding is used to fund the new special high school;
  - (2) Agree that the Council undertakes consultation to gather views on the plans to develop a new special high school as a first step towards identifying a provider for the new school;
  - (3) Delegate responsibility to the Director of Education in consultation with the Executive Member for Children’s Services to:
    - a. progress the publication of a specification for the new school and invitations to sponsor based on the outcomes of the consultation.
    - b. Identify a preferred sponsor for the new school to be recommended to the DfE.
- 

**Wards Affected:** All

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

All new development and expansions of existing schools are subject to environmental considerations and are designed to standards which promote zero-carbon. This is achieved through the design, planning and procurement processes.

**Equality, Diversity and Inclusion** - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

This report highlights the ambition to develop a new secondary special school. To establish a new school local authorities must follow the Department for Education Free School Presumption guidance.

The presumption process is the main route by which local authorities establish new schools in order to meet the need for additional places, both in terms of basic need and the need for diverse provision within their areas.

As part of the planning process for new schools, local authorities must also undertake an assessment of the impact of the proposal, both on existing educational institutions locally and in terms of impact on particular groups of pupils from an equalities perspective.

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The ongoing growth of the City's education sector will continue to create opportunities for employment in schools and those businesses which are involved in the supply of goods and transport services.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	A sufficiency of high-quality education provision which is easily accessible to families will provide future generations with the skills and behaviours to benefit from the City's economic success.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Schools are environments in which the diversity and talent of Manchester's children and young people is celebrated. Pupils are supported and encouraged to achieve their aspirations and maximise their potential.
A liveable and low carbon city: a destination of choice to live, visit, work	Investment in modern, energy efficient and high-quality education infrastructure drives reductions in carbon across the estate of schools.
A connected city: world class infrastructure and connectivity to drive growth	Investment in existing and new education provision will enhance the City's attractiveness to potential residents and contribute to the development of high-quality neighbourhoods.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

**Financial Consequences – Revenue**

The additional primary and secondary school places will be funded from Dedicated School Grant. The funding is based on pupil numbers and pupil characteristics. Start-up costs of new mainstream school's set-up through Local Authority free school presumption will be funded by Manchester's Dedicated Schools Grant growth fund.

The additional special school places will be funded through the high needs block of the Dedicated Schools Grant.

**Financial Consequences – Capital**

Investment in a new secondary special school will be resourced from the Unallocated High Needs Capital and Basic Need grants within the current Capital Programme

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

Not applicable

## **1.0 Introduction**

- 1.1 This report provides an overview of Manchester's current school age population and the numbers forecast for future academic years. It also details work previously undertaken and that which is planned to achieve a sufficiency of school places.

## **2.0 Background**

- 2.1 The Council has a legal duty to secure sufficient school places and achieves this through the commissioning of additional capacity in existing schools or by developing new schools using its basic need capital allocation and undertaking a free school presumption process or through the national free schools' route. This additional capacity is commissioned based on forecasts of future demand across primary, secondary, and specialist provision.

## **3.0 The School Age Population**

- 3.1 Our Manchester has a focus on children having the best start in life and a positive and successful educational experience, attending a good or better school. Ensuring that residents have access to high quality schools within their local area is central to achieving the Our Manchester Strategy. Achieving a sufficiency of high-quality school places to meet need continues to require considerable investment, strategic planning and partnership with schools and school providers across the city, as the overall number of pupils continue to increase year on year and, increasingly, throughout each year.
- 3.2 The range of factors which influence demand for school places is extensive and complex. It includes birth rate, migration to and movement around the City, the impact of welfare reforms, new housing developments, and changing patterns of parental preference for schools, restrictions on the supply of school places outside the City e.g. neighbouring authorities, changing economic circumstances and successful regeneration.
- 3.3 The COVID19 pandemic, associated lockdowns, and restrictions of movement resulted in reduced in-year demand for school places. Since restrictions have ended there has been a significant increase in demand for school places by those arriving in the city. This is placing considerable pressure on secondary schools across the city and some primary settings in specific locations and year groups.
- 3.4 In addition to the growth in demand post pandemic, Manchester has also received a significant volume of international new arrivals including Afghan and Ukrainian nationals who arrived in the city as part of the Government's resettlement schemes requiring school places.
- 3.5 The school census (PLASC – Pupil Level Annual School Census) is a statutory data return to the Department for Education which takes place during the autumn, spring, and summer terms and collects information about individual pupils. The annual school census completed in January 2022



showed 81,922 pupils attending Manchester Schools compared to 80,144 pupils in January 2021 – this snapshot shows growth of 1,778 pupils across the mainstream primary and secondary phases within a year.

- 3.6 Projections of anticipated pupil demand were submitted to the Department for Education (DfE) in July 2022 as part of the School Capacity Survey (SCAP). The forecasts will identify the projected number of places required to meet the Council's sufficiency duty and determine its Basic Need funding allocation for future years.

Academic Year	Y0	Y1	Y2	Y3	Y4	Y5	Y6
2022-23	6415	6864	7074	7225	7147	7350	7322
2023-24	6301	6529	6900	7128	7298	7194	7434
2024-25	5722	6414	6563	6952	7200	7345	7277
2025-26	5710	5824	6447	6613	7022	7247	7430

Academic Year	Y7	Y8	Y9	Y10	Y11
2022-23	6890	6767	6646	6427	6331
2023-24	6985	6986	6831	6723	6471
2024-25	7066	7083	7050	6909	6771
2025-26	6900	7166	7149	7130	6958

- 3.7 As part of the overall growth there is ongoing demand for specialist places. Nationally, the actual numbers and proportion of pupils with an Education Health and Care Plan (EHCP) have increased with the overall percentage now at 4.0% of the whole school population. Within the Manchester school population, the January 2022 census showed that 4.7% of the school population have an EHCP (4,350 pupils). In Manchester the number of pupils attending special schools is growing and now stands at 2.2% of the total school population.

#### 4.0 Approach to Securing Sufficient School Places

- 4.1 In response to the increasing demand for school places the Council continues to work with its partners to develop additional places in targeted areas, utilising capital funding provided by the Government to the Council for this purpose (known as Basic Need capital funding), as well as through access to some additional sources of funding where possible and the development of free schools through the Government's free school scheme.
- 4.2 The development of new schools by a local authority requires that the DfE free school presumption process is undertaken. The presumption process is the main route by which local authorities establish new schools in order to meet the need for additional places, both in terms of basic need and the need for diverse provision within their areas.

- 4.3 Local authorities are responsible for determining the specification for the new school and will fund and deliver the site and buildings through its Basic Need Funding allocation, and work with the approved sponsor to establish the school. All new schools established through the presumption process are classified as free schools. This reflects the fact that ‘free school’ is the department’s term for any new provision academy. ‘Academy’ is the legal term for state-funded schools that are independent of local authority control and receive their funding directly from the government.
- 4.4 The presumption process requires local authorities to seek proposals to establish a free school where they have identified the need for a new school in their area. The process is broadly outlined as follows:

Step	Description
Local authority consultation	Stakeholder views gathered on proposed new school and used to inform specification Impact and equalities assessment Identify impact of proposed new school on existing educational institutions and pupils
School specification	Development of specification to enable proposers to understand the needs of the local authority and submit the strongest proposal possible
Seeking proposals	Marketing of the presumption competition as widely as possible to ensure that the broadest possible range of groups or organisations that might be interested in establishing the new school are aware of the opportunity to do so and have sufficient time to develop proposals
Assessing proposals	Submitted proposals to be assessed and scored by the local authority
Local authority recommendation	Local authorities should provide their assessments of each application to the Secretary of State at the earliest opportunity, including the scoring given for each proposal. This assessment will enable the RSC, on behalf of the Secretary of State, to decide on the most suitable proposer to take forward the new free school.

- 4.5 In recent years the Council has undertaken four successful free school presumptions which led to the establishment of three new secondary schools and one new primary. The most recent being a new secondary school in Longsight Ward known as Co-op Academy Belle View which opened in September 2021. New schools established through the Free School Presumption route will be expected to work to local admission arrangements and contribute to the City’s priorities for its children and young people.

## 5.0 Actions to Secure Sufficient School Places

### Primary Phase

- 5.1 The continued attractiveness of the city centre as a place to live and work and ongoing residential growth is expected to result in additional demand for primary school places as more residents choose to remain in the area when starting a family.

- 5.2 In response to this forecast demand the Council is working with Renaker Build to establish a new primary school as part of the Crown Street phase 2 development. The school will provide 210 places for primary age children along with a 26-place nursery. It will be funded by S106 and basic need capital and is expected to open in 2024. A free school presumption has been completed with The Laurus Trust appointed as operator.
- 5.3 Olive School - a centrally funded free school - remains in the pipeline and is expected to open in 2024 at a site in the Cheetham area. The School will be part of the Star Academies Trust and offer a total of 420 places.

### Secondary Phase

- 5.4 Historical growth of primary cohorts is continuing to drive increased demand for places at secondary schools along with new arrivals to the city. In response to this demand the Council commissioned a significant programme of expansions and new schools funded from Basic Need capital and worked with the DfE to secure the delivery of centrally funded free schools.

School	Age Range	Delivery Route	Opened	Places
Dean Trust	11-16	MCC Free School	2015	1200
MEA Central	11-16	MCC Free School	2016	1050
Eden Boys Leadership Academy	11-18	DfE Free School	2017	600
Eden Girls Leadership Academy	11-18	DfE Free School	2017	600
CHS South	11-16	DfE Free School	2018	1200
Co-op Academy Manchester	11-16	MCC Expansion	2018	720
Didsbury High School	11-18	DfE Free School	2019	1050
Dean Trust	11-16	MCC Expansion	2020	150
Co-op Academy Belle Vue	11-16	MCC Free School	2021	1200
Our Lady's RC High School	11-16	MCC Expansion	2022	150
Dixons Brooklands Academy	11-16	MCC Bulge Class	2022	30
Manchester Enterprise Academy	11-16	MCC Bulge Class	2022	60
St Paul's RC High School	11-16	MCC Bulge Class	2022	15

- 5.5 A further two pipeline secondary schools are planned to open and will be delivered by the DfE as part of the central free school programme. Dixons Newall Green Academy will open in 2023 and is set to provide a total of 700 places at the former site of Newall Green Academy in Baguley. The Dean Trust will open a new school in 2027 providing 1050 places at a site in Newton Heath.

- 5.6 Work is currently being undertaken to identify further opportunities for creating additional places in secondary schools in areas where there is significant in-year demand.

### Special Schools

- 5.7 There are currently 15 Special schools established in the City organised across primary and secondary. In addition, 20 schools have resourced provision (RP) for between 7 and 15 children at each site in excess of their mainstream cohorts. Resourced provision is setup in dedicated environments within the school's accommodation.
- 5.8 Special schools and resourced provision in Manchester are operating at or close to capacity with few options remaining to create additional places in existing accommodation. Data shows that there is continuing demand which correlates with growth in the City's population and mainstream pupil cohort as well as earlier identification of children who will require specialist provision. Meeting the needs of this vulnerable cohort will require that Specialist provision is organised effectively and efficiently across the City.
- 5.9 A significant number of council commissioned expansions have taken place to increase capacity within the specialist sector. In addition, the DfE have delivered one new primary special school in the north of the city. Details of capacity increases are noted in the following table.

School	Age Range	Delivery Route	Opened	Places
Prospect House	3-11	DfE Free School	2020	100
North Ridge High School	16-18	MCC Expansion	2021	36
Grange	4-19	MCC Expansion	2021	30
Camberwell Park	2-11	MCC Expansion	2021	80
Southern Cross (Roundwood site)	9-16	MCC Expansion	2021	67
Southern Cross (Castlefield site)	9-16	MCC Expansion	2021	50
The Barlow RC High School (Resourced Provision)	11-16	MCC Expansion	2022	16
The Birches	2-11	MCC Expansion	2022	8
Lancasterian	3-16	MCC Expansion	2022	26
Rodney House	4-11	MCC Expansion	2022	10
Gorton Primary (Resourced Provision)	3-11	MCC Expansion	2022	18
Melland High School	11-19	MCC Expansion	2023	64
Pioneer House	11-19	MCC Expansion	2024	40
William Hulme's Grammar School	3-18	MCC Expansion	2024	30

(Resourced Provision)				
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- 5.10 Earlier this year the DfE announced a new central free school round for local authorities to propose new special schools. These new schools will be constructed by the DfE and operated by multi academy trusts subject to completion of a competitive tender processes. Manchester has submitted two proposals which, if successful, would secure additional secondary specialist capacity totalling 240 places. The DfE will announce successful applications in early 2023 with new schools expected to open in 2025.
- 5.11 Considering the ongoing high levels of demand for specialist provision across the City it is anticipated that further investment will be required to meet growth in the cohort of children with an EHCP who require places in resourced provision or special schools now and in the future. Work has been undertaken by Capital Programmes and Procurement to identify opportunities for creating additional places in new settings.
- 5.12 It is therefore proposed that a new secondary special school will be brought forward as a local authority presumption at a site located in Miles Platting. The school is expected to provide 150 places for pupils with an EHCP and will open in 2025. This new investment will be resourced from the High Needs Capital and Basic Need grants.

## 6.0 Conclusion

- 6.1 The Local Authority has very strong partnerships with all schools and Multi Academy Trusts that work in the City. Through this collaboration, a significant number of new school places have been created as both expansions of existing schools and the development of new schools to meet demand across the City. However, projections show that there continues to be a need for additional places across the secondary school sector and recent pressures have been exacerbated by the DfE's decision to close Newall Green secondary School in 2019, pressure on secondary places in neighbouring Local Authorities, delays in DfE progressing an approved secondary free school as well as a growing child population in the City. The Local authority will continue to work with Multi Academy Trust and school leaders in the City to explore options for creating additional secondary school places.

## 7.0 Recommendations

- 7.1 The Children and Young People' Scrutiny Committee is recommended to:-
- (1) To consider and comment on the information contained in this report.
- 7.2 The Executive is recommended to:-
- (1) Support the principle that High Needs Capital and Basic Need funding is used to fund the new special high school;

- (2) Agree that the Council undertakes consultation to gather views on the plans to develop a new special high school as a first step towards identifying a provider for the new school;
- (3) Delegate responsibility to the Director of Education in consultation with the Executive Member for Children's Services to:
  - a) progress the publication of a specification for the new school and invitations to sponsor based on the outcomes of the consultation.
  - b) Identify a preferred sponsor for the new school to be recommended to the DfE.

**Manchester City Council  
Report for Resolution**

**Report to:** The Executive – 19 October 2022

**Subject:** Establishment of the GM Integrated Care Partnership Board

**Report of:** The City Solicitor and Head of People, Place and Regulation  
(Legal Services)

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### Summary

This report seeks agreement to the establishment of the Greater Manchester Integrated Care Partnership (GM ICP) as a joint committee and to agree the terms of reference for the GM ICP.

### Recommendations

The Executive is recommended to:-

- (1) Agree to the establishment the GM Integrated Care Partnership as a joint committee of the ICB and ten local authorities.
  - (2) Agree that Council will appoint a member and substitute member of the authority as members of the GM ICP.
  - (3) Note the proposed Terms of Reference of the GM ICP.
- 

**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 issues addressed in the report do not have any impact on carbon reduction.

**Equality, Diversity and Inclusion** - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

The establishment of the ICP as a component of Greater Manchester Integrated care system will lead to improved health and care outcomes for all GM residents. Advancing equality and tackling inequality is a key objective for GM Integrated Care, just as it is for the City Council.

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The establishment of the ICP as a joint committee aligns to the Manchester Strategy. Healthy cared-for people is one of the priorities addressed by Our Corporate Plan. We will work with our partners across GM to enable our residents to be healthy and well and to tackle existing health inequalities.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

#### **Financial Consequences – Revenue**

Not applicable

#### **Financial Consequences – Capital**

Not applicable

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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.

## 1.0 Introduction

- 1.1 An ICP is one of two statutory components of an Integrated Care System, alongside the Integrated Care Board (ICB). Section 26 Health and Care Act 2022 inserts s.116ZA into the Local Government and Public Involvement in Health Act 2007.

### 116ZA Integrated care partnerships

- (1) *An integrated care board and each responsible local authority whose area coincides with or falls wholly or partly within the board's area must establish a joint committee for the board's area (an 'integrated care partnership')*
- (2) *The integrated care partnership for an area is to consist of –*
- (a) *one member appointed by the integrated care board*
  - (b) *one member appointed by each of the responsible local authorities*
  - (c) *any members appointed by the integrated care partnership*
- (3) *An integrated care partnership may determine its own procedure (including quorum)*
- 1.2 The minimum core membership of the ICP will consist of 10 representatives from the 10 districts and a member of ICB.

## 2.0 Background

- 2.1 ICPs have a statutory duty to create an integrated care strategy to address the assessed needs, such as health and care needs of the population within the ICB's area, including determinants of health and wellbeing such as employment, environment, and housing. In preparing the integrated care strategy each integrated care partnership must have regard to guidance issued by the Secretary of State.
- 2.2 Statutory guidance has now been issued by Government:  
<https://www.gov.uk/government/publications/guidance-on-the-preparation-of-integrated-care-strategies/guidance-on-the-preparation-of-integrated-care-strategies>
- 2.3 The legal duties of an ICP are set out in Appendix A, references are to the guidance itself.

## 3.0 Main issues

### 3.1 Scrutiny

- 3.1.1 Further guidance issued by Government confirms that the ICP will be subject to local government Health Scrutiny arrangements and that the CQC will review Integrated Care systems including the functioning of the system as a

whole which will include the role of the ICP. It is proposed that the GM ICS is scrutinised by the GM Joint Health Scrutiny Committee and at place level, as appropriate.

### 3.2 Health and Well Being Boards

3.2.1 It is expected that all HWB in an area will be involved in the preparation of the ICP Strategy. ICPs need to ensure that there are mechanisms in place to ensure collective input into their strategic priorities. Guidance also states that ICPs will need to be aware of the work already undertaken at Place and build upon it. They should not override or replace existing place-based plans.

### 3.3 Principles

3.3.1 This is more clearly delineated in the ICP engagement summary. Government has summarised responses to the ICP engagement document published in September 2021 and set out five expectations:

1. ICPs will drive the direction and policies of the ICS
2. ICPs will be rooted in the needs of people, communities and places
3. ICPs create a space to develop and oversee population health strategies to improve health outcomes and experiences
4. ICPs will support integrated approaches and subsidiarity
5. ICPs should take an open and inclusive approach to strategy development and leadership, involving communities and partners to utilise local data and insights and develop plans

3.3.2 More recent guidance has referred to adopting a set of principles for all partners to develop good relationships including:

- Building from the bottom up
- Following the principles of subsidiarity
- Having clear governance
- Ensuring leadership is collaborative
- Avoiding duplication of existing governance arrangements

3.3.3 Whilst not specified in the guidance it is anticipated in GM that Locality Boards will input into the GM Strategy.

## 4.0 **Form of Integrated Care Partnership**

4.1 A paper was circulated to local authorities and NHS Bodies on the role and potential makeup of the ICP earlier this year. There were a number of responses which included a concern to ensure that the ICP fully represented all areas of expertise and in particular mental health; that lessons were learnt from the operation of the Health and Care Partnership Board meetings, in that it should not develop into a large and unwieldy meeting; and that it needed to be inclusive and harness the passion and enthusiasm of a wide range of the public, private and voluntary sector on a regular basis without them necessarily being members of the ICP.

4.2 The paper was refined and the following issues on the form of the ICP have been further considered by the wider local authority and NHS system through a paper circulated to Place-Based Leads, NHS Provider Forum, NHS Primary Care Board and the ICB through their governance officers.

4.3 Responses to the paper were considered by a meeting of the Shadow ICP who have agreed the membership as set out below -

- ICB Chair
- ICB CEO
- 10x LA representatives (political)
- GMCA Mayor
- At least one Healthwatch rep
- One Director of Public Health (LA) as nominated by DPHs
- One DASS (LA) as nominated by DASSs
- One Director of Children's Services (LA) as nominated by DCSs
- One LA Chief Executive – Chief Executives health lead
- GMCA Chief Executive
- Two Provider Federation representatives: one mental health, one physical as nominated by PFB
- Four Primary Care representatives, one from each discipline
- Health Innovation Manchester representative
- One Trade Union representative
- One VCS representative
- One housing representative as nominated by GM Social Housing providers
- One Work and Skills representative.

4.4.1 This would result in an ICP of 30 members if it is possible to have one representative from the housing sector and work and skills, with others invited as required, for example GMP.

## **5.0 Sub-committees and working groups**

5.1 The engagement summary envisages that the ICP will convene and coordinate the activities of sub-committees, working groups or other forums as its role develops.

## **6.0 Frequency of meetings**

6.1 This is not specified in the guidance but it has been suggested that it meets three or more times a year. It is suggested that it meets at least quarterly on the same day as the GMCA meeting.

## **7.0 Secretariat**

- 7.1 The guidance says that no additional money will be available to local authorities. It is proposed that the ICP secretariat is provided by the GMCA governance team.

## **8.0 Recommendations**

The Executive is recommended to:-

- (1) Agree to the establishment the GM Integrated Care Partnership as a joint committee of the ICB and ten local authorities.
- (2) Agree that Council will appoint a member and substitute member of the authority as members of the GM ICP.
- (3) Note the proposed Terms of Reference of the GM ICP.



## Appendix A – Legal duties and powers - where to find more information in this guidance

Statutory requirements	Further detail in this guidance
<p>The integrated care strategy must set out how the 'assessed needs' from the joint strategic needs assessments in relation to its area are to be met by the functions of integrated care boards for its area, NHSE, or partner local authorities.</p>	<p>See 'Evidence of need and the integrated care strategy' for detail on evidence of need. See 'Content of the integrated care strategy' for a non-exhaustive selection of topics for the integrated care partnership to consider, including: shared outcomes; quality improvement, joint working and section 75 of the NHS Act 2006; personalised care; disparities in health and social care; population health and prevention; health protection; babies, children, young people, and their families, and health ageing; workforce; research an innovation; 'health-related services'; data and information sharing.</p>
<p>In preparing the integrated care strategy, the integrated care partnership must, in particular, consider whether the needs could be more effectively met with an arrangement under section 75 of the NHS Act 2006.</p>	<p>See 'Joint working and Section 75 of the NHS Act 2006' in this document for further detail on this requirement.</p>
<p>The integrated care partnership may include a statement on better integration of health or social care services with 'health-related' services in the integrated care strategy.</p>	<p>See 'Health-related services' in this document for further detail on this power.</p>
<p>The integrated care partnership must have regard to the NHS mandate in preparing the integrated care strategy.</p>	<p>See the section in this document on the 'NHS mandate' for further detail on this requirement.</p>
<p>The integrated care partnership must involve in the preparation of the integrated care strategy: local Healthwatch organisations whose areas coincide with or fall wholly or partly within the</p>	<p>See the section on 'Involving people and organisations in the strategy' for further detail on involving people and groups for the integrated care partnership to consider, including: local Healthwatch; people and communities; providers of health and social care services; the VCSE sector; local authority and integrated care</p>

<b>Statutory requirements</b>	<b>Further detail in this guidance</b>
integrated care partnership's area; and people who live and work in the area.	board leaders; wider organisations; other partnerships and fora.
The integrated care partnership must publish the integrated care strategy and give a copy to each partner local authority and each integrated care board that is a partner to one of those local authorities.	See the section on 'Publication and review' for further detail on this requirement.
Integrated care partnerships must consider revising the integrated care strategy whenever they receive a joint strategic needs assessment.	See the section on 'Publication and review' for further detail on this requirement.

### **NHS mandate**

The government sets objectives for NHSE through a statutory mandate. The integrated care partnership must have regard to the mandate, alongside the guidance from the Secretary of State, when preparing their integrated care strategy.

For integrated care partnerships, having regard to the mandate means following the mandate unless there are compelling or exceptional reasons not to do so. In practical terms, integrated care partnerships should ensure they act in accordance with the mandate, where its content is applicable to their context. The mandate will also be reflected in NHSE's own strategic documents and planning guidance

ICBs and LAs will be required by law to have regard to the integrated care strategy when exercising any of their functions. NHS England (NHSE) must have regard to the integrated care strategy when 'exercising any functions in arranging for the provision of health services in relation to the area of a responsible LA'.

The guidance goes on to set out the requirements of the Integrated Care Strategy and how it may be developed with partners and states that Healthwatch must be involved in its production.



### Terms of Reference for GM ICP

The Greater Manchester Integrated Care Partnership is a joint committee created by the ten Greater Manchester local authorities (“the Constituent Authorities”) and the Greater Manchester Integrated Care Board under s.116ZA into the Local Government and Public Involvement in Health Act 2007.

### Membership of the Committee

The membership of the committee shall be

- one member appointed by the integrated care board
- one member appointed by each of the responsible local authorities
- any members appointed by the integrated care partnership

The Constituent Authorities and the GMCA shall also each nominate a substitute executive member/assistant portfolio holder to attend and vote in their stead.

### Role of the Committee

To enable the discharge of the ICP’s functions under the Local Government and Public Involvement in Health Act 2007 and any related guidance concerning the role of integrated care partnerships.

### Powers to be discharged by the Committee

The Committee shall have the power to discharge jointly the functions of the ICP. The discharge of such functions includes the doing of anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of those functions

### Operation of the ICP

- The ICP shall appoint a chair at its first meeting;
- The Quorum of the ICP shall be [15] members;
- Each member shall have one vote;
- The Chair shall not have a casting vote;
- Unless required by law, decisions shall be made by a simple majority.

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**Manchester City Council  
Report for Resolution**

**Report to:** Environment and Climate Change Scrutiny Committee - 13  
October 2022  
Executive - 19 October 2022

**Subject:** Draft Manchester Biodiversity Strategy

**Report of:** Director of Planning, Building Control and Licensing

### Summary

To provide Members with an overview of the draft Manchester Biodiversity Strategy prior to reporting the matter to the Executive.

### Recommendations

1. The Environment and Climate Change Scrutiny Committee is recommended to note the report and endorse its progress to Executive.
2. The Executive is recommended to approve and endorse the Manchester Biodiversity Strategy.

### Wards Affected: All

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

Ecosystems, such as Manchester's woodlands, helps to capture and store carbon, as do effectively managed meadows, while rivers and canals provide a cooling effect during times of heat stress. Access to nature encourages walking and cycling and improves health and well being, reducing reliance on cars with a consequent reduction in carbon emissions.

**Equality, Diversity and Inclusion** - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

Actions set out in the Manchester Biodiversity Strategy 2022-30 relate to the need for addressing environmental inequalities across Manchester. This includes areas such as increased community engagement with diverse audiences, improving local biodiversity and improved access to nature which are referenced in the Action Plan.

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Thriving biodiversity increases the attractiveness of Manchester as a place in which to work and invest. Jobs are created in the environmental sector through the need to plant and manage the local green and blue infrastructure resource. Specialist jobs are also created such as Forest Schools leaders, ecologists and wildlife related engagement officer roles.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Manchester competes on a world stage to attract skilled people. A high quality, attractive natural environment makes an important contribution to this.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	A more biodiverse environment should be accessible to all communities within Manchester, offering the potential to gain health benefits through improved access to nature for relaxation and exercise and learning new skills through volunteering opportunities.
A liveable and low carbon city: a destination of choice to live, visit, work	The city's natural environment, its woodlands, rivers and meadows play a valuable role in storing carbon and creating a liveable city.
A connected city: world class infrastructure and connectivity to drive growth	Improved connectivity between wildlife friendly sites increases and improves species abundance and movement, while at the same time improving local public access to nature, reducing the need to travel.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

#### **Financial Consequences – Revenue**

None

#### **Financial Consequences – Capital**

None

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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.

- Draft Manchester Biodiversity Strategy – 2022-2030
- Manchester’s Great Outdoors: A Green and Blue Infrastructure Strategy for Manchester: July 2015
- Manchester’s Great Outdoors: A Green and Blue Implementation Plan Refresh – March 2022
- Our Manchester Strategy - Forward to 2025
- Manchester City Council Climate Change Action Plan 2020-25

## 1.0 Introduction

- 1.1 The new Manchester Biodiversity Strategy focuses on the need to conserve, protect and enhance biodiversity in the City for current and future generations. This is set within the strategic context of delivering economic growth, new jobs and new homes that are essential to a prosperous, modern city.
- 1.2 It is the third Biodiversity Strategy and Action Plan to be developed in the City, a refresh of new ideas, practical action and policy changes. It provides a comprehensive, multi- agency 10-year Action Plan of activity and commitments which will support positive citywide biodiversity impact. As well as the Council, Partners involved directly in strategy development include Natural England, The Environment Agency, The Wildlife Trust for Greater Manchester, Greater Manchester Ecology Unit, the Royal Society for the Protection of Birds, City of Trees, Canal and River Trust, The Conservation Volunteers, Manchester Metropolitan University, Manchester Museum and the University of Manchester
- 1.3 In 2017 a new approach to strategy development was established, with the Council looking at a more collaborative “Our Manchester” way of delivering an inclusive, innovative Biodiversity Strategy for the City, with much more active partner involvement – a strategy made for the City by the City.
- 1.4 In 2017/18 The Wildlife Trust for Greater Manchester worked over many months, linking in with potential funders the Esmee Fairburn Foundation and with the Council to shape a funding bid that would satisfy both the Council’s ambition but also that of the Wildlife Trust and Esmee Fairburn Foundation. This would extend the impact of the project further by including creative, effective stakeholder engagement and practical action as well as strategy development and delivery.
- 1.5 This approach and bid was supported by the Council and its internal Green Infrastructure Board. A bid was submitted to the Esmee Fairburn Foundation by the Wildlife Trust for nearly £250,000, with overall project costs being £320,000, including £20,000 support from MCC. After lots more time and effort by the Wildlife Trust and MCC officers over the following months, The My Wild City Project bid was successfully approved in September 2018. The My Wild City project began in earnest in late 2018, with the appointment of two new officers to work directly on the project for four years.
- 1.6 The new Biodiversity Strategy is a legacy of all the hard work that has gone into developing and delivering the My Wild City four-year programme from the outset. It has led to the My Wild City project shaping and developing a comprehensive and challenging Strategy that will benefit biodiversity in the City for many years to come.
- 1.7 This document outlines how the City of Manchester is going to progress biodiversity conservation locally. It recognises that we are a significantly urban area, with a range of complex challenges, and that the City will still need to grow economically as well as environmentally. This does not mean that we are

devoid of nature, or that our industrial past is preventing biodiversity from thriving – quite the opposite. The City’s nature recovery network is all encompassing, from our extensive parks, river valleys and canals, to our gardens, greenspaces, ponds, allotments and verges.

- 1.8 Attached in Appendix 1 is the final draft version of the Manchester Biodiversity Strategy. Two extensive reports on citizen engagement which underpins the Action Plan are provided in Appendices 2 and 3. Appendix 4 provides biodiversity and community focussed case studies.

## **2.0 Background**

- 2.1 In Manchester as with other urban cities, economic growth, new jobs and new homes are essential to a prosperous, modern city. Biodiversity will have a strong role to play in the growth of our city; it is even more important that we understand how both to protect and enhance biodiversity, finding creative ways to develop new partnerships. to integrate biodiversity across other key themes, including Climate resilience, health, education, transport and education.
- 2.2 Manchester has a diverse, dynamic, ever-changing landscape. It is dissected by a network of river valleys which act as wildlife corridors, and has some of the oldest formal parkland in the country. Topographically the landscape changes from the flat floodplains of the Mersey belt to the higher ground and acid grasslands of north Manchester. There are old and valuable woodlands, rivers, canals, meadows, plus gardens and greenspaces that act as vital wildlife stepping stones. Moreover, there is a wide and varied flora and fauna in the City, including the Black Redstart (a small bird rarer than a golden eagle) living and breeding in the City Centre; Barn Owls nesting in Manchester for the first time in over 75 years; and Otters have been sighted in Manchester rivers – a good sign of improving water quality.
- 2.3 These species and habitats make up a rich and valuable diversity, an important nature network that we will aim to protect and manage so they can be enjoyed by all, both now, and in the future.

## **3.0 Biodiversity – background concepts**

- 3.1 The word Biodiversity comes from the phrase ‘biological diversity’. In its simplest term biodiversity means the whole variety of life on Earth. It includes all plants and animals, their habitats and the factors that link them to each other and their surroundings. It is not restricted to rare or threatened species and habitats but includes the whole of the natural world from the commonplace to the critically endangered.
- 3.2 We all have a part to play in safeguarding our biodiversity. Action needs to be taken, at a local, national and global level, in order to make a difference. In our city, this responsibility falls to all of us – the Council, partner organisations and importantly its citizens.

3.3 In October 2021 Manchester was the first major City in England to sign the Edinburgh Declaration – a global pledge registering our concern about Biodiversity loss and signalling our commitment to tackling the twin challenges of biodiversity and climate crises.

3.4 The benefits of biodiversity include:

- Plants, animals and habitats enrich our everyday lives. They produce the necessary ingredients for all life to exist.
- The United Nations Human Rights Council has declared that having a clean, healthy, and sustainable environment is a human right.
- Delivering biodiversity benefits adds to improved climate resilience.
- Learning about and enjoying the wildlife of Manchester can make an important contribution to our quality of life, health and spiritual well being.
- Without conserving biodiversity, we will pass to our successors a planet that is markedly poorer than the one we were privileged to inherit. Therefore we have a duty and a role of play to ensure that the earth and its environment are protected for generations to come.
- Conserving biodiversity locally creates new employment from park wardens and engagement officers to ecologists, land managers and habitat surveyors.
- Increased biodiversity, encouraging nature and wildlife friendly activity can improve environmental quality, raise environmental awareness and lead to positive behaviour change.

#### **Biodiversity Net Gain (BNG)**

3.5 As a key output of the new Environment Act, biodiversity net gain (BNG) will provide a legal requirement that any impact on biodiversity resulting from new development, where it cannot be avoided, will have to demonstrate a 10% biodiversity net gain – a legal commitment to improve biodiversity on development initiatives. BNG needs to be deliverable and measurable in Manchester, so that the City always benefits positively from any effects on biodiversity. This will require consideration of on-site and off-site improvements, or a combination of both, when considering development for new housing or employment opportunities.

#### **Nature Recovery Networks (NRN)**

3.6 The NRN is another priority of the Environment Act, and is a major commitment in the government's 25 Year Environment Plan and part of the forthcoming national Nature Strategy. The NRN will be a national network of wildlife-rich places. Government's aim is to expand, improve and connect these places across our towns, cities and countryside. The new Manchester Biodiversity Strategy will provide a City-focussed response to this, and link in with the Greater Manchester Local Nature Recovery Network.



## 4.0 Biodiversity Strategy Development

4.1 The Biodiversity Strategy is the third iteration in a process that goes back to 2005. The key stages of development are set out below.

- 2005-2009 First Manchester Biodiversity Strategy Approved
- 2012-2016 Refreshed Biodiversity Action Plan
- 2018/19 My Wild City Project Established by the Wildlife Trust for Greater Manchester to produce a new independent Biodiversity strategy, supported by the Council and other partners.
- 2020 Extensive public consultation was undertaken pre – covid in late 2019/20 with over 2000 people taking part in the Survey about the importance of nature in Manchester. A further survey was undertaken during the first lockdown in Spring 2020.
- 2021 Manchester became the first major City in England to sign the Edinburgh Declaration, an International commitment that registers our concerns about global biodiversity loss.
- 2022 New Manchester Biodiversity Strategy developed.

4.2 A crucial partnership which My Wild City has helped to establish and co-ordinate is the new Manchester Biodiversity Action Group. This partnership, including representation from the City Council, local universities, environmental NGOs and public sector partners contributed to the development of the new Biodiversity Strategy and Action Plan for Manchester. This partnership is now regularly meeting to explore opportunities to work collaboratively to deliver against the new biodiversity action plan.

4.3 The new approach to engagement and collaboration has helped identify new opportunities and partnerships in the City, and has provided a significant mandate to shape the new Biodiversity Strategy and Action Plan. The City Council are an active partner in the Strategy's development and implementation.

4.4 The Wildlife Trust are championing the City's biodiversity agenda, co-ordinating and leading new biodiversity policy formation with a broad range of stakeholders. The robust engagement and knowledge sharing approach has received National recognition and was Highly Commended in 2021 by the Chartered Institute of Ecology and Environmental Management (CIEEM) as part of their 'Best Practice – Knowledge Sharing Award'.

4.5 A suite of new species and habitat action plans will be developed supporting the ambition set out in the new Environment Act to deliver Biodiversity Net Gain and establish Local Nature Recovery networks.

- 4.6 The Strategy will assist our understanding of how BNG can be achieved. It will look to provide guidance and action as to where priority interventions are needed to address environmental inequalities and deliver effective Biodiversity enhancement in the City. BNG will be embedded within the context of a City which has clear economic ambition and opportunities, which in turn have the potential to positively enhance biodiversity in the City over the years to come.

## 5.0 Biodiversity Strategy Overview

### Aims and Objectives

- 5.1 Manchester's priorities for biodiversity will reach beyond Sites of Special Scientific Interest, Sites of Biological Importance, and Local Nature Reserves and include common habitats and species as well as those that are rare. The Strategy will help address environmental inequalities, and deliver meaningful, practical biodiversity focussed benefits citywide. The Strategy aims to:-

### **Conserve, protect and enhance biodiversity in the City for current and future generations**

- 5.2 Clearly defined objectives with supporting actions have been established which will allow everyone to find a way to contribute:

#### **Objective 1 - Managing and understanding biodiversity**

Key priorities:

- Greater Manchester Nature Recovery Network Strategy, contextualised for the urban character of Manchester, guides the focus of habitat management work.
- All priority wildlife sites to be in active management by 2030.
- Key species action plans will be developed which will guide management work across the recovery network as well as indicator species recording to measure change.

#### **Objective 2 - Involving people**

Key priorities:

- Creatively involving more people in the city to encourage action to help the nature recovery network in Manchester.
- Manchester Biodiversity Action Group (MBAG) acting and supporting communities.
- Increase knowledge and skills amongst land managers and practitioners in the city to protect, enhance and restore biodiversity.

#### **Objective 3 – Planning, policy and partnerships**

Key priorities:

- Biodiversity embedded and mainstreamed into refreshed City Council policies to help protect and enhance nature.
- Cross thematic links established with partners delivering against challenges including climate change, health and wellbeing and air quality to ensure new effective collaboration in the City.
- Realise funding opportunities for recovery of nature, particularly through the planning and development process.

## **6.0 The Council's Role**

- 6.1 The council is committed to support the new biodiversity strategy. The recognition of biodiversity in all work undertaken by the Council is a key component of the Natural Environment and Rural Communities Act 2006. Section 40 of the NERC Act places a duty to conserve biodiversity on public authorities in England. It requires Local Authorities to have regard to the purposes of conserving biodiversity in a manner that is consistent with the exercise of their normal functions such as policy and decision-making. 'Conserving biodiversity' may include enhancing, restoring or protecting a population or a habitat. Having a plan or strategy for Biodiversity contributes to realising NERC act objectives.
- 6.2 A suite of exciting new species and habitat action plans will be developed supporting the ambition set out in Government's new Environment Act to deliver Biodiversity Net Gain and establish Local Nature Recovery Networks. The Strategy will also help shape Biodiversity related policies in the City's new Local Plan.
- 6.3 This will be supported by the Council declaring two official new Local Nature Reserves at executive over the coming months, at Broadhurst Clough in Moston and at Kenworthy Woods in Northenden.
- 6.4 This is a key strategy for the City, which will play an important role in developing our future plans and policies. We recognise that there are significant cross overs, linkages and opportunities, to embed and integrate biodiversity into wider City priorities and challenges, to inform our strategic thinking and decision making.
- 6.5 Key thematic links for biodiversity will include influencing post-Covid recovery, improving the health and wellbeing of our communities, supporting Climate resilience, improved place making, better sustainable transport connectivity, reducing flood risk and improving air quality.
- 6.6 The strategy will help to provide a platform for guidance on the conservation of biodiversity and the safeguarding of species. It will help identify the potential ecological impacts of development and highlight possible mitigation opportunities.
- 6.7 Along with other detailed key commissions around trees, woodlands and our river valleys, the Biodiversity Strategy will help establish priorities for investment and provide important evidence to shape biodiversity-related policy

within the Local Plan which is currently in development. It will also act as a catalyst for investment, creating new jobs and skills and providing numerous volunteer opportunities across the City.

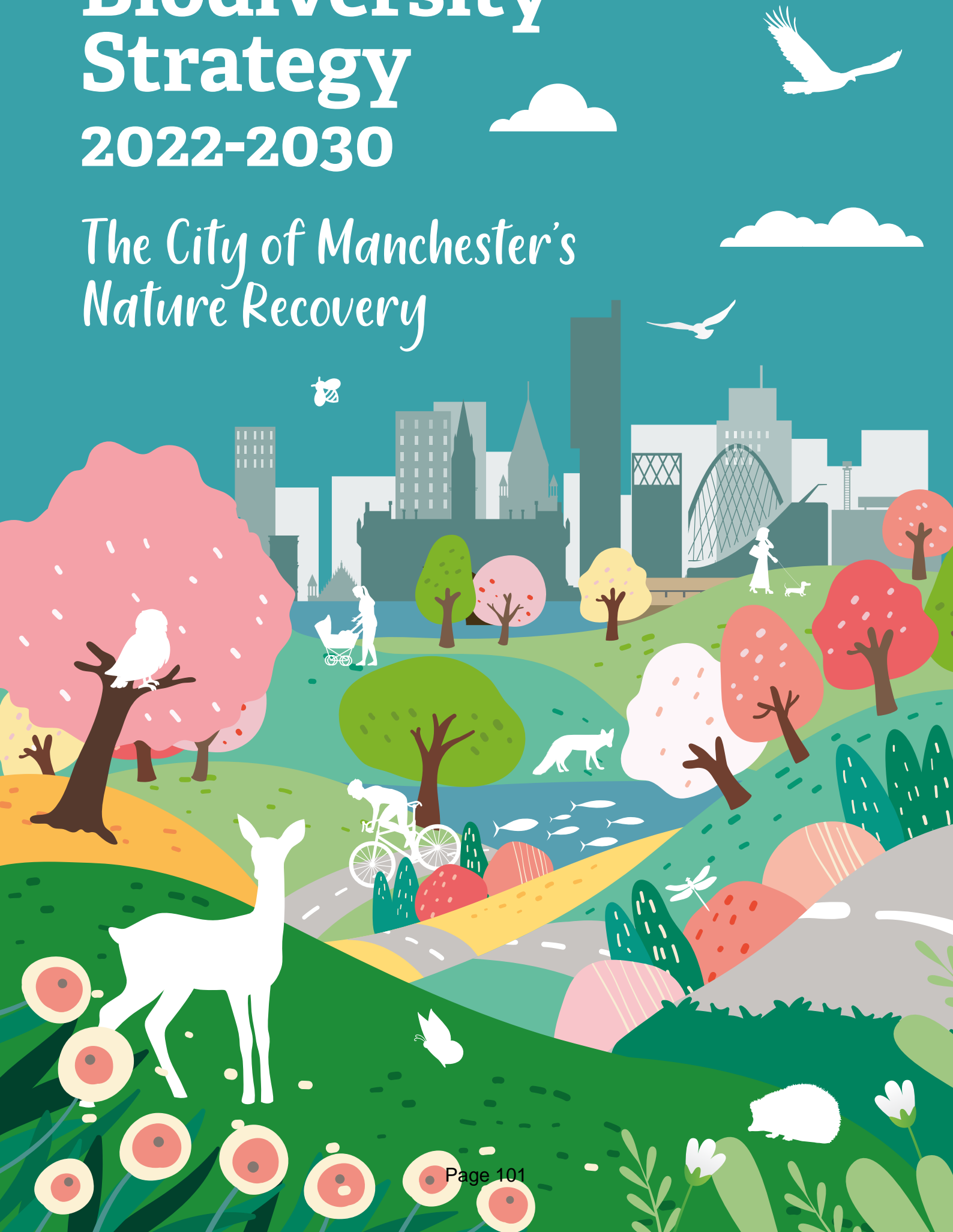
- 6.8 An example of this can be found in the Resilient River Valley Valleys Initiative, a £1.2 million, government funded 2 year programme delivered by three environmental charities – The Groundwork Trust, City of Trees and Mersey Rivers Trust, to positively enhance the City’s natural environment while at the same time providing effective training and developing transferable skills.

## **7.0 Recommendations**

- 7.1 The Environment and Climate Change Scrutiny Committee is recommended to note the report and endorse its progress to Executive.
- 7.2 The Executive is recommended to approve and endorse the Manchester Biodiversity Strategy.

# Biodiversity Strategy 2022-2030

## The City of Manchester's Nature Recovery



**Manchester was the first city in England to sign the Edinburgh Declaration – a global pledge registering our concern about biodiversity loss and signalling our commitment to tackling the twin challenges of the biodiversity and climate crises.**



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The 'Biodiversity Strategy 2022 - 2030: The City of Manchester's Nature Recovery' was co-produced by The Wildlife Trust for Lancashire, Manchester and North Merseyside and Manchester City Council with the support of the Manchester Biodiversity Action Group. It was endorsed by Manchester City Council in Autumn 2022.



The Wildlife Trust for  
Lancashire  
Manchester &  
North Merseyside



MANCHESTER  
CITY COUNCIL

# Section 1: The Nature of Manchester



## Manchester was the world's first industrial city.

From its towering mills, bustling warehouses and crowded streets came new ways to live, work and think, transforming lives in Manchester and across the world. But from the smoke of this new age rose an entirely new problem – **our natural world was suffering.**



## Nature, of course, has been here all along; watching, listening, waiting.

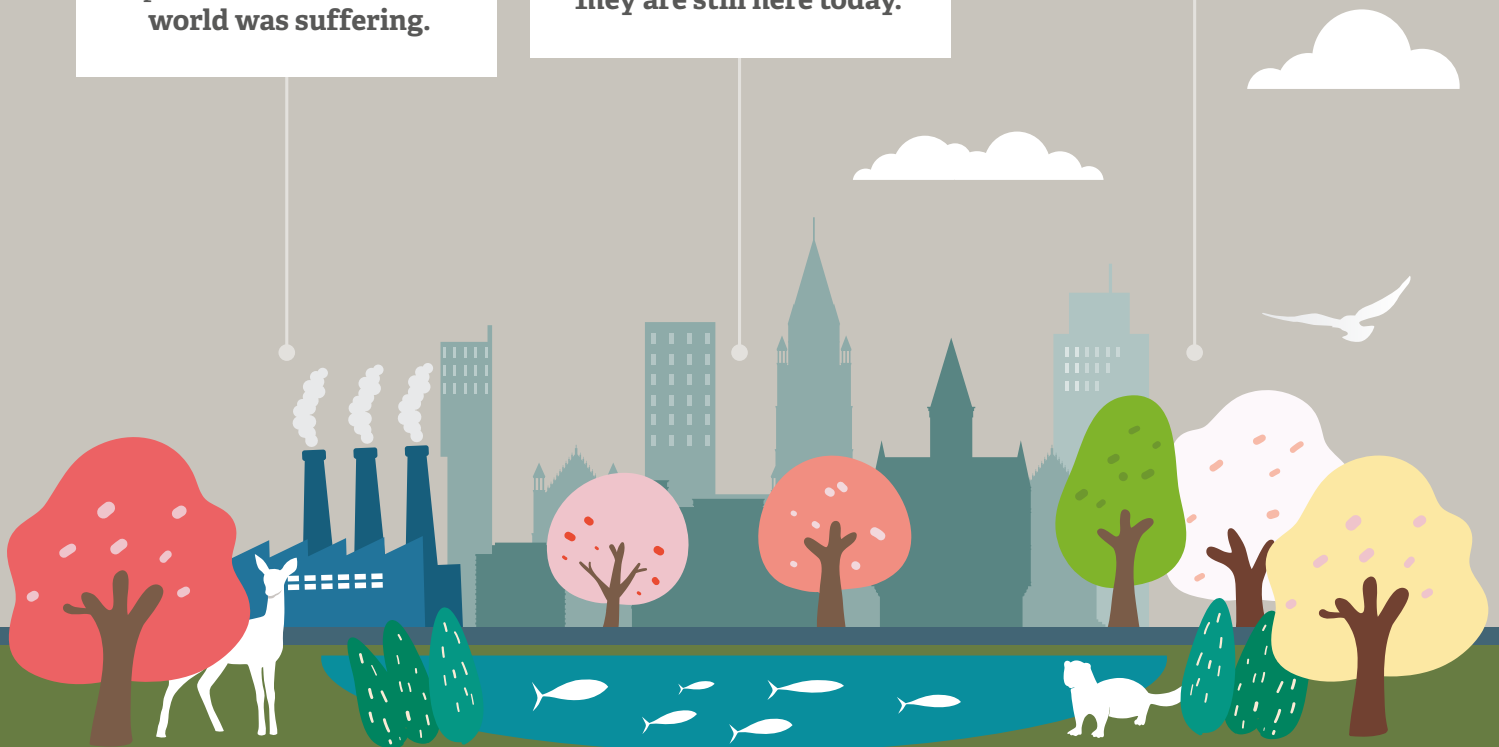
Our oldest trees in Wythenshawe Park felt the first wisps of smoke from the industrial revolution. Heard the hum of bombers in wartime. Heard the cheers of people at football matches. **They are still here today.**



© Luke Massey/2020VISION

## As are new residents

Roe deer in our parks and woodlands; salmon and trout day-trippers, passing through our ever-improving river valleys. The fleeting glimpse of an otter? **Maybe one day, soon.**



**As the epicentre for the Industrial Revolution, and as a city within one of the most nature-depleted countries anywhere in the world<sup>1,2</sup>, Manchester has the fantastic opportunity and responsibility to lead us into the new 'green revolution'.**

**One which can demonstrate how an economically rich, industrialised city can continue to bring nature back and give people the opportunity to enjoy wildlife every day.**



# The UK has a long history of love for, and fascination with, its natural heritage.

Manchester's residents share a national joy and appreciation of nature - with over 2,000 people telling us that Manchester's wildlife was important to them in 2019<sup>3</sup>.

The COVID-19 pandemic, particularly the full lockdown in 2020, heightened awareness about the importance of wildlife and greenspace where we live and work. A poll conducted by the Royal Society for the Protection of Birds (RSPB) in 2020 evidenced that people reported the value of connection with nature on wellbeing and happiness<sup>4</sup>.

Similarly, as part of a report conducted by The Wildlife Trust for Lancashire, Manchester and North Merseyside, over 99% of Mancunians surveyed stated that being able to connect with nature during restrictions was 'Very Important' or 'Important' to them<sup>5</sup>.

**Mancunians want a healthy and thriving natural world. If Manchester is to be nature-rich, we need nature-friendly policies and action that benefits people and wildlife alike.**



**Sahar is a teaching assistant in a primary school in Manchester. Not only does she use nature in her teaching to inspire children, she also enjoys Manchester's parks and greenspaces in her personal time, unwinding and re-connecting to the world around her.**

"The park is just the perfect place for you to unwind and really think about things and I realise I've always got something to be happy about.

I think that when children are in nature, they are the happiest, so I've got to encourage them to do that and I feel really proud when they are doing that.

I think it's great that people across different backgrounds access public spaces in Manchester. It would really make me happy if I saw more ethnic minorities going into the parks with their families, their loved ones and enjoying the spaces they have."

# Nature is changing. Adapting.

**That's what it does. If we give nature a chance, nature will take advantage. Recover. Restore.**

Manchester has a long history of acting to protect nature. The city hosts some of the oldest public parks in the country; Philips Park and Queens Park, opened by the Victorians in the 1840s.

Manchester was also the home of Emily Williamson, a Victorian environmental activist and one of the founding mothers of the largest conservation charity in the UK, the Royal Society for the Protection of Birds, which now has over 1 million members.

Our city's river valley restoration projects in the 1970s and '80s transformed large swathes of habitat along the Rivers Irk, Medlock and Mersey, important arterites of blue and green spaces for nature.

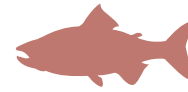
Nature is always there, working around us. We have seen huge peaks of people living in our city, (750,000 in 1930) dipping to below 450,000 in the 1980s. Now our city's population is rising again, with over 550,000 people living in a fast-moving, ever-changing environment.

Alongside our evolving communities, our landscape is changing - our treescape maturing, our rivers improving.

*And nature can, and will adapt to change – if we give it a chance.*



**Barn owls are back in Manchester for the first time in 75 years.**



**Salmon and Brown trout are returning to once heavily polluted rivers.**



**The fastest animal on the planet breeds in our city centre – the Peregrine falcon, which can reach over 200mph during its characteristic diving stoop.**



**“Green deserts” are becoming wildflower-rich habitats.**



**We don't shy away from the fact that we are urban; we celebrate it.**



**But urban doesn't mean we are devoid of nature. We have eight designated Local Nature Reserves (LNRs) and 37 Sites of Biological Importance (SBIs); alongside a network of 160 parks.**



**Our city's river valleys and canals, once the powerhouses of Manchester's industry, are changing to become networks for wildlife to connect, move and thrive.**



# What does nature do for us?

**We know that many people living and working in the city have limited connection with nature or perceive it to be something which is only found in the countryside.**

**Whether we are connected with nature or not, it is beneficial to us all. Some benefits are fundamentally obvious – the air we breathe, the water we drink and the food we eat are all ultimately reliant upon a healthy natural environment.**



**Other benefits are less obvious but just as important** - there is an increasing and compelling evidence base to show that exposure to the natural environment positively affects physical health and mental wellbeing<sup>6</sup>.

Access to green space across Manchester reflects the diverse character and history of our different neighbourhoods<sup>7</sup>. More attention is needed to ensure improved access to green space across the city.

Research by Friends of the Earth evidenced that individuals from Black and Asian backgrounds are more than twice as likely to live in a neighbourhood deprived of green space than those from White backgrounds. We need to work creatively to address this trend and ensure benefits from nature are equally available to all communities<sup>8</sup>.

To help nature recover in Manchester we will need more people to take greater action to protect it. This will also lead to the improved health and wellbeing of those involved. The growing focus on social prescribing provides an effective approach, linking individuals suffering from poor mental health to practical volunteering opportunities in the natural environment (eight out of 10 GPs are now issuing social prescriptions<sup>9</sup>).

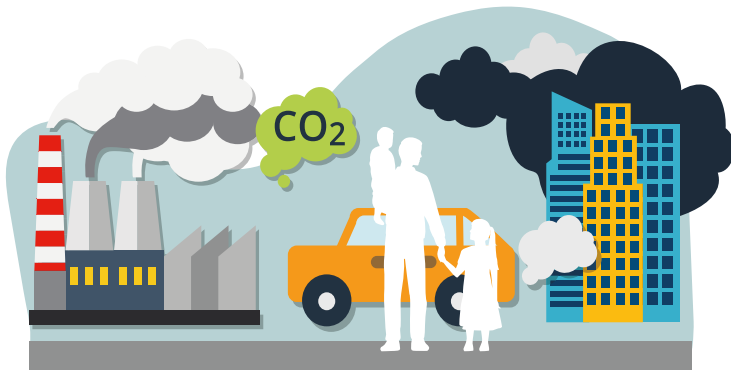


Alongside benefits for health and wellbeing, **nature is a critical component in creating thriving spaces where people want to live.** Sites that have a high value for nature bring people together from different communities and this can address barriers and reduce loneliness.

Greener neighbourhoods have also been shown to give rise to stronger neighbourhood ties<sup>10</sup>. Evidence shows that house prices are intrinsically linked to the aesthetic value and “greenness” of an area.

It is critical that these vibrant natural spaces are equitable and available to residents living throughout the city – reinforcing the need for a recovery plan which improves the quality of ‘the spaces in between’ as well as flagship sites.

Similarly, wildlife can be a catalyst for a sense of identity at a street, neighbourhood or even city level. The ‘Manchester Bee’ is the most compelling example of this, but consultation has evidenced that many residents living in Manchester want to act for nature as part of a bigger movement, even if that action is in their own garden<sup>3</sup>.



**Toxic air affects everyone<sup>11</sup>. Air pollution also has a significant adverse effect on biodiversity, so much so it has been evidenced to be one of the five leading causes of the biodiversity crisis<sup>12</sup>.**

Nitrogen build-up in soils leads to enrichment meaning that species such as nettles and brambles thrive over more sensitive wildflowers. Air pollution has also been evidenced to impact the strength and longevity of floral scents, reducing the ability of pollinators to forage successfully<sup>13</sup>.

Green infrastructure, particularly trees, can improve air quality by removing pollutants from the air. Research by City of Trees estimates that air pollution removal by green infrastructure across Greater Manchester is 847 tonnes per year – the combined annual emissions from 2,000 cars<sup>14</sup>.

Research emphasises that green infrastructure, notably trees, can and will aid the dispersal of air pollution; particularly when sited in the areas of greatest need, such as those with poor air quality or where vulnerable individuals live or work<sup>14</sup>.

More complex and structurally diverse greenspace throughout Manchester, particularly in our most built-up areas, will not just help nature recover in the city; it will also have other health and wellbeing benefits.



**The impacts of flooding on residents, communities and commercial businesses are wide-ranging;** from the obvious physical damage and associated costs, and significant disruption to lives and businesses, to the less well-recognised impacts on psychological health and emotional wellbeing of those affected or at risk<sup>15</sup>.

Flash-flooding, from both rivers and surface water, is expected to become more frequent in future years. Alongside flood-risk management strategies by public bodies, actions associated with the recovery of nature in Manchester can deliver added benefits to help address flooding.

Changing the management regime of some of our urban green spaces can reduce the impact of flooding while also delivering positive outcomes for nature's recovery.

Similarly, actions by residents in their gardens – particularly a reduction in the area of impermeable surfaces – will minimise flood-risk<sup>16</sup> and support nature's recovery. Alongside flooding, climate change is also increasing drought risk which poses environmental risks to our water bodies and wetlands, as well as wider threats to our terrestrial habitats.

I am a bird,  
I fly between concrete cliffs.  
Between platinum petals,  
In a sepia sky.

I am a bird,  
I nest in trees,  
That rise up from the stone,  
And are blown in the breeze.

I am a bird,  
My wings a sonnet to the air,  
I accompany the melody of the city,  
The harmony in this square.

I am a bird,  
A stroke of colour to the moody sky,  
Leaving a fresh canvas,  
After I fly by.

I am a bird,  
I see my reflection,  
In glaring windows,  
Of perplexion.

I am a bird,  
I see flowers, I see grass,  
Little pockets of wild spaces,  
Growing among rocks and outlasts.

I am a bird,  
I hop with springs in my feet,  
Cos I live in this place,  
Nature and the city meet.

Poem written by Finty Royle, as part of the Wild Spaces workshop at Manchester Literature Festival, 2021





# The climate and ecological emergency

Despite the well-evidenced benefits of nature for people, we are facing ‘a climate and ecological emergency’. Year-on-year, we’re seeing growing evidence of the disruption it’s causing.

## 98% of people told us that they were concerned about the loss of wildlife in Manchester<sup>2</sup>.

Biodiversity and climate change are interconnected. Habitats and species are affected by climate change; some are being degraded or extinguished as a result. But nature also plays a vital role in climate change mitigation and adaptation through the ecosystem services it supports - as recently evidenced by the Greater Manchester IGNITION project - most notably by reducing air temperatures and improving air quality<sup>7</sup>.

Consequently, conserving and sustainably managing biodiversity is crucial to addressing climate change.

It’s no longer good enough to just think about trying to slow down the loss of the natural world and protect what little is left<sup>18</sup>. We need to halt and reverse these declines and put nature into recovery – both for the sake of nature itself and also to address climate change in Manchester.

**We recognise we have challenges that we need to overcome.**

Manchester residents told us they were most concerned about the loss of wildlife and nature because...



“Future generations won’t experience any wildlife”

“Neighbourhoods with wildlife are better for everyone to live in”

“Being near nature makes people feel happier”

Scientific research has provided compelling evidence that we need to rapidly change the scale and pace of our work. Of equal importance are the voices of those living and working in Manchester. They have told us, either as part of consultation exercises or through protests including Fridays for Future, that nature is important to them and they are concerned about its loss.





# Our ambition

**Our ambition is to improve places for nature in Manchester. We will:**

- Increase the scale of practical action to protect and recover habitats throughout the city.
- Make smarter, evidence-based decisions on practical and policy actions to protect and recover nature in Manchester.
- Increase our understanding of the ecology and species diversity in our city.

**As citizens, we will work together to:**

- Increase the understanding, connection and love for nature throughout our communities.
- Encourage all individuals, businesses, schools, community groups and neighbourhoods to recognise their role in Manchester's nature recovery and take action.

**We will champion the role that nature plays in addressing many of the challenges which wildlife and our residents face; including climate change, poor health and wellbeing, pandemics and air quality.**



© Philip Schofield



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© Sam Sykes



© Sam Sykes

# How will we achieve this ambition?

**No single individual or organisation can deliver the changes needed in Manchester to achieve our ambition for wildlife and nature. We need to mobilise. Collaborate. Work together.**

Change will only come through action by all across our city from Blackley to Baguley, from Whalley Range to Clayton; not just the leafy suburbs. Residents – whether children or adults, retired individuals, workers or students – need to act alongside our schools, places of worship, businesses, community groups, environmental charities, housing associations and public agencies, notably Manchester City Council.

This will only happen if local communities are supported and empowered to become the agents of change. The recovery of nature mustn't be something that is done to people; it must be done by people. If long-lasting change is going to happen at the scale and pace required, it must be inclusive, welcoming and diverse, and nurture local communities.

We need a 'People and Partnership Powered Nature Recovery', embracing the Our Manchester approach of working together and recognising the strengths of individuals and communities.

## Resources

In addition to people power, we will only deliver our ambition for nature's recovery with the appropriate policy context, the political will, strong partnerships and sufficient resources. Resources, particularly financial, are needed to create and deliver new programmes of work, including those identified in our Action Plan (see section 4); as well as to sustain the benefits which are derived from those projects.

Securing investment for biodiversity work has classically been through public funding streams and philanthropy. Whilst there have been successes in our city, stakeholders working independently and collaboratively have not been able to secure sufficient resources, which is one reason why progress on reversing nature's decline has been halting and insufficient.

The impacts of the COVID-19 pandemic on public finances are likely to squeeze the availability of public funding streams further. It is critical that different investment avenues are explored and secured if we are to meet our ambitions – scaling the level of private sector investment, maximising investment driven through new approaches such as Biodiversity Net Gain, and having the expertise and evidence to secure other investments associated with the public goods delivered through nature recovery work.

## Is the challenge worth it?

We spoke with members of The Wildlife Trust's Youth Council and Wilder Youth group, the individuals who will inherit our city, to get their thoughts on why greater action for biodiversity is critical for the future of Manchester and UK.

“If we have another pandemic, a city which is rich in wildlife will benefit people greatly by giving them more green spaces to go to close to home.

Being in a green space is just healthy. It would impact me and other young people by creating safe spaces to go to improve our physical, emotional, and mental wellbeing. As well as creating more jobs in greener spaces.

Children need to know why we need to look after nature. They need to be given the opportunity to learn about and experience flowers, birds, and butterflies otherwise, all they might know are pavements.” *Katie*

## What have we got to look forward to?

Our next generation of young people will spend their Saturdays canoeing through clouds of banded demoiselles on our cities rivers and canals, catching the silver flash of salmon swimming past Manchester Cathedral.

Both children and adults will benefit from wildflower-rich meadows, mixed canopy woodlands, wildlife-rich rivers, and ponds; places that allow for escape, connection with nature, cultural awareness and development as well as bringing together individuals from our different communities and backgrounds.

Manchester's natural environment will inspire a new generation of artists, innovators, and leaders; ensuring that Manchester is a place where people want to live, work and visit.

“A wildlife-rich city has the means to encourage and inspire the future generation of ecologists and scientists as well as give youth a compelling and tangible reason to protect our planet.” *Sofi*

“I think Mancunians would be happier and feel better about themselves if the city was greener. It would provide outdoor spaces for people to be in nature which in turn could massively aid people's recovery and mental and physical health.

Future generations would be more caring to wildlife and understand nature better, resulting in less stress caused by the climate crises and biodiversity loss.” *Lauren*

“We need more knowledge and respect for wildlife. Everyone should be doing the best they can even if at the moment it's not the most cost or time effective choice, in the long run, it will lead to more sustainability and a greener city” *Patti*

# People and partnership powered nature recovery

A key driver in species decline in Manchester, and the UK as a whole, is the loss and fragmentation of habitats. If wildlife is to recover, it needs habitats which support its every need, larger habitats to enable populations to increase, and connections between habitats to allow species to move in response to changing conditions and to enable dispersal and spread<sup>19</sup>.

A Nature Recovery Network is a defined area where efforts for improving and expanding habitats can be prioritised.

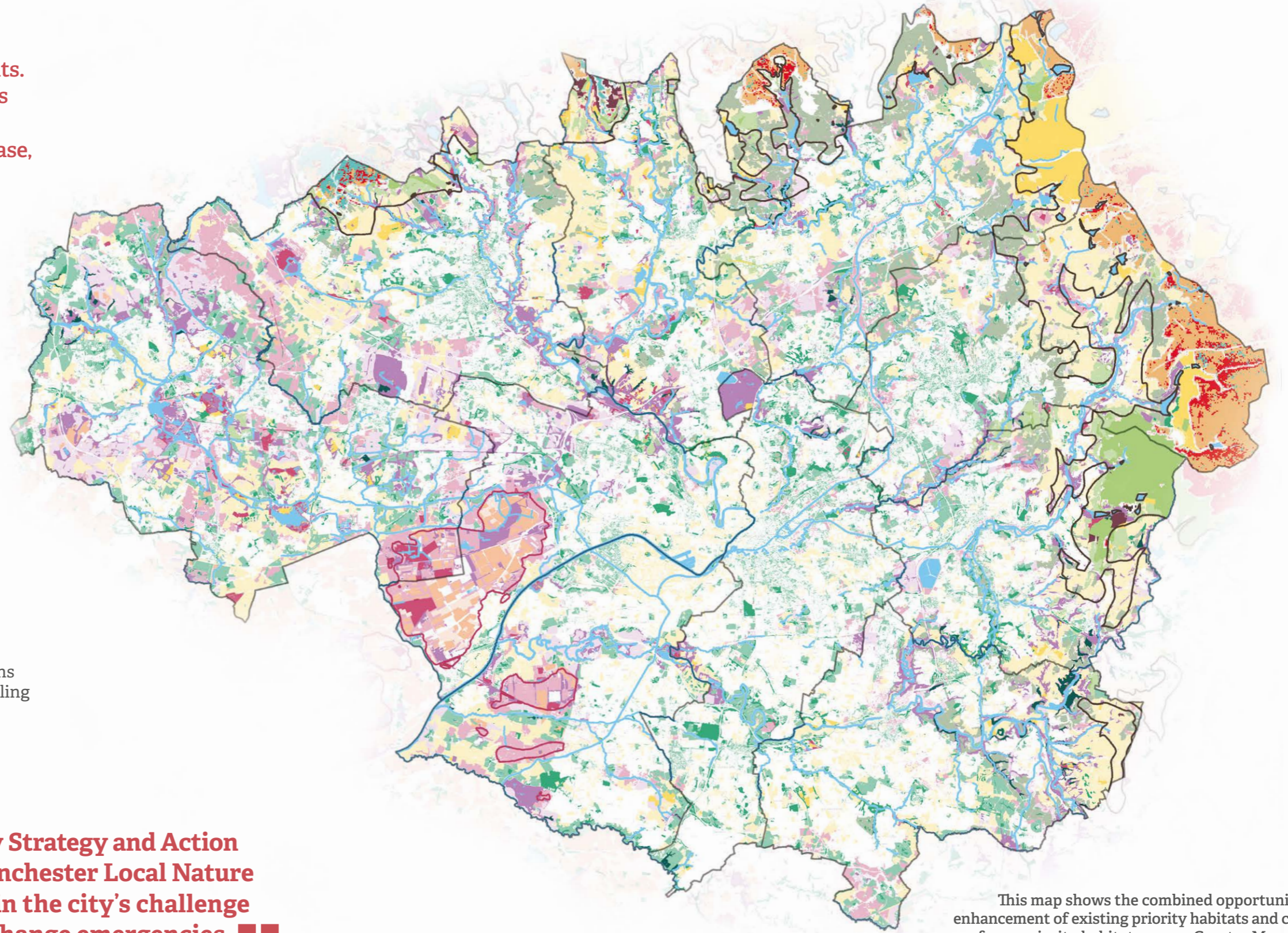
The Environment Act contains a series of new duties and tools to drive improvement for nature nationally. Local Nature Recovery Strategies (LNRS) are a key foundation for Nature Recovery Networks and Greater Manchester published its Greater Manchester LNRS in 2021<sup>20</sup>.

Manchester is crucial to the Nature Recovery Network in Greater Manchester. The city of Manchester has an administrative boundary district with seven of the Greater Manchester districts, more than any other.

Our central location in the wider city region means that our city needs to be porous for wildlife, enabling species to move, spread and thrive from north to south and from east to west.

**“ This Manchester Biodiversity Strategy and Action Plan, linked up to the Greater Manchester Local Nature Recovery Strategy, is a key step in the city’s challenge to the biodiversity and climate change emergencies. ”**

Dr Amanda Wright, Senior Advisor Biodiversity at Natural England.



This map shows the combined opportunities for enhancement of existing priority habitats and creation of new priority habitats across Greater Manchester. This map was produced by Greater Manchester Combined Authority in 2021 as part of the Greater Manchester Local Nature Recovery Strategy Pilot<sup>20</sup>.

**Manchester is a thriving city, home to a growing population of over half a million people. The industrial heritage of our city means that no areas of unmodified natural habitats remain. The development of networks for nature will therefore be challenging but not impossible, because we share our city with hundreds of different species.**

These species are found throughout our eight designated Local Nature Reserves (LNRs), 37 Sites of Biological Importance (SBIs), our river valleys and canals, as well as through our network of 160 parks. They are also found in our cemeteries, allotments, school grounds and domestic gardens.



# The Spaces in Between

Although published as long ago as 2010, Professor Lawton's landmark 'Making Space for Nature: a review of England's wildlife sites and ecological network' report<sup>19</sup> remains hugely relevant to the development of Nature Recovery Networks.

Lawton said that the essence of what needs to be done to enhance the resilience and coherence of England's ecological network can be summarised in four words: **more, bigger, better and joined.**

There are five key approaches which encompass these principles, and also take account of the land around the 'core' ecological network.

## In order to build a Nature Recovery Network, we need to:

- 1. Improve the quality of current sites by better habitat management.**
- 2. Increase the size of current wildlife sites.**
- 3. Enhance and restore connections between, or join up, sites, either through physical corridors or through stepping stones'.**
- 4. Create new sites.**
- 5. Reduce the pressures on wildlife by improving the wider environment.**



# Nature network map

This map acts as an example of how a Nature Recovery Network can work at a local scale. It was produced in 2021 as part of the Lancashire Wildlife Trust's North Manchester Nature Network project, funded by Cadent Foundation. The project aimed to deliver a neighbourhood nature network which would increase wild species numbers whilst connecting local people to wild plants and animals.

## INCREASED WELLBEING AND MENTAL HEALTH

A strong connection to nature creates improved wellbeing and mental health. Feel better, live longer, perform better and be happier by increasing your connection to nature. Spending just an hour in nature can make you less stressed for the rest of the day.



ORANGE TIP BUTTERFLY

## INCREASED PHYSICAL HEALTH

When environments are high in nature, more people are keen to use them. Increased nature also means better air quality, perfect for helping outdoors exercise in the city.

## INCREASED EDUCATION OPPORTUNITY

Residents can learn how to utilise nature to benefit their health, learn new practical skills to safeguard local wildlife and new career skills that can increase employment possibilities.



TAWNY OWL

## STRENGTHENING THE COMMUNITY

Increased nature benefits all in the community and can connect isolated and lonely people to their neighbours. For old, young and for generations to come.

## INCREASED SPORTING BUZZ

Connecting with nature doesn't have to be something we only do in nature reserves, it can be something that happens every time a goal is scored or your 100m sprint begins. The air can be alive with both human and nature sporting excitement with chirping crickets.



GOLDCREST

## HELP WILDLIFE AVOID THE ROADS

One of the biggest dangers to wildlife in the cities are the roads. A small CD-sized hole in each fence allows hedgehogs, frogs and newts to search for food safely.



BATS

## PROTECT YOUR HOME-GROWN VEG!

Using chemicals to control pests can also wipe out hundreds of innocent invertebrates. Having a simple 'bug hotel' of bricks, tiles and dead wood is the perfect home for pest predators such as ladybirds, lacewings, frogs and toads.



BIRD'S FOOT TREFOIL



GREAT SPOTTED WOODPECKER

## INCREASED NATURE MOVEMENT

Wild animals and plants can struggle to move past roads and houses. If each garden, playground and park provided something for nature, these spaces could become stepping stones for birds, butterflies and even flowers to access new parts of the city.

## SEE MORE WILDLIFE AT HOME

During 2020 and 2021, nature at home became a huge part of daily life. When we can access high biodiversity, we get a sense of awe from nature. This emotion gives some of the biggest health benefits both mentally and physically. The more species the better!



FLY AGARIC



KESTREL

If we all did one thing to help nature, the dramatic effect would benefit our physical health, mental health and overall wellbeing for decades to come.

### KEY

- Nature Hotspots
- Nature Network Project Area
- Owned by Lancashire Wildlife Trust
- Car Park
- St John Bosco Primary School
- Moston Fields Primary School
- Camberwell Park School
- St Mary's Primary School
- Co-op Academy Broadhurst



**There is not land between all Sites of Biological Importance that could be defined as conventional corridors or stepping-stones for nature, the illustration of the North Manchester Nature Network (pages 20 - 21) highlights the presence and significance of suburban gardens, school grounds, roadside verges, allotments and church grounds. The Greater Manchester Local Nature Recovery Strategy identified the importance of these urban greenspaces as the space for delivering nature's recovery in the city region<sup>20</sup>.**

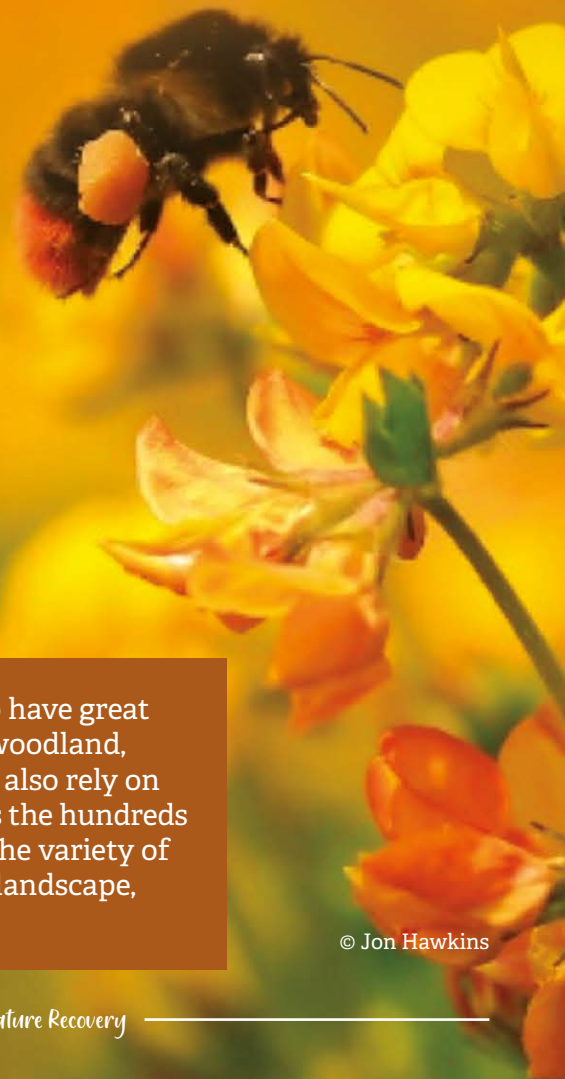
**Domestic gardens are one of the most significant priorities for biodiversity in Manchester and contribute to a range of other key priorities associated with our Biodiversity Strategy.**

Whilst individually, a domestic garden may appear insignificant, collectively, domestic gardens cover one fifth of Manchester's land area<sup>21</sup>. Research has highlighted that domestic gardens in cities can provide the space and diversity that wildlife species need to thrive<sup>22</sup>. Additionally, the mosaic of domestic gardens can assist the movement of species through the urban landscape, particularly when located in proximity to parks, nature reserves and other greenspaces.

However, the value of gardens for a Nature Recovery Network in Manchester is threatened by a reduction in the amount of green and blue spaces within domestic gardens. Research led by Manchester Metropolitan University in 2017 evidenced that only 50% of space within domestic gardens remained 'green'<sup>23</sup>.

One of the critical priorities to support the broader recovery of nature in Manchester is greater empowerment and involvement of people living and working in the city. One of the key routes to taking practical action for wildlife is increased enjoyment, value and connection with nature. Research has evidenced that it is within gardens where many individuals develop a personal relationship with nature<sup>24</sup> and so they are critical spaces to increase the number of people who feel empowered and involved in efforts to help nature recovery in the city; whether that be in their garden or in their street, neighbourhood or local park.

*A variety of flowers  
and vegetables  
in gardens can  
support around  
8,000  
insect species<sup>22</sup>.*



Similarly, spaces such as school grounds and cemeteries can and do have great value for wildlife in Manchester. Birds and mammals that use the woodland, grassland and other habitats in a site like Boggart Hole Clough will also rely on school grounds, allotments and cemeteries backing onto it; as well as the hundreds of local gardens where people put food out or provide nest boxes. The variety of flowers and vegetables found in gardens creates complexity in the landscape, which research shows can support around 8,000 insect species<sup>22</sup>.

© Jon Hawkins





**“To be as inclusive as possible, a Nature Recovery Network in the city must include the ‘spaces in between’ in the wider environment which models in rural or suburban landscapes may otherwise exclude.”**

Derek Richardson, Greater Manchester Ecology Unit.

In Manchester, some of Lawton’s underlying principles involved in creating a Nature Recovery Network may be challenging to achieve. The difficult (but not impossible) things to do would be to:

- Increase the size of current wildlife sites.
- Enhance and restore connections between, or join up, sites, either through physical corridors or through ‘stepping stones’.
- Explore opportunities to create new sites.

The remaining principles become more important as things which can be done more easily. The following measures should be prioritised:

- Improving the quality of current sites by better habitat management.
- Reducing the pressures on wildlife by improving the wider environment

**In fact, Lawton said in his report that:**  
*“The first priority is to enhance the quality of remaining wildlife habitats.”*

**It is these key principles which have shaped the objectives and priorities for Manchester’s Biodiversity Strategy and Action Plan.**

**If we are to act effectively, we must come back to the critical importance of people power.**

Over the next 10 years, if we are to achieve our ambition for wildlife and nature in Manchester, we need to follow the three key principles of:

- **Involving people in actions** – People Powered Nature Recovery
- **Improving the quality of current sites** by better habitat management
- **Reducing the pressures on wildlife** by improving the wider environment running through our streets, neighbourhoods and city. [gardens, school grounds, roadside verges, business premises, parks, etc.]



## Section 2: Policies, strategies and drivers

**It is important to see the bigger picture strategically when planning for biodiversity. There is a strong nested policy hierarchy that provides support and guidance for enhancing biodiversity in the city, from global campaigns and national legislation and standards, to local planning policy.**

Legislation is the Law. Local Plan policies are requirements that apply the legislation within a local context. Strategies provide the mandate for targeted action in order to deliver the policy.

*Acting locally, thinking globally is more important now than ever.*

This new strategy recognises that a wide range of international, national, regional and local legislation, policy and guidance has a bearing on biodiversity conservation, including (but not limited to):

- Post 2020 Global Framework
- The Wildlife and Countryside Act 1981 as amended (WCA)
- The Natural and Communities Act 2006 (NERC) defines national priority habitats and species in England
- The Countryside and Rights of Way Act 2000 (CROW)
- The Conservation of Habitats and Species Regulations 2010 as amended (Habitats Directive)
- The EU Water Framework Directive 2000
- Making Space for Nature: A review of England's Wildlife Sites and Ecological Network 2010
- England's Wildlife and Ecosystems Services Strategy 2011
- National Pollinator Strategy 2014
- A Green Future' 25 Year Environmental Plan 2018 (DEFRA 2018)
- The National Planning Policy Framework 2019 (NPPF)
- The Environment Act 2021/22 in Biodiversity Net Gain and National Nature Recovery Networks
- Biodiversity 2020: A strategy for England's wildlife and ecosystem services
- (DEFRA 2011) concentrates instead on landscape scale conservation, with an overall target of halting biodiversity loss by 2020
- State of Nature 2019
- Greater Manchester Strategy – Our People Our Place (2021)
- Places for Everyone, Joint Development Plan Document (Publication Stage) August 2021
- Greater Manchester Combined Authority (GMCA) 5 Year Environment Plan (2019–2024)
- All Our Trees - Greater Manchester Tree and Woodland Strategy (2020)
- Our Manchester Strategy (2015-2025)
- Manchester Local Plan (2012 -27)
- Manchester Climate Change Action Plan
- Manchester's Great Outdoors – A Green & Blue Infrastructure Strategy for Manchester ( 2015-25)
- Manchester Tree Action Plan (2015-20)
- Manchester's Park Strategy 2017–2027



# The Environment Act

The new Environment Act is genuinely a once-in-a-generation opportunity to protect our environment and set a course for nature recovery in the UK. It means that the UK government will be directly responsible for environmental law and policy for the first time in decades.

In the face of a climate and ecological emergency, it is hoped the new Act will provide a robust framework for improving our natural environment.

Two key elements of the Environment Act include:

## National Nature Recovery Network

This will identify and reconnect wildlife-rich places across our towns, cities, and countryside.

### Establishing the Nature Recovery Networks will:

- Enhance sites designated for nature conservation and other wildlife-rich places - newly created and restored wildlife-rich habitats, corridors and stepping stones will help wildlife populations to grow and move.
- Improve the landscape's resilience to climate change, providing natural solutions to reduce carbon and manage flood risk, and sustaining vital ecosystems such as improved soil, clean water and clean air.
- Reinforce the natural and cultural diversity of our landscapes, and protect our historic natural environment.
- Enable us to enjoy and connect with nature where we live, work and play - benefitting our health and wellbeing.

## Biodiversity Net Gain

This will provide a legal requirement that any impact on biodiversity caused by development initiatives, where it cannot be avoided, will not only be compensated but will have to demonstrate a 10% biodiversity net gain.

An overview is provided in Appendix A.



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## Section 3: Objectives and Priorities

**We want clearly defined objectives with supporting actions – so everyone can find a way to contribute.**

The Action Plan in Section 4 provides details on the current programme of actions which partners have identified as critical for the recovery of nature in Manchester. The three objectives under which actions are themed are identified below, along with a small number of key priority actions that provide examples of those included in the wider action plan.

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### Objective 1 - *Managing and understanding biodiversity*

#### KEY PRIORITIES

- A Nature Recovery Network Strategy, which is contextualised for the urban character of Manchester, must be developed for Greater Manchester. This should guide the focus of all future habitat management work.
- All priority wildlife sites must be in active management by 2030.
- Key indicator species must be identified and action plans for each key indicator species written. These action plans should sit alongside the Nature Recovery Network Strategy to guide any habitat management work across the Recovery Network. Key indicator species will also need to be recorded regularly to measure our impact.

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### Objective 2 - *Involving people*

#### KEY PRIORITIES

- We must find creative ways to connect and involve new audiences with nature and the natural environment in Manchester.
- The Manchester Biodiversity Action Group (MBAG) must support and empower local communities to take meaningful action for nature in the city.
- Land managers and practitioners in the city must be provided with the necessary knowledge and skills to protect and recover biodiversity.

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### Objective 3 – *Planning, policy and partnerships*

#### KEY PRIORITIES

- Biodiversity should be embedded into Manchester City Council's policies to help protect and enhance nature.
- Strong working relationships must be established with partners delivering against climate change, health and wellbeing, and air quality to ensure new and effective collaboration in the city.
- Long-term funding opportunities for the recovery of nature in Manchester must be identified, particularly through the planning and development process.

## Implementation of our objectives and priorities

The development of the Biodiversity Strategy and Action Plan has been largely influenced both by public consultations (Reconnecting Manchester with urban wildlife: next steps<sup>3</sup> and Valuing Nearby Nature<sup>5</sup>) and discussions with stakeholders and partners – notably Manchester City Council and the Greater Manchester Ecology Unit.

Around a dozen external organisations have been consulted and have provided in-depth comments (Appendix B) which have influenced the key objectives to deliver nature's recovery in Manchester. These organisations form the core of the Manchester Biodiversity Action Group, which is overseeing the delivery of the Action Plan.

Through consultation with stakeholders in Manchester we have sought, as a partnership, to identify lead delivery agencies for strands of work within the Action Plan.

Despite identifying lead delivery agencies, timescales, and measures, we recognise that we will face complex challenges. There will be actions important to the recovery of nature in Manchester that are not present. Financial resources to support the delivery of actions are not secured so there is a risk that lead agencies may not be able to deliver actions within proposed timescales, or at all. Similarly, we know that priorities associated with biodiversity in the city may change – often rapidly.

To address these risks, we will need to adapt and change our Action Plan based upon scientific data, species observations, reflections from our residents, and learning. This can only be achieved through building new and long-term collaborations and networks, so we established a new Manchester Biodiversity Action Group which brings together key delivery agencies, major landowners and organisations that have a key reach into and representation within communities throughout our city.

We recognise that a new Manchester Biodiversity Action Group will not and cannot address the challenges associated with nature's recovery in Manchester on its own. Nature's recovery will only be achieved with active involvement and empowerment of residents, schools, places of worship, and businesses across all communities in the city which is why our **Involving people** objective is as important as our **Managing and understanding biodiversity** objective.

Achieving a '**People Powered Nature Recovery**' will be incredibly challenging. It will take decades. We will face significant obstacles. However, we need to be bold with our passion and commitment to reverse biodiversity loss while also recognising that inviting new individuals and communities into this challenge is both necessary and the right thing to do for the wellbeing of future generations, and the cultural diversity of our great city.



## Section 4: Action Plan

**The Action Plan is a catalyst for activity, an opportunity to develop and implement meaningful projects which bring to life the ambition set out.**

The Manchester Biodiversity Action Group will be a key mechanism to deliver this work; whilst recognising that wider partnership work is needed beyond the scope of this group.

This Action Plan is not static. We aim to evaluate, report and refresh the Action Plan on a regular basis to reflect changes in the way that we need to respond to the biodiversity crisis at a city level; as well as take advantage of new knowledge, technology, legislation, and policy.



## MANAGING BIODIVERSITY

ACTION	LEAD + PARTNERS	MEASURE	DEADLINE
<b>FOCUS ON: UNDERSTANDING</b>			
Comprehensive assessment of the city's biodiversity resource	Manchester City Council, Greater Manchester Ecology Unit, Lancashire Wildlife Trust and All	Delivery of Greater Manchester Ecology Unit baseline and species action plans	2022-30
		Development of ongoing monitoring programme	2022-30
Increased knowledge and understanding through research including research of local innovative actions, and through Citizen Science	Manchester City Council, Universities	Number of supported research studies undertaken	2022-30
		Increased use of LNRN mapping to improve habitat management across all sites	2022-30

<b>FOCUS ON: LOCAL NATURE RECOVERY NETWORK</b>			
Establishing a well-managed, ecologically coherent LNRN, aligning the Greater Manchester LNRS and in the context of the Environment Act to improve habitat management across all sites	All	Ha of land improved	2022-30
		Km of waterway improved	
		Number of species records	
		% of SBIs in active conservation management	
Promote the LNRN and engage the public and stakeholders with LNRN, including through the use of key indicator species	Manchester City Council, Greater Manchester Ecology Unit, Lancashire Wildlife Trust and All	Communications plan	2022
		Number of species records	Ongoing as updated
		Social reach, press articles, etc.	Annual review
Delivery of practical conservation activity throughout Manchester	All	Number of biodiversity projects	Annual review
		Number of sites improved	
		Ha of sites improved	
		Number of species recorded	
		Number of people involved	

ACTION	LEAD + PARTNERS	MEASURE	DEADLINE
<b>FOCUS ON: PRIORITY WILDLIFE SITES</b>			
Develop habitat management planning for designated sites: SBIs, SSSIs and LNRs	Manchester City Council, Lancashire Wildlife Trust, Greater Manchester Ecology Unit, Royal Society for the Protection of Birds, Universities, City of Trees, Canal and River Trust	Number of habitat management work plans delivered	Annual review
Increase the number and area of SBIs in active management	Manchester City Council, Lancashire Wildlife Trust, Greater Manchester Ecology Unit, Royal Society for the Protection of Birds, Universities, City of Trees	Number of SBIs in active management	Annual review
		Ha of SBIs in Active Conservation Management	Annual review
		Number of volunteer days across SBIs	Annual review
		All SBIs in parks in active management	2030
Increase the number and area of LNRs	Manchester City Council	Number of LNRs	Annual review
		Ha of LNR	



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FOCUS ON: SPECIES			
Identification of key indicator species for Manchester's Local Nature Recovery Network	Greater Manchester Ecology Unit	Selection of indicator species (minimum 50)	2022
		Baseline mapping of the indicators species for Manchester	2022 - 2024
Development of species action plans to guide habitat management work across Manchester's Local Nature Recovery Network	Greater Manchester Ecology Unit, Lancashire Wildlife Trust and partners	Minimum of 25 species action plans covering habitats and land use typology developed	2022 - 2024
	Manchester City Council, Lancashire Wildlife Trust	Species action plans disseminated to site managers and operatives	As produced
Development of Local Pollinator and Insect Strategy	Manchester City Council, Landowners	Delivery of Pollinator and Insect Strategy	2022 - 2026
		Increase in pollinator records	
		Ha of land improved for pollinators	
Increase number of species records from priority wildlife sites year on year - targeted at key LNRN indicator species	Greater Manchester Ecology Unit, all	Number of species records from priority sites on iNaturalist and to Greater Manchester Ecology Unit	Annual review
Increase species records associated with woodland habitats - targeted at 17 indicators including Tawny Owl, Nuthatch, Wood Anemone, Fly agaric and Purple hairstreak	Lancashire Wildlife Trust, City of Trees, Greater Manchester Ecology Unit, All	Number of records	Annual review
Increase species records associated with grassland habitats - targeted at 16 indicators including Birds-foot-trefoil, Small heath, Reed bunting, Red-tailed bumblebee and Grasshopper warbler	Lancashire Wildlife Trust, Greater Manchester Ecology Unit, All	Number of records	Annual review
Increase species records associated with rivers, canals and pond habitats - targeted at 29 indicators including Marsh marigold, Dipper, Daubenton's bat, Riverflies and Toad	Greater Manchester Ecology Unit, All	Number of records	Annual review
Increase species records associated with parks, gardens, school grounds and allotments - targeted at 13 indicators including House sparrow, Hedgehog, Dandelion, Manchester poplar and Holly blue	Greater Manchester Ecology Unit, All	Number of records	Annual review
Development of Invasive Non-Native Species Action Plan for Manchester to prioritise effects to control and eradicate	Environment Agency, Irwell Catchment Partnership, Mersey and Upper Mersey Catchment Partnerships, Mersey Rivers Trust, Canal and Rivers Trust, Manchester City Council	Delivery of Invasive Non-Native Species Action	2022 - 2024

ACTION	LEAD + PARTNERS	MEASURE	DEADLINE
<b>FOCUS ON: PRIORITY WILDLIFE SITES</b>			
<b>WOODLANDS AND TREES including hedgerows and scrub</b>			
Improve woodland management for biodiversity, with an emphasis on planning to transform plantations into SBI grade woodlands	Manchester City Council, City of Trees	Delivery of Managing Manchester Trees study	Annual review
		Ha of woodland in active management	Annual review
		Increase in % canopy cover	Annual review
Plant new trees and woodlands, including wet woodlands, for biodiversity in line with a Development Plan	Manchester City Council, City of Trees, Northern Forest	Number of trees planted	Annual review
		Ha of woodland created and or extended	Annual review
		M of hedgerow planted	Annual review

<b>LOWLAND GRASSLANDS including roadside verges, incidental spaces, parks and golf courses</b>			
Manage existing species-rich grassland prioritising SBIs, LNRs and river valley grasslands	Manchester City Council, Lancashire Wildlife Trust	Grassland Plan developed	2023 - 2025
		Ha of species-rich grassland managed for biodiversity	Annual review
Develop new areas of species-rich grassland in line with a Development Plan	Manchester City Council, Lancashire Wildlife Trust	Grassland Plan developed	2023 - 2025
		Ha of species-rich grassland improved	Annual review

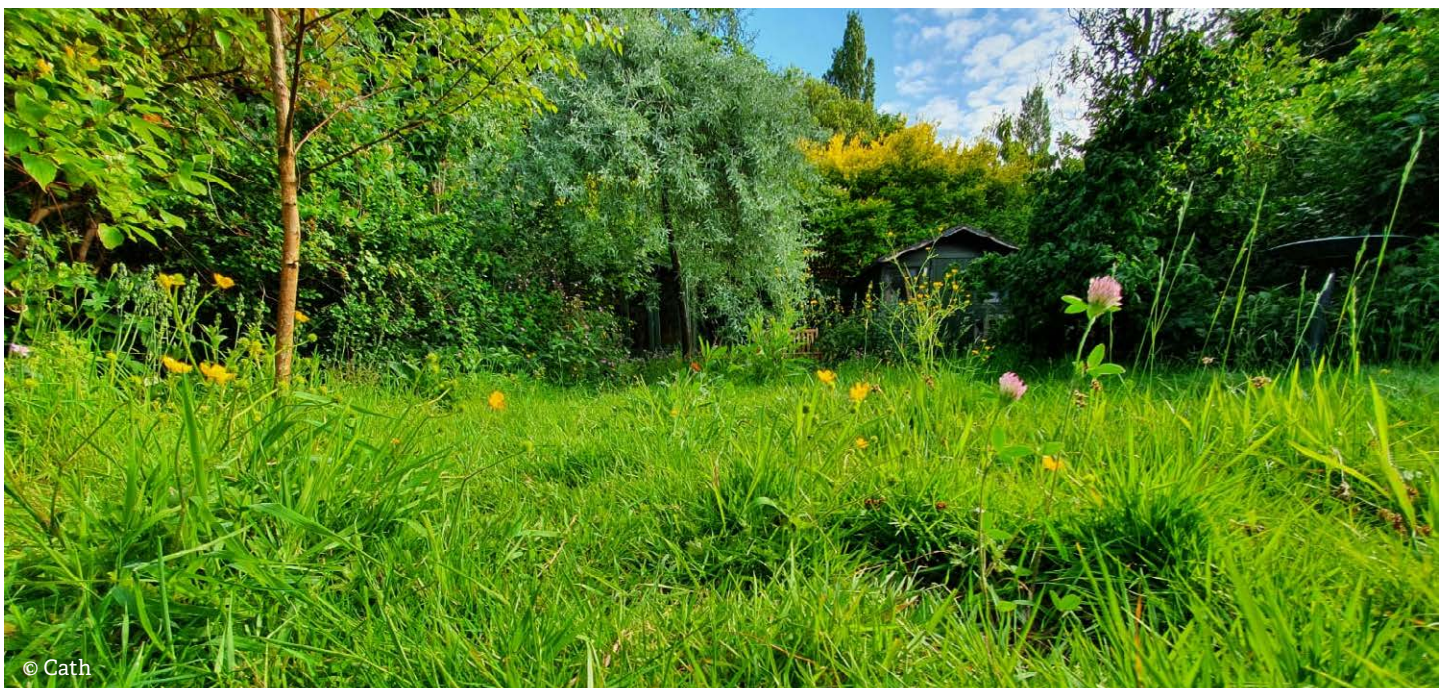
<b>RIVERS, CANALS, WETLANDS AND PONDS</b>			
Improve management of existing rivers, canals, wetlands and ponds for biodiversity - including assessment and support of river restoration and corridor enhancement within Manchester and in the upper / lower reaches of catchment outside of the district.	The Landowner, Environment Agency, United Utilities, Greater Manchester Ecology Unit, Catchment Partnerships, Mersey Rivers Trust	Delivery of Our Rivers Our City Strategy, and Water Framework Directive	2022 - 2030
	Canal and River Trust	Canal Development Plan	TBC
	Lancashire Wildlife Trust, Manchester City Council	Manchester Wetland Plan	2025
Create new opportunities for ponds and wetlands linking in to flooding agenda where practical, and in line with a Development Plan	Greater Manchester Ecology Unit, Lancashire Wildlife Trust, Natural England, Manchester City Council	Number of ponds and wetlands created	Annual review
		M <sup>2</sup> of wetland created	
Assess and implement adoption of multifunctional Sustainable Urban Drainage Systems (SUDs) and remediate poor landfills and contaminated sites to improve ecological quality of water bodies and wetlands.	Environment Agency, Catchment Partnerships	Number of Sustainable Urban Drainage Schemes created	Annual review
		Number of contaminated sites with remediated works	Annual review

### FOCUS ON: NEIGHBOURHOODS (PARKS, GARDENS, SCHOOL GROUNDS, CEMETERIES AND ALLOTMENTS)

Improve wildlife value of parks, school grounds, cemeteries, allotments, and other neighbourhood spaces	Lancashire Wildlife Trust, Manchester City Council and All	Review Park Plan format to include biodiversity in all park plans	Ongoing transitional target
		Ha of land improved	Annual review
		Number of species recorded	Annual review
		Review management of allotments to include biodiversity	2024 - 2025
		Review cemetery management regimes	2024 - 2025
		Number of case studies	Annual review
Improve wildlife value of domestic gardens	Lancashire Wildlife Trust, Manchester City Council, housing associations, Royal Horticultural Society	Campaigns and promotion delivered	Annual review

### FOCUS ON: CITY AND DISTRICT CENTRES

Encourage wildlife-friendly development and regeneration schemes integrating nature-based solutions	Manchester City Council, Universities, Registered social landlords, Hospitals and public health teams	Ha of land improved	Annual review
		Number of key projects integrating nature-based solutions	
		Number of street trees planted	
Develop case studies to promote biodiversity interventions in commercial premises, new developments and transport corridors, e.g. rail, road, Metrolink and cycleways.	Greater Manchester Passenger Travel Execution, Manchester City Council, Network Rail, National Highways, Lancashire Wildlife Trust	Number of case studies	Annual review



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## INVOLVING PEOPLE

ACTION	LEAD + PARTNERS	MEASURE	DEADLINE
<b>FOCUS ON: ENGAGING PEOPLE - TO ENABLE PUBLIC PARTICIPATION</b>			
Deliver public events (face-to-face, self-guided and online as appropriate) aimed at engaging diverse audiences with the natural environment and wildlife	Manchester Nature Consortium partners	Number of events	Annual review
Aim to organise an annual Manchester Festival of Nature	Manchester Nature Consortium	Number of partners involved	Annual review
		Number of people attending	
		Social reach / press coverage	
Deliver biodiversity themed exhibitions	Manchester Museum, others	Number of exhibitions	Annual review

<b>FOCUS ON: ENGAGING PEOPLE - TO ENABLE PUBLIC PARTICIPATION</b>			
Support groups and individuals to take biodiversity action in their neighbourhoods, schools, workplaces, streets, places of worship etc linking through to the LNRN	Lancashire Wildlife Trust, Manchester City Council	My Wild Garden sign-ups	Annual review
	All	Develop and support Manchester-wide network of wildlife champions	Ongoing
		Number of groups supported	Annual review
		Number of events / activities run	
		Number of people engaged	
Encourage and promote wildlife-friendly gardening	Lancashire Wildlife Trust, Manchester City Council, Royal Society for the Protection of Birds, Royal Horticultural Society	Number of My Wild Garden sign-ups	Annual review
		Number of people/engaged	
		Number of groups supported	
		Feedback from participants	
Delivery of practical conservation activity throughout Manchester	All	Number of sessions	Annual review
		Number of volunteers	

**FOCUS ON: PROMOTION AND AWARENESS RAISING**

Promote and support LNRN focussing on habitats, species, gardens, parks etc as appropriate	Lancashire Wildlife Trust, Manchester City Council, other partners	Communications plan	Annual review
		Number of species records	
Training and advice for land managers to increase knowledge, skills and support for management regimes to improve biodiversity	Greater Manchester Ecology Unit, Lancashire Wildlife Trust, Eden Project, City of Trees, Canal and River Trust, The Conservation Volunteers	Number of training workshops	Annual review
		Number of site managers / operatives attending	
Disseminate learning and celebrate achievement through publications, conferences, workshops etc	All	Number of publications / case studies produced	Annual review
		Number of workshops hosted / networks supported	
		Number of conference / workshop participants attending	
		Number of articles published	
		Number of Awards won	



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## PLANNING, POLICY AND PARTNERSHIPS

ACTION	LEAD + PARTNERS	MEASURE	DEADLINE
Embed and mainstream biodiversity into refreshed Manchester City Council policies and strategies referring to the Greater Manchester LNRS and Environment Act	Manchester City Council	New Manchester City Council policies should reflect / reference / integrate the Biodiversity Strategy and LNRN objectives	Annual review
Protection and enhancement of biodiversity and nature-based solutions through the planning and development process	Manchester City Council	Integrate Biodiversity into Green Infrastructure Action Plan / Tree and Woodland Strategy / Climate Change Action Plan	Annual review
		Develop appropriate nature-based solutions, guidance and evidence base	
		Integration of Biodiversity Net Gain	
To establish key cross thematic linkages e.g. with climate change, health and wellbeing, sustainable transport, air quality	All	Number of organisations involved in delivering biodiversity action	Annual review
To support the delivery of collaborative practical projects	All	Number of key partnership projects involved in delivering biodiversity action	Annual review
		Establishment of Manchester Biodiversity Action Group	2022
To realise funding opportunities for biodiversity benefit	All	£ investment in biodiversity related projects	Annual review
		Number of jobs created	
		Number of key biodiversity project bids developed	
		Number of businesses supported	
Identification of potential sites for Biodiversity Net Gain offsetting in Manchester – using the Greater Manchester LNRS and NRN work by Greater Manchester Ecology Unit in Manchester to target priorities	Manchester City Council, All	Number of sites identified Ha of land identified	2023
Identify mechanism and organisation(s) to undertake Biodiversity Net Gain assessments on identified sites and develop management plans and costings for identified sites	Greater Manchester Ecology Unit, Manchester City Council, Greater Manchester Combined Authority	Lead organisation identified / selected	2023
		Number of net gain assessments completed on identified offset sites / Ha	Annual review
		Management plans developed for Biodiversity Net Gain work	Annual review
Monitoring system for delivery of net gain agreements on offset sites in Manchester defined	DEFRA, Greater Manchester Ecology Unit	Monitoring framework established for Biodiversity Net Gain sites	2023
		Lead organisation(s) identified / selected	



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# Appendix A

## Biodiversity Policy and Legislative Context

### International

#### Convention on Biological Diversity (CBD)

In 2010 at the Convention of Biological Diversity in Nagoya, Japan over 190 countries including the UK agreed an ambitious plan to protect global biodiversity, and to ensure that by 2050, biodiversity is valued, conserved, restored and widely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people.

In 2021/2, a new **Global Biodiversity Framework (GBF)** will be produced which reinforces the importance of Governments to act and address Biodiversity loss. Manchester is one of many cities across the World that has signed the Edinburgh Declaration, a commitment by sub national, regional and local government's to register their concern about biodiversity loss and support the production of the new GBF.

#### Cities with Nature Network

Manchester is a signatory of this, a shared global platform for cities and their partners to engage and connect, working with shared commitment towards a more sustainable urban world. It has been developed to share best practice approaches with founding partners Local Governments for Sustainability (ICLEI), The Nature Conservancy (TNC) and IUCN, along with supporting bodies such as the CBD and other international partners.

#### Water Framework Directive

The European Water Framework Directive (WFD) came into force in December 2000 and became part of UK law in December 2003. It provides an opportunity to plan and deliver a better water environment, focussing on ecology.

Successful implementation of the WFD will help protect all elements of the water cycle. It provides an opportunity to plan and deliver a better water environment through river basin management planning, and help protect and enhance the quality of surface freshwater (including lakes, streams and rivers), groundwaters, groundwater dependant ecosystems, estuaries and coastal waters.

### National

#### National Planning Policy Framework (NPPF) (2019)

The revised National Planning Policy Framework sets out the Government's planning policies for England and how these are expected to be applied.

#### Specifically in relation to Biodiversity:

Ch.15 (Conserving and enhancing the natural environment), including Biodiversity net gain requirement (paragraph 175a) Town and Country Planning Act (2017) Environmental Impact Assessment including (para 4 (b) Process; Schedule 3.1 (d) Screening development; Schedule 3.2 (1) (b) Location of development; Schedule 4.1 (c) Information in Environmental Statements National Planning Practice Guidance Natural Environment (para 10 – 35) responsibilities include protected and priority species and habitats; 'proportionate' information and assessment required on biodiversity impacts at all stages of development; local ecology networks and nature recovery networks; application of mitigation hierarchy, net gain metrics, and promotion of woodlands

#### Conservation of Habitats and Species

Regulations 2012 (HM Government, 2017)  
The Directive lays down rules for the protection, management and exploitation of such habitats and species. The Habitats Regulations 2017 transpose the Habitats Directive and elements of the Birds Directive in England, Wales and, to a limited extent, Scotland and Northern Ireland.

#### Wildlife and Countryside Act (1981)

The Wildlife and Countryside Act 1981 is the primary legislation which protects animals, plants and habitats in the UK.

#### Natural Environment and Rural Communities (NERC) Act (2006)

The Act states that any public body or statutory undertaker in England and Wales must have regard to the purpose of conservation of biological diversity in the exercise of their functions.

### **National Pollinator Strategy (2014)**

The Government is committed to taking action to improve the state of our bees and other pollinating insects and to build up our understanding of current populations and of the causes of decline. The actions outlined in this Strategy build on existing policies and initiatives in Government and in many other organisations. We want to draw on the skills, experience and enthusiasm that already exist among organisations and individuals across the country to put in place a united effort to make positive changes for our pollinators.

The overarching vision is to see pollinators thrive, so they can carry out their essential service to people of pollinating flowers and crops, while providing other benefits for our native plants, the wider environment, food production and all of us.

### **The Environment Bill**

(Draft) Environment (Principles and Governance) Bill (2019/2020) (England and Wales) will create a new governance framework for the environment, and act as an enabler for priorities set out in Defra's 25 year Environment Plan.

### **25 Year Environment Plan**

The plan is the mechanism to deliver the ambitions set out in the Environment bill.

#### **Objective headings will include prioritising action supporting:**

1. Clean air
2. Clean and plentiful water
3. Thriving plants and wildlife
4. Reducing the risks of harm from environmental hazards
5. Using resources from nature more sustainably and efficiently
6. Enhancing beauty, heritage and engagement with the natural environment
7. Mitigating and adapting to climate change
8. Minimising waste
9. Managing exposure to chemicals
10. Enhancing biosecurity

### **Biodiversity Net Gain**

A key output of the Environment Bill, Biodiversity Net Gain will provide a legal requirement that any impact on biodiversity, where it cannot be avoided, will not only be compensated, but will have to demonstrate a 10% biodiversity net gain – a legal commitment to improve biodiversity on development.

Net Gain will be measured using an agreed metric. This way of measuring the biodiversity baseline is fundamental to the whole process. It will involve grading habitats present on a particular development or project and providing it with a unit figure, measuring the area of habitat present, allowing an indication of the habitat which will be improved.

Conservation covenants between landowners and responsible bodies (possibly effective environmental managers) will be established, to provide sustainable and effective management of the intervention for a minimum of thirty years.

### **England's Nature Recovery Network**

The NRN will be a national network of wildlife-rich places. Defra's aim is to expand, improve and connect these places across our towns, cities and countryside.

The NRN is a major commitment in the government's 25 Year Environment Plan.

### **Biodiversity 2020 A strategy for England's wildlife and ecosystem services**

This is the national strategy for England's wildlife and ecosystem services; it was published in summer 2011. It sets out the government's ambition to halt overall loss of England's biodiversity by 2020, support healthy well functioning ecosystems and establish coherent ecological networks, with more and better places for nature for the benefit of wildlife and people.

A follow up document **Conservation 21: Natural England's conservation strategy for the 21st century** was published on 14th October 2016. This strategy sets out Natural England's thinking about what needs to be done differently in order to improve our natural environment. It post-dates Biodiversity 2020.

### **State of Nature 2019**

The 2019 State of Nature report is an independently produced health check on how the UK's wildlife is faring, and a response to Biodiversity 2020. It looks back over nearly 50 years of monitoring to see how nature has changed in the UK, its Crown Dependencies and Overseas Territories.

This report has been produced by a partnership of more than 70 organisations involved in the recording, researching and conservation of nature in the UK and its Overseas Territories.

Over the long term, some 13 per cent of species are at risk of extinction from the UK. Pressures upon wildlife come from many sources, including agricultural management, urbanisation, pollution, hydrological change, woodland management and invasive non-native species. Climate change is driving widespread changes in the abundance, distribution and ecology of England's wildlife, and will continue to do so for decades or even centuries to come.

## **Regional**

### **GM Strategy – Our Peoples Our Place**

The overarching vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old.

The plan explains ambitions for the future of the city region and the 2.8 million people who live in the towns, cities, communities and neighbourhoods that make up Greater Manchester. It covers health, wellbeing, work and jobs, housing, transport, skills, training and economic growth.

### **Greater Manchester Combined Authority (GMCA) 5 Year Environment Plan (2019–2024)**

The plan sets out our long-term environmental vision – to be carbon neutral by 2038 – and the urgent actions we all need to take in the next 4 years to help achieve this.

### **All Our Trees - GM Tree and Woodland Strategy (2020)**

All Our Trees is Greater Manchester's tree and woodland strategy and shows the incredible value of the city region's 11.3 million trees – demonstrating why we should protect them, and outlines where to plant more trees.

Produced by charity City of Trees and endorsed by the Greater Manchester Combined Authority (GMCA), the strategy sets out clear objectives on how we can maximise the benefits of our trees and woods in relation to tackling carbon, air pollution and flooding.

### **Places for Everyone**

Publication draft with expected adoption in 2023. Once adopted it will form the Local Plan for all nine districts involved and provide the policy framework for biodiversity in advance of Biodiversity Net Gain becoming mandatory via the Environment Act in November 2023. When the Manchester Local Plan (Core Strategy) is reviewed it will need to be compatible with Places for Everyone.

## **Local**

### **Our Manchester Strategy (2015-2025)**

The Our Manchester Strategy sets a long-term vision for Manchester's future to be a world class City by 2025 and describes how we will achieve it. It provides a framework for actions by our partners working across Manchester – public sector organisations, businesses, the voluntary sector and our communities.

### **Manchester Local Plan (2012 -27)**

The Manchester Local Plan guides development within Manchester. It was previously known as the Local Development Framework.

It establishes a Vision for Manchester in 2027 and outlines Strategic Objectives. It also includes a range of policies under each objective that the Council feels will ultimately deliver the Vision.

Manchester's Core Strategy was adopted on the 11 July 2012 and is the key document in the Manchester Local Plan.

The local plan will be reviewed in 2022, with all Biodiversity related policies appraised.

### **Manchester Climate Change Action Plan**

In July 2019 Manchester declared a climate emergency. As one of the first councils in the UK to do so, this action was built upon a decade of work that had seen the City's direct carbon emissions reduced by more than half between 2009/10 and 2019/20. The Climate Change Action Plan 2020-25 translates that declaration into clear and measurable actions. The challenging target is to reduce direct carbon emissions by a further 50% by 2025.

### **Manchester's Great Outdoors – A Green & Blue Infrastructure Strategy for Manchester (2015-25)**

Attractive and multi-functional green and blue infrastructure has a vital role to play in creating a high quality, healthy and biodiverse environment with accessible opportunities for recreation and exercise.

The GI strategy has been recognised as a UK best practice exemplar by the Chartered Institute of Ecology and Environmental management (CIEEM), winning the National Award for Knowledge Sharing in 2018.

### **Tree Action Plan (2015-20)**

The tree action plan forms part of the green and blue infrastructure strategy. The vision is to secure a long-term future for our trees and woodlands for generations to come, providing the right management and strong protection, ensuring their positive contribution to a growing, world class city, recognised for its dynamic and sustainable economy and high quality of life.

### **MANCHESTER'S PARK STRATEGY 2017–2027**

This Park Strategy has been prepared to guide the investment and upkeep of Manchester's parks over the next ten years. It sets out the vision, key themes and actions that are needed to ensure parks and green spaces can continue to serve the needs of communities across the city, providing popular and attractive open spaces for play, sport and informal recreation.

# Appendix B

## **Organisations involved in the Manchester Biodiversity Action Group.**

**Greater Manchester Ecology Unit**

**Natural England**

**Manchester City Council**

**University of Manchester**

**Manchester Metropolitan University**

**The Conservation Volunteers**

**The Royal Society for the Protection of Birds**

**The Wildlife Trust for Lancashire,  
Manchester and North Merseyside**

**City of Trees**

**Canal and Rivers Trust**

**Environment Agency**

**Manchester Museum**





Lancashire,  
Manchester &  
N Merseyside

# RECONNECTING MANCHESTER WITH URBAN WILDLIFE: NEXT STEPS

Page 148

Image by Jon Hawkins

Appendix 2

[www.lancswt.org.uk/mywildcity](http://www.lancswt.org.uk/mywildcity)



# my wild city

RECONNECTING PEOPLE WITH URBAN WILDLIFE

**My Wild City** is a four-year collaboration between The Wildlife Trust for Lancashire, Manchester and North Merseyside and Manchester City Council which was launched at the beginning of 2019.

Funded by the Esmée Fairbairn Foundation, My Wild City aims to reconnect people with the urban wildlife living right on their doorstep. We will inspire and motivate Manchester's residents to help transform Manchester into a wildlife-rich city which can be enjoyed by people and wildlife for generations to come.

My Wild City has provided the catalyst for a renewed focus on biodiversity within Manchester City Council, with the project aiming to produce a new Biodiversity Strategy and Action Plan to sit alongside 'Manchester's great outdoors - a green and blue infrastructure and action plan for Manchester 2015 - 2025'.

This document has been written by the Wildlife Trust for Lancashire, Manchester and North Merseyside, with special thanks to our partner, Manchester City Council and our funder, Esmée Fairbairn Foundation.

We would also like to take this opportunity to extend our gratitude to everyone who has helped us to distribute this survey, including Manchester Museum, Manchester Metropolitan University, University of Manchester, City of Trees, The Conservation Volunteers, RSPB, Whitworth Art Gallery and Action for Conservation.





# a bigger, better, MORE JOINED UP APPROACH TO NATURE



“More than 2,000 people responded to the recent My Wild City survey and many of you told us your favourite space for wildlife in Manchester was your own garden, which shows just how precious and beneficial for both people and wildlife these vital green spaces can be.”

A greener city which supports a more diverse abundance of wildlife is one of the important benefits we will gain by working towards our ambition to make Manchester a zero-carbon city by 2038 at the latest.”

Manchester City Council’s Executive Member for the Environment, Councillor Angeliki Stogia



More than  
**2000**  
people responded to the recent My Wild City survey

Image by Bertie Gregory/2020VISION

“At the Wildlife Trusts we know wildlife is not just something that is pleasant to be around, it is absolutely fundamental to every aspect of our lives, from our health and wellbeing to ecosystem services - like food, drink and the air we breathe.

Nature can provide us with therapies, relieving pressure on our National Health Service, provide carbon storage solutions and boost our economy. It is essential to our future and we must work together in our communities, our businesses and our leadership to help put nature into recovery.

Receiving such a positive response to this consultation highlights that even in our most urbanised spaces, people still look to the natural world for inspiration and relaxation and demonstrates a huge mandate for more projects like My Wild City.

Certainly for us at The Wildlife Trust, it is a huge encouragement to keep fighting to bring nature to the forefront of everything we do and to keep it on every agenda. To hold onto those vital green spaces and to not only improve, but create a bigger, better, more joined up approach to nature conservation. Creating a Wilder Future and Nature Recovery Network which can be enjoyed by all.”

The Wildlife Trust for Lancashire, Manchester and North Merseyside Chief Executive, Anne Selby



# the consultation

The first year of funding was allocated to building partnerships, piloting activity with communities and strategically setting out the ambitions, target areas and key aspects of work for My Wild City over the subsequent three years of the project. The details of which are outlined further in this report and a full summary of these can be found at the back.



Films available to watch at [www.lancswt.org.uk/mywildcity](http://www.lancswt.org.uk/mywildcity)



# how we did it



The consultation was developed alongside Manchester City Council's Research and Intelligence team to provide My Wild City with a combination of definitive answers and statistics, whilst also providing space for participants to express their own views and opinions.

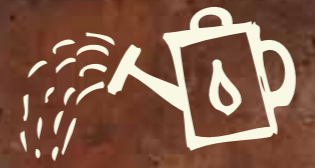
After an initial pilot at the 2019 Manchester Green Summit, the consultation was launched in April using online survey development software, SurveyMonkey, with hard copies being distributed at public events and venues across Manchester to reach offline audiences. Following the Our Manchester approach, the consultation set out to enable people from diverse communities, areas and age groups to participate.

As well as sharing the consultation online using The Wildlife Trust and City Council's platforms, we also reached out to a large number of other organisations, including City of Trees, Whitworth Art Gallery and RSPB to share amongst their wider networks. The consultation was also promoted and distributed through a series of professional short films, articles in the Manchester Evening News, features in The Wildlife Trust's membership magazine, and emails (both to internal and external contacts).

THE CONSULTATION WAS ACTIVE FOR A PERIOD OF SIX-MONTHS BETWEEN APRIL AND OCTOBER 2019, WITH A TOTAL OF 2,195 INDIVIDUALS TAKING PART

97% of respondents said that Manchester's wildlife was important to them

81% of respondents consider Manchester's wildlife extremely important to them



## How important is Manchester's wildlife to you?

This hugely positive response gives a resounding mandate from the public for urban wildlife projects like My Wild City. It is also of importance to politicians and other decision makers.

The question asked specifically about Manchester's wildlife, so the results show that people are thinking about their local city wildlife, as well as the more traditional wildlife-rich but not so local National Parks or National Nature Reserves.

"Most people's experiences with nature are close to home, with people making more use of nature on their doorstep. The number of visits to urban greenspaces almost doubled in the last 10 years."

People's engagement with nature, Natural England.



# my wildlife



SAHAR

Teaching Assistant in a primary school in Manchester

Sahar is a teaching assistant in a primary school in Manchester. Not only does she use nature in her teaching to inspire children, she also enjoys Manchester's parks and greenspaces in her personal time to unwind and re-connect to the world around her.

"The park is just the perfect place for you to unwind and really think about things and I realise I've always got something to be happy about."

"I love having time to myself as well so I will bring a book and a packed lunch and just find a secret spot where I can sit for a few hours, read a book and just enjoy that time with myself."



"Forest School, taking children out to local spaces, natural spaces, bonding with nature, playing with nature, appreciating nature, the animals, the leaves, the trees, everything around them. I think that when children are in nature they are the happiest, so I've got to encourage them to do that and I feel really proud when they are doing that."

"I think it's great that people across different backgrounds access public spaces in Manchester. It would really make me happy if I saw more ethnic minorities going into the parks with their families, their loved ones and enjoying the spaces they have."



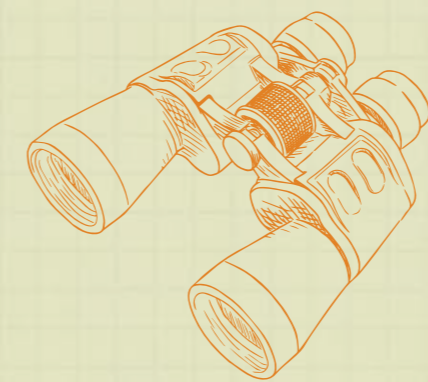
JOEL

Student living in manchester

Joel is a student and keen bird-watcher based in Manchester. For him, wildlife is not only a way to de-stress between exams but also a career ambition as he aspires to work in wildlife film-making.

"I feel relaxed when I'm out, I feel kind of excited, there's always that feeling that you might see something a bit unusual. I don't think I could be fully fulfilled without bird and wildlife photography."

"I'm coming up to my exams and its quite intense how much I'm having to study. I know that if I don't get good grades I probably won't be able to do bird-watching for a job but any little spot I can, I'll use that to get out and do some bird-watching."



"There's a lot of wildlife currently living in the city-centre, especially in the little green pockets. Most importantly are the birds which migrate through which actually use these little green pockets as stop offs. Waxwings will come and use the city centre over the countryside and they're quite nice to see. I've seen them in Hulme a couple of times, they like to feed on the berries there and the apples."

"I think attitudes are definitely changing towards bird watching, it seems like since these amazing documentaries have come out, it's become more trendy and taken over mainstream. I just say get out and about, go to your local green spot, maybe get a bird book or even just use the internet, see what you see with your naked eye or if you can find a cheap pair of binoculars use them. You'll be surprised what you can see in whatever area is green near you."



# Are you **concerned** about the loss of wildlife in Manchester?

An overwhelming majority, 98%, of respondents said that they were concerned about the loss of wildlife in Manchester. This response undoubtedly reflects international and national as well as local issues.

The response could be seen as a sign of the times, with mass movements like Friday's for Future and demonstrations by Extinction Rebellion in 2019 bringing climate change and the ecological crises to the forefront of people's minds.

Individuals already interested in nature, which many of the respondents were, would almost certainly have been aware of the increasing urgency in biodiversity and climate messages. The response could also be a reflection of very local issues, with plans to build on both Green Belt and brownfield land in Greater Manchester specified in the draft Greater Manchester Spatial Framework, and also reduced Local Authority budgets.

An ambitious and practical long-term Biodiversity Strategy produced collaboratively between The Wildlife Trust for Lancashire, Manchester and North Merseyside and Manchester City Council and other key stakeholders, will address some of the issues outlined above. Key biodiversity targets will be identified and outlined, ensuring that wildlife in Manchester is not only protected but restored and enhanced.

We know that Manchester's Sites of Biological Importance (SBIs) need good habitat management in order to preserve and enhance their ecological value. Where these SBIs are within Manchester's parks, My Wild City, Friends groups and Manchester City Council Officers will work together to ensure they are well managed, and that local people are aware of them. Where gaps remain the Wildlife Trust will work with Manchester City Council and other stakeholders to seek additional resources to secure the long-term future of Manchester's SBIs.



**98%**  
of respondents  
said that they were  
**concerned** about  
the loss of wildlife  
in Manchester



Image by Fergus Gill/2020VISION

# What are your **main concerns** or priorities?

**“Future generations won't experience any wildlife”**

Wildlife Trust initiatives in Manchester, like Forest School, Nature Tots and My Wild City events will create more opportunities for children and their families to experience wildlife every day. My Wild Libraries – our initiative to get a copy of The Lost Words book into every library in Manchester and our Lost Words competitions in schools will also help children in Manchester form a deeper connection with nature.



**“Neighbourhoods with wildlife are better for everyone to live in”**

People have started talking about how to improve their own streets and local neighbourhoods for wildlife. My Wild City aims to support, encourage and enable these groups to take positive action, not just in their own backyards and gardens but in their neighbours' gardens and local areas – grass verges, schools and church grounds, local business properties and Housing Association sites can all provide excellent homes for urban wildlife. My Wild City can help link groups across Manchester with each other and help with training. By documenting the development of an existing group, My Wild City aims to build up a detailed case study to inspire people in neighbourhoods across Manchester, Greater Manchester and beyond.

**“Being near nature makes me feel happier”**

The Wildlife Trust has successfully been delivering Myplace, an ecotherapy project in partnership with Lancashire and South Cumbria NHS Foundation Trust since 2016. The results of this report support The Trust's plans to expand Myplace into our urban communities to benefit even more people.

**“According to the Wildlife Trust's 'Every Child Wild' report, fewer than 10% of children play in natural areas”**



# What **actions** do you take to look after nature in Manchester?

**82%**  
said that they have a  
“nature-friendly garden”

82% of respondents said they have a “nature-friendly garden”, taking actions such as feeding the birds to help look after nature in Manchester.

In 2016, Manchester Metropolitan University led a two-year research project entitled ‘My Back Yard’ and found that one third of the green space in Manchester was people’s gardens, making them key spaces for wildlife living in the city, particularly as stepping stones in a Nature Recovery Network to allow wildlife to extend through Manchester and beyond. The research also demonstrated that gardens are not completely green infrastructure as originally assumed. This affects the total estimate (previously 58%) of green and blue space cover across Manchester, which is now estimated at 49%.

My Wild Garden; a key strand of the My Wild City project, will build upon existing action amongst Mancunians to reach more residents and champion greater positive action people can take to improve their gardens, back yards, allotments or balconies for wildlife. Free garden packs, e-newsletters, blogs, articles and a creative online gardens campaign are all ways in which My Wild City hopes to encourage over 5,000 people to make the most of their gardens for nature.

29% of respondents said they took part in wildlife recording. This is of particular significance as wildlife is under-recorded in the city and currently there are no adequate measures of species numbers across Manchester. My Wild City will be encouraging more people to get involved with citizen science over the next three years through events, blogs and social media, helping to build a better picture of the wildlife living in Manchester.

The creation of wildlife recording apps, like iNaturalist, and growing interest in wildlife recording create a platform for My Wild City to ignite a discussion around wildlife recording in the city. My Wild City has already encouraged people to do this through City Nature Challenge – an annual, international, biological recording competition which in 2019 saw 138 people collecting 5,098 observations of 792 different species for Greater Manchester in just four days. We are hoping to further improve on these figures over the next three years.

My Wild City will also re-establish Manchester’s Biodiversity Hotspot Award and create a ‘My Wild Champions’ initiative which will celebrate small local actions for wildlife already taking place and provide a ‘Thank You’ to the people involved.



Image by Tom Marshall

Appendix 2, Item 10

# What is your **favourite place** for wildlife in Manchester?

People gave a huge variety of answers in response to this question, from their own gardens to local parks and nature reserves. Below are just some of the things people said about their favourite place for wildlife in Manchester, highlighting the importance and value of such spaces for peoples' day to day lives.

“Boggart Hole Clough is a place to visit nearby. Myself and family actually need the open fresh air and green space to enjoy, we teach our grandchildren about nature, it's so enjoyable for them and so important. They absolutely love being out in parks, learning something new.”

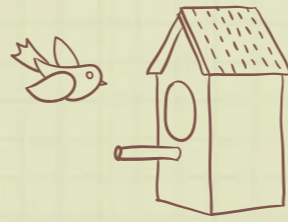
“I can relax in my garden and know we are likely to get bird and insect visitors and though only a small garden it is surrounded by others and fairly peaceful.”



“Chorlton Ees is a large, open wild space within the city - home to a huge range of wildlife and open to all.”

“Although Platt Fields Park is in a very urban environment, I love the avenue of trees, the lake that is teeming with life and spotting herons on the little island in the middle. I also love that it has the veg growing area and more natural areas.”

“Nutsford Vale is a wonderful wild urban woodland where there are many species of insect, wild flowers and birds. There are squirrels and urban foxes.”



Heaton Park by John Mounney



Fletcher Moss by Hidden World Productions



Albert Square by Dave Burrows



Heaton Park by John Mounney  
Appendix 2 Item 10



# What would **encourage** you to do more to help nature in Manchester?

61% of respondents stated that having 'accessible nearby wildlife places to visit' would encourage them to do more to help nature in Manchester. To quote Sir David Attenborough "No one will protect what they don't care about; and no one will care about what they have never experienced". A lack of regular wildlife experiences means people will feel less connected with nature and their surroundings and subsequently will be less inclined to take action to protect it.

So many people named their local park as the place where they experience Manchester's wildlife. My Wild City needs to work closely with the Manchester Parks team and associated Friends of Parks community groups both at a strategic and operational level. Manchester Parks Strategy 2016 has a vision of Manchester's Parks being "the soul, lungs and heart of Manchester by providing the conditions for our people, our environment and our city to flourish" with supporting "a diverse range of wildlife" a key element of that strategy.

My Wild City will support the introduction of a series of nature-based family events in parks across Manchester, run by Friends groups and Parks staff. Staff and volunteers will receive informal training, support with resources, and help with promotion and publicity. Parks staff and My Wild City will collaborate to host activities at Manchester Festival of Nature, and My Wild City will be the theme for I Love Parks Week in 2020. Biodiversity will be incorporated into the new Park Plans and My Wild City will work with Parks staff to enhance their parks for wildlife. We will aim to create good examples of wildlife-friendly areas of Parks, and produce case studies of actions which can then be replicated across the city.

61% of respondents also stated that 'being part of a big movement to help Manchester's wildlife' would encourage them to do more. Feeling part of a big movement is a motivating factor for people as it will help them feel valued and validated for their contributions.

**61%** of respondents also stated that 'being part of a big movement to help Manchester's wildlife' would encourage them to do more to help nature in Manchester



Encouraging and enabling people to volunteer for nature flexibly, contributing when and how they want to, helps to make their actions sustainable, and enables activity for nature to grow massively as everyone can play a part.

Through an effective communications campaign including press releases, blogs, videos, case studies, photos, radio and television appearances, e-newsletters and social media, My Wild City will help to highlight Manchester's wildlife and wild places, encouraging local residents to explore the wildlife on their doorsteps.

Image by Charlotte Varela

# Why do you think nature in Manchester is **not important** to you?

## What do you think would make you **more interested** in Manchester's wildlife?

People were only directed to these questions if they responded 'No' to the question 'Are you concerned about the loss of wildlife in Manchester?'

The responses to this question highlight not so much a specific disinterest in wildlife, but more so a lack of information about urban wildlife and opportunities to get involved.

In the follow-up question respondents largely expressed that they did not feel they had enough information about opportunities to interact with urban wildlife. This could be specific wildlife groups, educational events or volunteering opportunities, or more general information about urban wildlife and places to enjoy nature in the city.

Working collaboratively with other conservation organisations and groups over the next three-years will help to create bigger and better opportunities for Manchester's residents, such as the Manchester Festival of Nature.

The My Wild City team play a key role in the Manchester Biodiversity Action Group, Manchester Nature Consortium and City Nature Challenge, bringing key players together and creating a culture of shared learning.

A more general My Wild City campaign and resources, such as the garden pack, bi-monthly e-newsletter, digital map and regular events will also provide valuable information and celebration of urban wildlife and opportunities to reconnect with wildlife and wild places in the city.



Image by Jon Hawkins



# Action Plan 2020-2022



Key Outcome	Progress Indicators
<b>1. Greater awareness, engagement and active involvement of people with nature and greenspaces in Manchester</b>	<ul style="list-style-type: none"> <li>• Social media campaign to raise the profile of nature in Manchester and encourage residents to become and feel part of a big movement</li> <li>• Collaborative events programme with Manchester Parks Team and others to inspire and engage families about urban wildlife</li> <li>• An annual Festival of Nature which engages the public</li> <li>• Active involvement of people in practical conservation on priority sites for nature (100 practical days)</li> <li>• Active involvement of local people and improved wildlife value of gardens (5,000 individuals involved)</li> <li>• Local people actively involved in species recording (200 new recorders)</li> <li>• 1,500 school children engaged in activities in their grounds</li> <li>• Collaboration with an artist(s) to explore and showcase the importance of nature in Manchester in a radical and creative approach alongside residents</li> </ul>
<b>2. Greater partnership working to connect more people with nature and deliver more co-ordinated work to improve spaces for nature</b>	<ul style="list-style-type: none"> <li>• Outline and identify key biodiversity targets for the city through a new Biodiversity Strategy and Action Plan</li> <li>• Collaboration with artists and the culture team at Manchester City Council to increase activity focused on urban nature in Manchester</li> <li>• Facilitate collaborative work amongst partners to grow species records and recording amongst the public, particularly through City Nature Challenge</li> <li>• Training, support and partnership work with Manchester Parks and 'Friends of' Groups to protect and enhance key priority sites in Manchester</li> <li>• Collaborative Festival of Nature to raise awareness and celebrate partner activity</li> <li>• Learning from a collaborative neighbourhood wildlife project captured and showcased with communities throughout Manchester to inspire and support action</li> <li>• Conference to recognise and celebrate achievements of volunteers, residents and community groups involved in improving nature</li> <li>• Collaboration with health partners to recognise and promote the importance of nature for residents as establishing new ecotherapy projects</li> </ul>
<b>3. Improved quality of spaces and corridors for nature in Manchester</b>	<ul style="list-style-type: none"> <li>• Identification of key nature recovery network(s) within Manchester and action plans to help protect and enhance their value for nature</li> <li>• Increased records for wildlife species across the city (over 200 new recorders)</li> <li>• 100 practical volunteer sessions, focused on priority sites for nature (SBIs)</li> <li>• 5,000 gardens improved for wildlife by local people</li> <li>• 25 schools engaged / supported to improve their grounds for wildlife</li> <li>• Support, encourage and enable residents to work together to deliver positive action for wildlife within their neighbourhood</li> <li>• Biodiversity hot-spot awards re-established to encourage, showcase and celebrate community action</li> </ul>

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Image by Andy Jones

Appendix 2, Item 10





# my wild city

## CONSULTATION DATA

**98%** are concerned about the loss of wildlife in Manchester

**Q1 How important is Manchester's wildlife to you?**

- Extremely important – 81%
- Important – 16%
- No opinion – 1%
- Slightly important – 1%
- Not important at all – 0%
- Don't know – 0%

**Q2 Are you concerned about the loss of wildlife in Manchester?**

- Yes – 98%
- No – 2%

**Q3 What are your main concerns/priorities?**

- \*Ranked from highest (top) to lowest (bottom)
- Future generations won't experience any wildlife
  - Neighbourhoods with wildlife are better for everyone to live in
  - Being near nature makes me feel happier
  - Being near nature makes me feel healthier
  - There are fewer wildlife places to visit
  - Experiencing nature is important for creativity and the arts

**Q4 Do you do any of the following to look after nature in Manchester?**

- I have a wildlife-friendly garden – 83%
- I let other people know about nature in Manchester – 47%
- I am a member of a community group which supports greenspace/nature – 37%
- I record my wildlife sightings – 29%
- I volunteer to help look after a greenspace in Manchester – 21%
- Other – 14%

**Q5 What is your favourite place for nature/wildlife in Manchester?**

- \*Open question.  
Top 5 most popular responses
- Water park
  - My local park
  - Fletcher Moss
  - My garden
  - Chorlton Water Park

**83%** have a wildlife-friendly garden

**Q6 Why is it your favourite place?**

- \*Open question.  
Top 5 most popular responses
- Wildlife
  - Birds
  - See
  - Space
  - Lots

**Q7 What would encourage you to do more to help nature in Manchester?**

- Accessible, nearby wildlife places to visit – 61%
- Knowing I'm part of a big movement to help Manchester's wildlife – 61%
- Being able to join in a range of activities for people on their own as well as other families – 46%
- Having more information about the value of nature and how to support it – 38%
- Having a local community group to join in with – 38%
- Other – 13%

**Q8 Why do you think wildlife in Manchester is not important to you?**

- \*Open question.
- "I don't understand why wildlife is important in cities"
  - "I don't have enough information about the value of nature and how to support it"
  - "I would be more concerned about a loss in the countryside"

**Q9 What would encourage you to become more interested in Manchester's wildlife?**

- \*Open question.
- "More extensive promotion of all the projects that are being carried out and updates on the current situation"
  - "I'd like to have more information about what is Manchester's wildlife, what their relationship is with the city, and what that means for those of us living in the city centre."

**81%** think Manchester's wildlife is extremely important



# my wild city

DEMOGRAPHIC DATA

**76%**  
of the  
respondents  
live in  
Manchester

## Which best describes you?

- I live in Manchester – 76%
- I work in Manchester – 49%
- I study in Manchester – 11%
- I visit Manchester – 19%
- I volunteer in Manchester – 19%
- Other – 5%

## What is your age?

- Under 16 – 5%
- 16 – 25 years – 8%
- 26 – 39 – 26%
- 40 – 49 – 17%
- 50 – 64 – 28%
- 65 – 74 – 12%
- 75+ – 2%

## Do you consider yourself to be a disabled person?

- Yes – 9%
- No – 87%
- Prefer not to say – 4%

## I describe my ethnic origin as

- |   |                        |
|---|------------------------|
| White British/English/Northern Irish/Scottish/Welsh – 81% | Kashmiri – 0%          |
| White Irish – 3%  | Other Asian – 1%       |
| White Gypsy or Irish Traveller – 0%                       | Caribbean – 0%         |
| Other White – 5%  | African – 1%           |
| White and Black Caribbean – 1%                            | Somali – 0%            |
| White and Black African – 0%                              | Other Black – 0%       |
| White and Asian – 0%                                      | Prefer not to say – 2% |
| Other Mixed – 1%  | Other – 1%             |
| Indian – 1%   |                        |
| Pakistani – 1%  |                        |
| Bangladeshi – 0%  |                        |
| Chinese – 1%  |                        |



# summary and further reading

**Years 2020-2022 of My Wild City will be crucial in helping to transform Manchester into a green city which can be enjoyed by both people and wildlife for many years to come. It will also be key in helping Manchester to reach its ambition of being zero-carbon by 2038 at the latest.**

Nature plays such an important role in our lives and everyone who lives, works, studies or volunteers in Manchester has the power to protect it. Whilst the My Wild City project is limited to four-years of funding, sustainability and replicability will be paramount throughout – delivering training to parks staff, producing clear and detailed case studies and action plans and creating a systematic change in the way we view and appreciate urban wildlife. This will have impacts far beyond the project and will help to re-imagine the way Manchester views urban wildlife and green spaces for years to come.

- The State of Nature 2019 available to download at [www.wildlifetrusts.org/about-us/publications](http://www.wildlifetrusts.org/about-us/publications)
- The Wildlife Trusts 'Every Child Wild' 2015 report available to download at [www.wildlifetrusts.org/about-us/publications](http://www.wildlifetrusts.org/about-us/publications)
- Manchester Metropolitan University's 'My Back Yard' report, overview and key findings available to download at [www.mmu.ac.uk](http://www.mmu.ac.uk)
- People's engagement with nature, Natural England. Available at [www.gov.uk/government/collections/monitor-of-engagement-with-the-natural-environment-survey-purpose-and-results](http://www.gov.uk/government/collections/monitor-of-engagement-with-the-natural-environment-survey-purpose-and-results)
- Manchester's great outdoors - a green and blue infrastructure and action plan for Manchester 2015 - 2025 available to download at [www.manchester.gov.uk/downloads/download/6314/manchester\\_green\\_and\\_blue\\_strategy](http://www.manchester.gov.uk/downloads/download/6314/manchester_green_and_blue_strategy)
- 'The Lost Words' by Robert Macfarlane and Jackie Morris

My Wild City videos available to watch at [www.lancswt.org.uk/mywildcity](http://www.lancswt.org.uk/mywildcity)

## Our Manchester

Manchester City Council has adopted a set of principles called the 'Our Manchester Principles', which is a long-term and ambitious attempt to change the way the council and its partners carry out their work:

### Principle 1

Better Lives (it's about people)

### Principle 2

Listening (we listen, learn and respond)

### Principle 3

Recognising Strengths of Individuals and Communities (we start from strengths)

### Principle 4

Working Together (we build relationships and create conversations)





Lancashire,  
Manchester &  
N Merseyside

**The Wildlife Trust for Lancashire,  
Manchester and North Merseyside**

The Barn, Berkeley Drive, Bamber Bridge,  
Preston, Lancashire, PR5 6BY.

Tel: 01772 324129 Registered charity no. 229325

[www.lancswt.org.uk/mywildcity](http://www.lancswt.org.uk/mywildcity)

[mywildcity@lancswt.org.uk](mailto:mywildcity@lancswt.org.uk)

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Lancashire,  
Manchester &  
N Merseyside



# Valuing Nearby Nature

How local nature helped the people of Manchester and beyond get through the Coronavirus Lockdown



Cyclists enjoy a walk through the park by Nick Rodd

**Nearby Nature:** everyday urban nature close to home, such as flowers, trees, birds and other creatures in yards and gardens, parks and streets.

# Introduction

During the full Coronavirus Lockdown, we saw many comments on social media and in the press about people taking notice of nearby nature: bird songs were louder, leaves greener and spring more noticeable.

Did residents in and around the city of Manchester feel this too? How was nature benefitting their locked down lives?

More than 1,200 people responded and told us just how important contact with nature was for them.

### Acknowledgements

Thank you to everyone who took part and helped us to share this survey. Thank you to Manchester City Council and Konstantinos Tzoulas, Senior Lecturer in Environmental Management at Manchester Metropolitan University.



# Connecting with nature



*"In a time of huge uncertainty and stress for everyone, people wanted access to nature."*

# 99%

said being able to **connect** with nature during the restrictions was Very Important or Important.



# 67%

**valued** nearby nature Much More or More now, compared with before restrictions. People really needed nature.



Image by Joseph Palframan

# 67%

had **visited** nearby nature Much More or More often over the last week, compared with a usual week before restrictions.

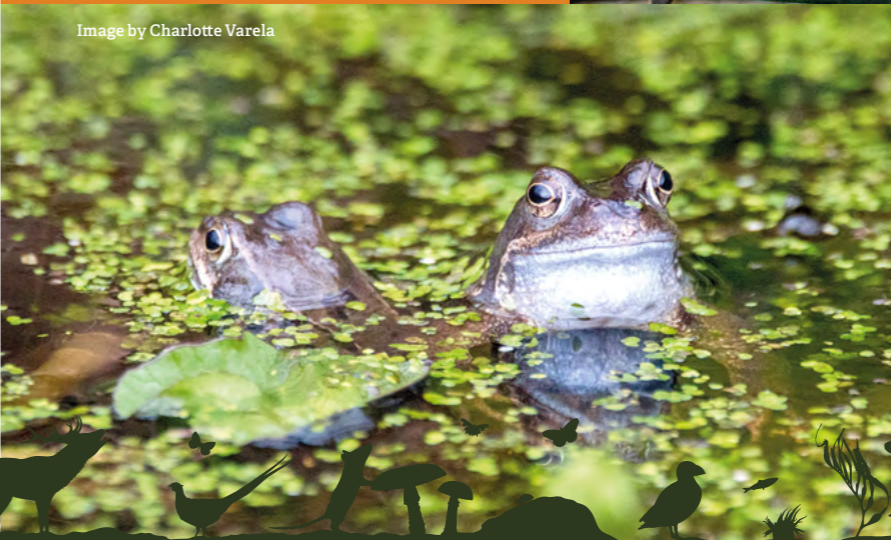


Image by Charlotte Varela

*I realised I needed to get out more. Even before lockdown I stayed in a bit too much. Now I've changed that.*



# Nature, health and wellbeing

People spoke candidly about the effect of nature on their mental health and wellbeing with comments ranging from **“it lifts the spirits”** to **“it helps to ease my wife’s dementia symptoms”**.

Nearby nature helped people connect during an isolated time, providing a positive topic of conversation. Parks and greenspaces could be safe places to socially distance with others, and to see people enjoying themselves.

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**“It is saving my life.”**

Image by Charlotte Varela

The Wildlife Trust knows how valuable nature is, not just in its own right, but also as a lifeline to all of us during moments of need. We are committed to supporting health and wellbeing, through connection to nature and the outdoors. The Wildlife Trust for Lancashire, Manchester and North Merseyside is working with local NHS Foundation Trusts to offer free ecotherapy support to individuals. Visit [lancswt.org.uk/myplace](http://lancswt.org.uk/myplace)



Sahar enjoying nature at Fletcher Moss by Nick Rodd

## Enjoying nearby nature

*“The sense that no matter how awful the situation is, nature continues to be beautiful.”*

Respondents mentioned buds on the tree outside their house, while others spoke of “freedom”, “beauty” and “fresh air”. They mentioned how much louder and clearer bird song seemed, and thought there were more plants, birds, and animals around than usual.

*“I am not allowed out so looking out of my window and watching the birds, bees, butterflies and watching the trees blow in the wind is fantastic.”*

*“The highlight of the day is getting out of the house into nature, keeping us sane.”*

*“I don’t feel as lonely when I’m out in the park.”*



Wildflower sabbath colour to the park by Nick Rodd



Image by Shirley Freeman



Appendix 3 Item 10



Long lawns are great for wildlife by Cath in Manchester

55%

of people were regularly visiting their local green spaces, and nature reserves.

# How can you help?

The responses to this survey prove how vital nature and greenspace has been to support people and communities through a national crisis, but the 2019 State of Nature report says wildlife is still in rapid decline. Here are details of what you can do to help.

### Take action for nature in your garden

Sign up to our My Wild Garden campaign and take steps to improve the value of your garden for wildlife. If you are already involved, champion wildlife gardening amongst your friends, family and colleagues. Visit [lancswt.org.uk/mywildcity](http://lancswt.org.uk/mywildcity).

### Anyone aged 16 - 24 in your household?

As a Trust we have an active Youth Council whom help shape the services which the Wildlife Trust delivers now and in the future as well as being involved in campaigning with the public and MPs. Find out more by emailing [ebartlet@lancswt.org.uk](mailto:ebartlet@lancswt.org.uk)

### Support us to realise nature-friendly building

We are committed to work proactively with planners and developers to realise nature-friendly development and want to recruit and train a series of volunteers to support us with this work. If you are interested in this voluntary role, please sign-up to become a volunteer at [lancswt.org.uk/support-us/volunteer](http://lancswt.org.uk/support-us/volunteer)

### Become a member

We are a membership charity, we can't protect wildlife without you - our members share our love of nature and care about protecting wildlife. Support us by visiting [lancswt.org.uk/support-us](http://lancswt.org.uk/support-us)

### How will we follow up this response as an organisation?

#### At a regional level...

Work with key partners to support the development of a Local Nature Recovery Network for Greater Manchester and beyond. This is our vision for a joined-up natural world; giving nature room to thrive and enabling more people to experience the wonders of our natural world. Discover our Wilder Future campaign at [lancswt.org.uk/wilder-future-campaign](http://lancswt.org.uk/wilder-future-campaign).

We will work with planners and developers for a more proactive approach to nature-friendly development, sensitive to location and context, that cares about long-term maintenance and management.

#### At a neighbourhood level...

We will work with partners and the public, guided by the new Local Nature Recovery Network, within an urban neighbourhood in Manchester. This will include safe Nearby Nature events for the family, and work to improve and connect parks, yards, gardens and green spaces so nature can thrive.

#### Encouraging action amongst the public

Support members of the public to collect species records for Greater Manchester, particularly through City Nature Challenge. To find out more about the City Nature Challenge, visit [citynaturechallenge.org/](http://citynaturechallenge.org/)

*“Public Parks have come into their own and saved the Nation.”*

67%

said they spent time in their own garden. Most with a garden or yard were able to enjoy it and told us how vital it was for physical and mental wellbeing.



Image by Tom Marshall

Image by Nick Rodd



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39%

visited a local park and felt living near a park improved their quality of life.

Image by Tom Marshall



*“I was quite afraid of walking alone in my local nature park but having been forced to do so by circumstance, I now feel safer doing it.”*

Image by Austin William Humphries-Walker



*“Noticing what an amazing array of nature is on my doorstep (and I don't even have a garden!).”*





The Wildlife Trust is keen to discuss and support local authorities, businesses, housing associations and others to take positive action to maintain and enhance the quality of their land for nature and people.

## Get in touch...



Lancashire,  
Manchester &  
N Merseyside

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## MANCHESTER'S GREAT OUTDOORS

A Green and Blue Infrastructure Strategy for Manchester

# Manchester Festival of Nature

***“It is about getting people to recognise and appreciate the wildlife we have in and around Manchester. Getting out into wild places (and there are many in and around the city) is a great way to learn about the nature on our doorstep and benefit our health and well-being” – Alan Wright (The Wildlife Trust for Lancashire, Manchester and Northern Merseyside)***

### Background

2019 marked Manchester’s first ever Festival of Nature (MFoN); a month-long celebration of all things wild in Manchester ending with a huge Festival of Nature, set in the beautiful Heaton Park. Bringing together over 20 different partners, MFoN and the associated Manchester Nature Consortium creates a united approach to the conservation of nature in Manchester and offers local residents the opportunity to explore, discover, protect and fall in love with the wildlife and wild places right on their doorstep. Plans are already underway for MFoN 2020 as this incredible celebration continues to evolve and grow.



### Heaton Park, Manchester

#### KEY BENEFITS



Health & Wellbeing



Environmental Education



Biodiversity



Tourism

#### COST



#### TIMESCALE



### Project

The aim of Manchester Festival of Nature was to create a united approach to the conservation of nature and to inspire the people of Manchester to fight to save the cities wildlife.

The types of activities that people got involved in through #MFoN are:

- Bat outing
- Butterfly and bird watching
- Surveys
- Volunteering opportunities
- The Lost Words Production

## MANCHESTER'S GREAT OUTDOORS

A Green and Blue Infrastructure Strategy for Manchester

# Rose Hill Wood Eco-improvements

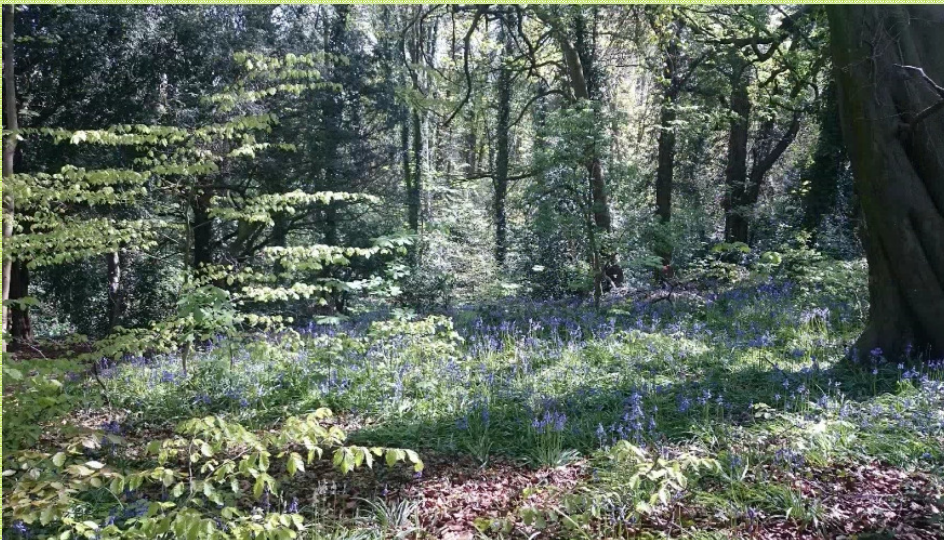
***“The grants from the Lottery Fund and the Council have been a great boost for us as local volunteers. Increased visits by children and adults show that a lost ‘jewel’ is being recognised and enjoyed by the community as a real local asset”. Geoff Scargill, Chair of Friends of Rose Hill***

### Background

Rose Hill Wood in Northenden is situated by Rose Hill, a grade II\* listed building with a fascinating history: The building was a former family mansion that was later developed into a convalescent home for wounded soldiers before the Manchester Corporation bought it and used it as an orphanage. After 1992 it was left disused, until being fully restored to its former glory in 2006. Today, it houses nine luxury apartments.

The mature woods, a site of biological importance owned by Manchester City Council, had become underused, neglected and inaccessible in parts.

In 2015, Friends of Rose Hill came together to organise clean ups in the wood and host local history talks about Rose Hill House and the Watkin family who lived there.

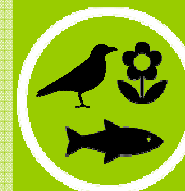


### Project

The Friends successfully applied for council funding grants and a Heritage Lottery bid of £27,000 which helped them realise their aims to improve the wood and make it safer and more accessible for public use and to promote the history of the Watkins family who were pioneers in the development of Manchester in the 19<sup>th</sup> century.

**Sharston,  
Manchester**

### BENEFITS



**Land &  
Biodiversity**



**Health &  
Wellbeing**



**Recreation  
& Leisure**

### COST



### TIMESCALE



## Outcomes

The Friends of Rose Hill is a group that formed in July 2015 to help preserve the habitat. When they formed their main aims were:

1. To publicise the fascinating history of the Watkins Family who were the former residents of Rose Hill House;
2. To ensure that Rose Hill Wood survives for public use.

The Friends organized a 'Bioblitz', an ecological survey, that led to the Greater Manchester Ecology Unit considering upgrading the site's status as a Site of Biological Importance. The community were invited to help identify species, trained to give guided walks and joined a Bat Walk. With the help of volunteers, they enthusiastically carry out 'Balsam Bashing' twice a year to remove the invasive Himalayan Balsam plant which, once widespread within the woods, is now vastly reduced.

The group give educational talks across the city and lead projects with local schools to produce reports, drawings and poetry, covering a range of curriculum subjects. School visits to the woods have resulted in children returning to show family members around, and funding was made available for new paths and information lecterns. The 'Watkin Walk' leaflet guide was produced, and the unique Watkin Memorial within the woods is now visible and accessible for visitors. Today, the woods are on a maintenance schedule, which includes regular community clean-up events, that will ensure sustainable and sensitive environmental management in future years. The Friends group are also supporting a bid by 'Life for a Life' Memorial Forests who would like to manage the wood.



## Learning

The Friends of Rose Hill have been instrumental in transforming this community asset, working in partnership with a range of council services, schools and community groups to bring the project to life.

## Future

Further improvements to the woodland are planned, and bird and bat boxes will be installed. Incidentally, Edward Watkins established the first public parks in Manchester which will now be recognized, thanks to the Friends' enthusiasm and continuous work. Wider public engagement in the project is planned along with events in Manchester parks and libraries.

## For further information

Visit: <http://friendsofrosehill.org/>

## Outcomes

Over 7,000 people joined Manchester Festival of Nature on the day with the help of more than 120 officers and volunteers which included:

The first #MFoN was a partnership between The Wildlife Trust for Lancashire, Manchester and North Merseyside, the Cheshire Wildlife Trust, the RSPB, City of Trees, the National Trust, Manchester City Council, Manchester Metropolitan University, The Conservation Volunteers, Action for Conservation, RHS Bridgewater, Chester Zoo, Moors for the Future Partnership, Manchester Museum, the University of Manchester, Friends of the Earth, The Carbon Landscape, Myplace, The Tree Station, Friends of Chat Moss, British Cycling, Heaton Park Beekeepers, Treetop Trek and the Canal and River Trust. It was supported by Nectar Creative, the Casey Companies, VokkerStevin and Niche Event Hire.

All these partners made sure there were plenty of interesting activities in the main Market of Nature. There were performances by author and musician Margit van der Zwan, environmental discussions involving young people and performances based on the children's book, the Lost Words. The MFoN team were thrilled with how the event went and can't wait for Manchester Festival of Nature to become a summer highlight for Manchester's residents for many years to come.



## Learning

The residents of Manchester that took part the activities during the month long event or that of the main festival on the 29<sup>th</sup> of June, discovered the rich array of wildlife living right alongside them. The festival engaged people, both young and old, in the fight to save our wildlife, resulting in more people being educated about wildlife in the city.

## Future

The hope is that the Manchester's Festival of Nature (MFoN) can become a yearly event that people can look forward to annually. The aim is to start to involve other charities and organizations to spread the word of nature further afield and create an even bigger turnout in next years festival.

## For further information

See the website at <https://www.lancswt.org.uk/events/manchester-festival-of-nature>

or email Alan Wright on [awright@lancswt.org.uk](mailto:awright@lancswt.org.uk) or visit the Twitter page @MancNature

## Appendix 2 – Consultation Process

1. My Wild City is a four-year collaboration between The Wildlife Trust for Lancashire, Manchester and North Merseyside and Manchester City Council which was launched at the beginning of 2019. The first phase of the process involved engagement and practical delivery; the second phase was around strategy development using the mandate provided by the extensive consultation undertaken. A new Biodiversity Action Group made up of leading academics, statutory bodies and key partner organisations was set up to shape the strategy and its key objectives.
2. In 2019, the My Wild City team undertook a comprehensive consultation exercise to listen and understand Mancunian's thoughts and ambitions for nature in the City. Developed alongside the City Council, the consultation was active for a period of six-months between April and October 2019, with a total of 2,195 individuals taking part. Results demonstrated that 98% of respondents were concerned about wildlife loss, with 81% of respondents stating that Nature in Manchester was extremely important to them.
3. One of the key aims of My Wild City was to lead more active conservation activity on key wildlife sites in Manchester as well as supporting residents to work together to deliver more positive action for nature in their community. Despite the massive disruption caused by COVID-19 to our practical delivery activities, to date the project has delivered 85 volunteer sessions across 11 priority wildlife sites in Manchester.
4. In response to the COVID-19 lockdowns, the My Wild City team led a further consultation exercise with Manchester residents to understand how nature was benefitting their lives during lockdown. Over 1,200 Mancunians responded with the overwhelming narrative being how important nature and local greenspace had become for residents and their health and wellbeing.
5. The project has been working closely with the Council's parks department, and has developed new action plans for 12 priority wildlife sites in Manchester to help support Parks staff and Friends of Groups to have a better understanding of how to manage their sites for biodiversity. In addition to the new action plans, the My Wild City team have worked alongside and supported 8 Friends of Groups in the City to try and increase their skills, resilience and connection with other groups and stakeholders.
6. Alongside supporting and encouraging residents to take action for nature within their neighbourhood and local greenspace, the project team also launched My Wild Garden as a campaign to encourage action by residents at home. Over 2,100 households have signed up to the campaign with a further 1,000 households receiving My Wild Garden resources as part of targeted neighbourhood interventions.
7. Since launching over 200,000 people have engaged with communication content around gardening for nature with various creative content produced including a

video with the City Centre Cloud Gardener shown [here](#), and a film about the connection between communities in North Manchester and Nature [here](#).

8. Organised by the Wildlife Trust with partners as a way to engage people positively about urban Nature, in 2022 over 4000 people attended the Manchester festival of Nature at Heaton Park in June. The event was also used as a further opportunity to engage with the public about the development of the new Biodiversity Strategy.



**Manchester City Council  
Report for Resolution**

**Report to:** Executive – 19 October 2022

**Subject:** Hackney Carriage Fare Review 2022

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

---

### Summary

In its capacity as advisor to the Executive on Hackney Carriage fares, the Licensing and Appeals Committee considered a report at its meeting on 26 September 2022, which set out all the relevant information in relation to a full Hackney Carriage Fare Review.

This report provides the Executive with the information considered by the Licensing and Appeals Committee in respect of that review along with its recommendation.

### Recommendations

The Executive is recommended to:

- (1) Increase the Day flag tariff to £2.60.
  - (2) Increase the Night flag tariff to £3.00.
  - (3) Apply the 23% increase to the rest of the fare on distance on Tariff 1.
  - (4) Apply the 23% increase on the fare on distance on Tariffs 2 & 3 (Night and Bank Holiday Tariffs).
  - (5) Not apply an increase to the waiting time on this occasion and review in 12 months.
  - (6) Retain the current 20p charge for additional passengers but review this in 12 months.
  - (7) Not reintroduce the 20p luggage surcharge at this time.
  - (8) Permit the £1.80 airport pick-up charge to be applied as an extra on the fare card.
  - (9) Ensure the Fare is reviewed again in 12 months' time.
  - (10) Increase the fouling charge from £30 to £50.
- 

### Wards Affected - All

**Environmental Impact Assessment** - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city

The Hackney Carriage Fares are determined by the City; therefore the City has a direct impact on the affordability of Hackney Vehicle proprietors in maintaining and upgrading vehicles to emissions compliant and zero emissions capable vehicles.

Our Manchester Strategy outcomes	Contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The Hackney Carriage Fares should take into account the associated costs of running and maintaining a business as a Taxi proprietor. Fares that accurately reflect those costs support security in driver jobs and the effective maintenance of vehicles.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Maintaining fares reflective of the business running costs helps ensure the Hackney Carriage industry can attract and retain drivers; and in turn ensure the Council can attract high quality applicants who can invest in the vocation long term.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The Fares should be set at a level that supports the City's ambition to remain an affordable destination to live, visit and work; supporting business and accessible travel as part of the wider transport network.
A liveable and low carbon city: a destination of choice to live, visit, work	<p>The Hackney Carriage Fares should take account of the associated costs of running and maintaining a business as a Taxi proprietor. Fares that accurately reflect those costs support investment in cleaner vehicles, and in turn a higher quality fleet that provides a better service for those living, visiting and working in the City.</p> <p>The Fares should also be set at a level that supports the City's ambition to remain an affordable destination to live, visit and work; supporting business and accessible travel as part of the wider transport network.</p>
A connected city: world class infrastructure and connectivity to drive growth	Ensuring the Hackney Trade remains financially viable, supports the Hackney industry in Manchester so that we can continue to offer an essential fully accessible service at key transport interchanges and ranks around the City, supporting the wider transport network and businesses.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

**Financial Consequences – Revenue**

None

**Financial Consequences – Capital**

None

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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.

- Hackney Carriage Fare Review 2022 - Report to Licensing and Appeals Committee (26 Sept 2022)
- Request for Temporary Hackney Carriage Fuel Surcharge – Report to Licensing and Appeals Committee June 2022
- Hackney Carriage Fare Review 2017 – reports to Licensing and Appeals Committee (April 2017) and Executive (June 2027)
- Review of methodology for calculating the Hackney Carriage Fares – reports to Licensing and Appeals Committee (Jan 2013 and Nov 2014)
- Relevant Sections of the Local Government (Miscellaneous Provisions) Act 1976

## 1.0 Introduction

- 1.1 The Council has the authority (under Section 65 of the Local Government [Miscellaneous Provisions] Act 1976) to fix the maximum fare/rate that Hackney Carriages can charge within the district for time and distance, as well as other charges in connection to the hire of a hackney carriage vehicle.
- 1.2 There is no set formula for calculating Hackney carriage fares and the legislation does not limit the Council in the external factors it may take into consideration, nor the amount by which it may vary the fare tariff (subject to reasonable decision making).
- 1.3 Under the Council's constitution, Hackney fares are determined by the Executive. The Licensing and Appeals Committee act in an advisory capacity to the Executive in relation to the fare review.
- 1.4 On 26 September 2022, the Licensing and Appeals Committee considered a report detailing a full review of the Hackney Carriage Fares. This report sets out the information considered by the Licensing and Appeals Committee and its recommendations to the Executive in relation to setting of the maximum Hackney Carriage Fares.

## 2.0 Background

- 2.1 The current methodology for calculating the Hackney Carriage Fares in Manchester has evolved over several years. The 'Halcrow-Manchester Formula' was originally devised in 2002, based on a model formula used by the Public Carriage Office in London (as was – now Transport for London) at that time. The formula uses data from several sources for the following components to calculate an estimate of the average annual cost of running a Manchester licensed Hackney vehicle:
  - Cost of purchasing a vehicle (averaged over lifespan of vehicle)
  - Parts
  - Tyres
  - Garage – servicing and repair
  - Fuel (although this was removed and reinstated)
  - Insurance
  - Licensing fees
- 2.2 The formula is no longer the sole determinant of the Hackney Carriage Fares. Following a review of the methodology, the Licensing and Appeals Committee agreed the following in January 2013:
  - The data and component parts of the current formula as revised should be used as one part of the hackney carriage fare review
  - In calculating any hackney carriage fare review consideration should be given to the current Consumer Price Index (CPI)

- In calculating any hackney carriage fare reviews; consideration should be given to comparable earnings-related data
  - In calculating any hackney carriage fare reviews comparator fare information from other core cities and AGMA authorities should continue to be provided
  - That any component of the formula would be reviewed at any time, in particular to reflect any relevant change in policy or practice
- 2.3 Changes have also been made over time to the fare tariff itself; for example, a surcharge for luggage was removed on the recommendation of this Committee in 2014 following a full consultation.
- 2.4 In determining the fares, the Council must consider the ability of a hackney carriage proprietor to purchase a vehicle that conforms with our purpose-built hackney carriage policy whilst maintaining a reasonable living standard. The Council also needs to take into consideration the impact on the travelling public and the wider strategic aims of the city. The Fares should be set at a level that supports the City's ambition to remain an affordable destination to live, visit and work; supporting business and accessible travel as part of the wider transport network.
- 2.5 The current table of fares and extras is attached to this report as **Appendix 1**

### 3.0 Previous Fare Reviews

- 3.1 The Hackney Fare Tariff was last fully reviewed in June 2017 when a 6.42% increase was applied to the distance element of the fare tariff only (waiting time tariff was not adjusted). Minor amendments were made in 2018 and 2020 to reflect charges introduced at Manchester Airport. It is acknowledged that the fare tariff has not been fully reviewed since 2017. Whilst there is no requirement for the authority to review the fare annually, the authority would normally aim for more frequent reviews. Other significant service pressures and priorities meant this was not possible in 2018-19, although the data indicates that there were no significant increases in running costs during those years. During the pandemic years 2020 and 2021, undertaking a review was not viable, however, the Executive will be aware of the support provided to the Hackney trade during that time. The Unit has remained responsive to significant issues, ensuring the Committee were able to consider changes in relation to the airport charges and the hike in fuel prices.

The table below outlines the changes to the Fare Tariff in recent years:

Year	Outcome
2011	Increase 7.4%
2012	Increase 4.33%
2013	No change
2014	-4.37% No change
2015	-5.23% No change
2016	-3.20% No Change

2017	Increase 6.42%
2018	Airport charges included – no change to wider tariff
2019	No review
2020	Airport charges added – no change to wider tariff
2021	No review – Covid
2022	Fuel surcharge – 80p

- 3.2 Members will recall that the Executive approved a temporary fuel surcharge of 80p in June 2022 (effective in July 2022). The amended the Fares as follows:

	Tariff 1 (Day)		Tariff 2 (Night)	
	Flag	2 miles	Flag	2 miles
<b>2022 – temporary fare</b>	£2.30	£6.50	£2.80	£8.50
<b>2017 fare</b>	£2.30	£5.70	£2.80	£7.70

- 3.3 The implementation of the surcharge means that the travelling public have now been subject to increased fares for over 3 months.
- 3.4 Members should note that this Fare Review has disregarded the fuel surcharge and any proposed amendment to the fare is in relation to the Hackney Fare Tariff as was determined in June 2017. Further fare comparisons with other cities and GM districts are detailed later in the report.

#### 4.0 2022 Fare Review – data and considerations

##### 4.1 Halcrow-Manchester Formula

The Licensing and Appeals Committee received a full breakdown of the component costs and source data used within the formula to calculate the fares. This data can be found at **Appendix 2**.

- 4.2 The formula provided that the estimated running costs of a Manchester licensed Hackney Carriage Vehicle had increased by **23.01%** in 2022 compared to the costs in 2017 (when the last full review was conducted).

##### 4.3 Consumer Price Index (CPI)

According to the Office for National Statistics the rate of inflation in the UK as of July 2022 was 10.1%. The CPI has however increased by **18.6%** since December 2016:

	Consumer Price Index UK
December 2016	102.2
July 2022	121.2
<b>% change</b>	<b>+ 18.6%</b>

#### 4.4 Comparable Earnings-related data

According to the ONS the average full time employee earnings in 2021 was £31,772. When compared with the same data used in 2016 for the last full fare review (£28,296), this shows an increase in earnings related data of **12%**.

#### 4.5 Trade Engagement

The Licensing and Appeals Committee heard information in relation to engagement sessions officers held with Hackney trade representatives. The feedback is summarised as follows:

- Reps were keen to ensure the committee remained aware of the significant impacts of the pandemic and cost of living on their livelihoods, and that these impacts follow the wider impact of the changes in the private hire industry and proliferation of out of area working; the removal of some ranks due to the sweeping changes to the City's highway infrastructure and the pending clean air and emissions policy requirements that will require them to upgrade vehicles within a very limited and expensive market. Their feedback is that the trade is unviable at the time, with many hackney drivers having already left or are thinking of leaving the trade.
- The trade were very conscious that whilst they are struggling financially, so too are the travelling public.
- Reps were also conscious that there has not been an increase for some time so this may come as a steep increase to passengers. However, overall state they are struggling to meet their business costs at present and require a fare increase
- All groups canvassed their own members and fed back that the overwhelming majority welcomed and supported that the fares should be increased in line with the increased costs estimated by the formula, and in turn **made representation to the Committee to apply 23% increase across all tariffs.**
- There appeared to be mixed views with regards to the flag tariffs – but overall, a view that the initial flag fares should increase having remained static for many years
- The trade reps were supportive of an increase in the fouling charge from the £30 it has been for several years now, to £50 to better reflect current costs
- There were suggestions that the Council also consider increasing the extra on the Fare card for additional passengers from 20p to 40p
- There were also suggestions that the Council consider re-introducing the luggage surcharge on the farecard.

4.6 Cognisant that not all licensees are members of an association or trade group, officers also canvassed the wider trade by conducting an online survey of all Manchester Hackney licensees (just over 3000 licence holders). The quick online survey is a relatively new tool used by the Licensing Unit to get

immediate feedback from licensees; and has to date proven to be effective in eliciting a substantial response rate compared to previous methods of engagement. The average time taken to complete the survey was just over 2 minutes. The Licensing and Appeals Committee heard that the Unit received 1295 responses over 3 days. During the meeting on 26 September 2022, the Committee also heard some trade representatives challenge the validity of this survey, suggesting that it could have been manipulated by some licensees who completed it more than once. Officers confirmed to the Committee that the platform did not prevent respondents submitting more than one response. The survey questions and the responses that were received can be found at **Appendix 3**.

#### 4.7 Passenger Tariff Extra

The Fare Tariff currently permits drivers to charge 20p for each additional passenger to the hirer. This charge has been 20p since at least 2006 according to service records. The meter can only be calibrated to turn over at the same increment denomination, so if it were to be increased it would have to be increased to 40p.

#### 4.8 Luggage Tariff Extra

The Fare tariff has changed over the years, but previously permitted drivers to charge 20p for each article of luggage that was carried outside of the passenger compartment (i.e. in the front compartment of the vehicle or the boot).

Some trade reps requested that this charge be reintroduced with some requesting it be applied to all luggage carried within any compartment of the vehicle, and others requesting it apply as stated previously. Submissions also included increasing the charge to 40p per item of luggage. Views put forth were that large luggage in the main compartment took the space of a person who would otherwise be charged as an extra; manual handling of luggage should be compensated; and carrying luggage meant more weight and more fuel usage.

The current Hackney Carriage Bye-Laws require drivers by law to assist passengers with luggage:

*The driver of a hackney carriage so construed to carry luggage shall, when requested by any person hiring or seeking to hire the carriage –*

- (a) convey a reasonable quantity of luggage*
- (b) afford reasonable assistance in loading and unloading; and*
- (c) afford reasonable assistance in removing it to or from the entrance of any building, station or place at which the may take up or set down such person*

The issue of luggage surcharges was considered at length in 2014, when it was removed from the fare tariff following a public consultation; and is fraught with difficulty when dealing with related complaints.



#### 4.9 Airport charges

Manchester Airport Group (MAG) have proposed changes to the pick-up charge for Hackney Carriages at the terminals. This is completely different to the drop off charges which apply to all airport users, and is a charge made only to Hackney vehicles to access the ranks at the terminals.

This charge is currently £1.60 and has been fixed at that rate for over 10 years. The driver initially pays this charge when accessing the Hackney feeder park at the airport, which controls and manages the Hackney Carriage access to the forecourt ranks. The £1.60 charge is referred to by the trade therefore as the feeder park 'barrier charge'. The driver is subsequently permitted (via the Farecard) to charge this back to the customer when picking up from one of the airport terminals. In order to access the feeder park, the driver also requires a feeder park permit. The charge for this is currently £28.80 and this has also remained at this price for over 10 years.

The feeder park barrier and permit charges cover the costs of facilitating Hackney Carriages to operate at the airport; the running and maintenance of the feeder park which includes a prayer room, toilets, kitchen area, rest rooms (with tv), visual screen with flight information and a dedicated 24hr a day / 365 days a year marshal service based within the feeder park. The capacity of this facility is 100-200 vehicles.

Several discussions have taken place over the last 12 months and the outcome is that MAG are proposing:

- The permit charge remains as is for now at £28.80 (one off charge)
- **The pick-up (barrier) charge is increased from £1.60 to £1.80**
- MAG will not seek any further increase to the pick-up charge any earlier than April 2026, save for extraordinary circumstances (i.e. pandemic / unforeseen substantial cost increases)

MAG would like to assure the Executive that the feeder park is run on a cost recovery basis only and it does not make a profit from this revenue. MAG state that any surplus or loss each year is applied back to the feeder park accounts, and this will be monitored over the next 4 years. MAG have modelled assumptions up to 2026 based on a continued recovery of travel behaviour from the pandemic to pre-covid levels; on which basis MAG anticipate a break-even position by the end of March 2026. However, as stated, this will be monitored and reviewed with the trade and Licensing as necessary

The Executive must consider whether to permit the amendment to this pick up charge on the Hackney Carriage Fare Card from £1.60 to £1.80.

#### 5.0 **Licensing and Appeals Committee Recommendation**

- 5.1 During the meeting on 26 September 2022, the Committee heard further representations from trade representatives. In summary the feedback was:

- Keen to point out that there has not been an increase on their fares for some time and emphasised that the formula outlines that their running costs have increased by 23%, and that if this increase were to be applied to the fares, this wouldn't be an increase in profit but a recovery of their costs and that they are struggling to meet their business costs at present
- It was stated that one fare increase in the last 10 years was not enough and that an increase of around 30-35% was more appropriate. It was also expressed however by one representative that it was generally accepted that this was too much for customers to bear.
- The trade generally did not agree with the officer recommendation not to apply an increase to the waiting element of the fare tariff at this time and noted to the committee that private hire companies are able to apply higher charges at peak congestion times when vehicles are more likely to be stuck in traffic.
- Felt it was unfair to night-time drivers if the increase was only applied to the day tariff.
- Pointed out that new vehicle costs have increased and licence holders are still awaiting assistance from the Clean Air Fund to upgrade their vehicles.
- Unite the Union stated they surveyed their members and found that they supported a higher initial flag rate than had been suggested by the Council's survey. Their members also fully supported applying a 23% increase to the fare across the board on all tariffs and waiting time.
- Overall, the Committee were urged strongly to apply at least 23% for both day and night tariffs and waiting times, increase fouling charge and welcomed annual reviews.

5.2 The Committee had a number of options and considerations in determining a recommendation to the Executive:

- Apply all or a portion of the 23% increase increase in costs suggested by the formula; and
  - Apply that increase against the distance fare
  - Apply that increase against the waiting time
  - Apply that increase against either Day or Night Tariffs or both
  - Amend the flag tariff of either/all Tariffs and apply any increase on the remaining distance or time or both
- Amend any other elements of the fare tariff
- Choose not to amend the fare tariff at this time

5.3 Upon consideration of the report and hearing further submissions from trade representatives, the Licensing and Appeals Committee deliberated before outlining its recommendation to the Executive:

- (1) Increase the Day flag tariff to £2.60.
- (2) Increase the Night flag tariff to £3.00.
- (3) Apply the 23% increase to the rest of the fare on distance on Tariff 1.
- (4) Apply the 23% increase on the fare on distance on Tariffs 2 & 3 (Night and Bank Holiday Tariffs).

- (5) Not apply an increase to the waiting time on this occasion and review in 12 months.
- (6) Retain the current 20p charge for additional passengers but review this in 12 months.
- (7) Not reintroduce the 20p luggage surcharge at this time.
- (8) Permit the £1.80 airport pick-up charge to be applied as an extra on the fare card.
- (9) Ensure the Fare is reviewed again in 12 months' time.
- (10) Increase the fouling charge from £30 to £50.

5.4 The Committee provided the following reasons for its recommendations:

*The Committee considered the content of the report and everything said at the meeting. The Committee was conscious it had to balance the need to ensure that the hackney carriage trade which is an important part of the public transport offering in Manchester remains viable against the needs of the travelling public particularly those disabled passengers who rely on wheelchair accessible vehicles as well as other residents and visitors to the city. The Committee was not unanimous in its decision to recommend the 23% increase in distance to the night-time tariff. Some members were concerned about the effect this would have on trade in what they consider a competitive night-time market. When deciding on the recommendations the Committee took into account the volatile state of the economy and the fact that the Trade was still in a financially difficult position due to the effects of the pandemic. However, the Committee was also mindful that passengers were facing a cost of living crisis. Taking these factors into account as well as the fact that they would recommend a further review of Hackney carriage fares in 12 months' time the Committee did not consider it appropriate to recommend an increase in the waiting time tariff at this stage.*

5.5 Since the Licensing and Appeals Committee on 26 September 2022, further comments have been received from two trade association representatives. These question the data used for the Halcrow Manchester formula, specifically around the vehicle costs and comparisons with the 2017 review. Due to conditions in the second-hand vehicle market, it is considered the data and assumptions being applied for 2022 are reasonable.

## 6.0 Comparison with other cities and GM authorities

6.1 **Appendix 4** provides the Executive with a comparison of flag rates and fares for a 2 mile journey on both day and night tariffs in other core cities and GM districts. The table denotes where Manchester's current fares and those recommended by the Licensing and Appeals Committee are positioned.

6.2 **Appendix 5** provides Members with the current comparison waiting times for 1 hour for day and night tariffs in other core cities.

## 7.0 Timetable for Implementation

7.1 The table below outlines the possible timetable for implementation of any changes determined to the Hackney Carriage Fares:

26 September 2022	Licensing and Appeals Committee
19 October 2022	Executive
21 October 2022	Public Notice in MEN 14-day consultation period
4 November 2022	End of consultation period
18 November 2022	If no objections received, new fares take effect (following recalibration of meters)
5 December 2022	If objections are received; Licensing and Appeals Committee consider objections

## 8.0 Conclusion and recommendations

8.1 The report outlines the relevant information the Executive needs to consider in determining the Hackney Carriage Fares.

8.2 The Licensing and Appeals Committee in its advisory capacity to the Executive considered a full fare review report on 26 September 2022 and makes the recommendations set out in 5.3 above and at the beginning of this report.

8.3 The Executive has the authority to:

- Apply *all, part or none* of the recommended amendments to the Fare Tariff
- Apply any additional amendment(s) it determines as appropriate

## 9.0 Contributing to a Zero-Carbon City

9.1 The Hackney Carriage Fares are determined by the City; therefore the City has a direct impact on the affordability of Hackney Vehicle proprietors in maintaining and upgrading vehicles to emissions compliant and zero emissions capable vehicles.

## 10.0 Contributing to the Our Manchester Strategy

### 10.1 (a) A thriving and sustainable city

The Hackney Carriage Fares should take into account the associated costs of running and maintaining a business as a Taxi proprietor. Fares that accurately reflect those costs support security in driver jobs and the effective maintenance of vehicles.

10.2 **(b) A highly skilled city**

Maintaining fares reflective of the business running costs helps ensure the Hackney Carriage industry can attract and retain drivers; and in turn ensure the Council can attract high quality applicants who can invest in the vocation long term.

10.3 **(c) A progressive and equitable city**

The Fares should be set at a level that supports the City's ambition to remain an affordable destination to live, visit and work; supporting business and accessible travel as part of the wider transport network.

10.4 **(d) A liveable and low carbon city**

The Hackney Carriage Fares should take account of the associated costs of running and maintaining a business as a Taxi proprietor. Fares that accurately reflect those costs support investment in cleaner vehicles, and in turn a higher quality fleet that provides a better service for those living, visiting and working in the City.

The Fares should also be set at a level that supports the City's ambition to remain an affordable destination to live, visit and work; supporting business and accessible travel as part of the wider transport network.

10.5 **(e) A connected city**

Ensuring the Hackney Trade remains financially viable, supports the Hackney industry in Manchester so that we can continue to offer an essential fully accessible service at key transport interchanges and ranks around the City, supporting the wider transport network and businesses.

## 11. Key Policies and Considerations

11.1 **(a) Equal Opportunities**

Whilst we do not have exact demographic data (as we do not collect this data as part of the licensing process), we know from our customer interactions that a significant majority of Hackney Carriage licence holders are from BAME communities. We also know that members of the BAME community (and communities in the North-West), were disproportionately impacted by the pandemic.

Hackney Carriages also provide key accessible transport for passengers with mobility issues or other disabilities and must remain a viable option for these key affected groups.

11.2 **(b) Risk Management**

No further considerations for this report.

11.3 **(c) Legal Considerations**

No further considerations for this report.

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## Appendix 1 – Current Fare Tariff determined December 2020

	Current Charge
<b>DAY TARIFF (6.00am until 10.00pm)</b>	
First 381.1yards (348.44m)	<b>£2.30</b>
then for every 178.96yards (163.6m) or part thereof	<b>20p</b>
Waiting time every 38.89 seconds (£3.20 per 10 mins, £18.60 per hour)	<b>20p</b>
<b>NIGHT TARIFF (10.00pm until 6.00am) [Bank Holidays and Good Friday 24hrs]</b>	
First 230.39yards (210.67m)	<b>£2.80</b>
then for every 134.4yards (122.9m) or part thereof	<b>20p</b>
Waiting time every 29.29seconds (£4.00 per 10 mins, £24.60 per hour)	<b>20p</b>
<b>EXTRAS</b>	
Christmas / New Year 8pm on 24 December until 6am on 27 December 8pm on 31 December until 6am on 2 January	<b>Night rate plus 50%</b>
For each passenger additional to hirer	<b>20p</b>
For journeys through Piccadilly Station taxi rank barrier	<b>60p</b>
For journeys from Manchester Airport through barrier (Pick Up)	<b>£1.60</b>
For journeys from Manchester Airport (Drop off )	<b>£3.00</b>
For journeys through ground transport interchange (rail link)	<b>60p</b>
Fouling Charge	<b>£30</b>

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## Appendix 2 – Halcrow Manchester Formula – component data sources

Component	Data Source	Notes
Vehicle Cost	London Taxi Company (LTC) Mercedes Cab Direct	<p>New TXs can no longer be purchased, having been replaced by the TX Electric Taxi.</p> <p>New Peugeot E7s are no longer available to purchase and so Peugeot prices have been taken out of the formula.</p> <p>Cab Direct have informed that there is currently no second-hand market to purchase compliant vehicles.</p> <p>Vehicle costs are included for: Cost of new purchase, current HP rate and monthly payments - purchase new and run for 12.5 years.</p> <p>NB. The formula has not taken into account that grants are due to be offered to licensees when replacing their existing vehicle with a new vehicle</p>
Parts	Office for National Statistics (ONS): Retail Price Index (RPI)	<p>Previous data source Mann &amp; Overton - no longer trading</p> <p>TfL (formerly Public Carriage Office upon which the Halcrow formula is based) identified a new data source for parts &amp; tyres; they apply the yearly change in the ONS RPI figure for motoring expenditure: maintenance of vehicles.</p> <p>Data Base year = 1987 = 100 Increase applied from base at 2016 compared to 2022</p>
Tyres	Office or National Statistics (ONS): Retail Price Index (RPI)	Previous data source Mann & Overton - no longer trading

	'motoring expenditure: maintenance of vehicles'	TfL (formerly Public Carriage Office upon which the Halcrow formula is based) identified a new data source for parts & tyres; they apply the yearly change in the ONS RPI figure for 'motoring expenditure: maintenance of vehicles' Data Base year = 1987 = 100 Increase applied as % increase from base as at 2016
Garage & Servicing – Labour	Office of National Statistics (ONS) This is obtained from the Annual Survey of Hours and Earnings (ASHE) via <a href="http://www.ons.gov.uk">www.ons.gov.uk</a> .	The data is obtained from Table 14.6a Hourly Pay – All employees. The mean% change for Vehicle Technicians, Mechanics and Electricians is used and applied to the 2016 value
Fuel	AA Fuel price index	The AA no longer publish the level of granularity on their fuel index as they did in 2016. Therefore the cost of a litre of diesel in the Northwest region as of July 2022 has been used - the % change from the cost price index in Jan 2017 as been used within the formula
Insurance	Office for National Statistics (ONS) Retail Price Index (RPI) figure for motoring expenditure: 'vehicle tax and insurance'	Previous source AA Insurance Index – no longer available.  In line with its application at TfL, costs for insurance will be uplifted by the yearly change in the ONS RPI figure for 'motoring expenditure: vehicle tax and insurance' Data Base year = 1987 = 100 Increase applied as % increase from base as at 2016

Miscellaneous	Licensing Unit	<p>This is the annual cost of:</p> <ul style="list-style-type: none"> <li>• renewal licence for a hackney carriage vehicle</li> <li>• renewal licence for hackney carriage driver (apportioned to annual cost)</li> <li>• 2 vehicle compliance tests</li> </ul>
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The table below provides the cost comparison and final calculation provided by the Halcrow-Manchester Formula:

<b>Component on index</b>	<b>Total Costs 2016-17</b>	<b>Total Costs 2022</b>
Vehicle Cost	5782	5763
Parts	3438	3986
Tyres	281	326
Garage & Servicing - Labour	986	1117
Fuel	3548	5732
Insurance	2515	3421
Licence Fees	402	507
<b>Grand Total (£s)</b>	<b>16952</b>	<b>20852</b>
<b>Difference 2016/17 compared to 2022</b>	<b>23.01% increase</b>	

### Appendix 3 - Hackney Licence Holder Online Survey

Questions posed in the Hackney Carriage Licence holder online survey:

- i. *Do you agree that the full 23% increase should be applied to the Fare Tariff?*
- ii. *If not, why not*
- iii. *Do you agree that this should be applied to both the yardage fare and the waiting time?*
- iv. *Do you think the flag rate should be amended as follows (select one of 3 options - Tariff 1 £2.60 / £2.80 / £3.00)*
- v. *Do you think the flag rate should be amended as follows (select one of 3 options - Tariff 2 £3.00 / £3.20 / £3.40)*
- vi. *Do you agree that the fouling charge should be increased to £50?*

Overwhelmingly, the majority of respondents (1256) agreed that the full percentage increase suggested by the formula should be applied to the Fare Tariff and 1267 respondents wanted that applying to both the distance and time elements of the tariff.

With regards to the flag rates there was much more variance in opinion:

- Day Flag
  - £2.60 = 49% (640)
  - £2.80 = 15% (194)
  - £3.00 = 36% (461)
- Night Flag
  - £3.00 = 53% (692)
  - £3.20 = 11% (137)
  - £3.40 = 36% (466)

The vast majority (1218) agreed with increasing the fouling charge to £50.

#### **Verbatim Text from 39 survey respondents that did not agree to the application of the full 23% to the Fare Tariff:**

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0.15

23% for days would be ok. 10/15% for nights would be better. Higher fares will be off putting and turn trade away to uber etc

Already too much competition already

An increase of 23% would be too large in one instance I'd try rate of inflation (12%).

Because less people will not use Hackney Cabs and the Council will increase all our expense (MOT, Renewal Bags and so on) I prefer the rate started from 20:00 instead 22:00

Because,23%” i think is slightly higher fares for the majority customers in the long terms, specifically when you have competition with Uber” and Bolt and other’s putting their lowest fare’s to attract customers, I personally think a slightly less expensive than 23%” would be right fairly priced affordable efficient to the customers, to be fair however, the costs of the living is having a effective struggle on all works of lives, Finally, we would like maintaining our trust worthy repetition to our customers and continue providing good service in the hackney carriage taxi trade in the future Competition

Cost of living going up. This will have negative impact on our taxi trade. We want to be competitive in the market. I will recommend 7% increase in night fare And 15% increase day fare. Everyone is struggling and going through tough times. Night starting fare should remain same 2.80

Day fare should +23% Night fare should +10%

Does not cover the all round financial difficulties now and what lies ahead &3.50 days £4.30 nights.

Fares are already too much compared to Uber. The trade is struggling as it is I believe it should be minimum %30 increase due to the cost of living.

I believe it should go up gradually not at the same time 23% should go up in next 2-3 years

I believe the tariff should go up in 2 increments over the next 6 months 12% and then again in December by 11%. This will allow public to adapt without noticing to much of a shock we should analyse the data after the first increase and then we could better anticipate if the next rise should be 11% or significantly lower.

I think it is to low, especially when everything is going up again very soon and we still haven't recovered from all the increasing prices already

I think it will be too much

I think we need to strike a balance with our main Competition which is Uber

I understand costs are going up. However costs are going up for every member of the public. This full increase in my opinion will be damaging for the Hackney trade.

We need to think about the public and not just the benefits for the drivers.

It is very high increase for public

It should be more than 23%

Passengers are already struggling to pay the fare

The day rate should be increased but the night rate is ok and we are already struggling to compete with uber increasing the night rate would kill the black cab trade

The fair should be used to adjust the flag fare and start the night rate earlier

This should be more than

To much all in one fare rise. The newspapers will have a field day. The 23% is justified but should have been gradually implemented over the last 5 years where there has been not fare rises.

Too much too soon. We are struggling to compete with half of Wolverhampton and Sefton. 10% plus 5% p.a

Too much, we will lose work to private hire.

Too much, it will kill the trade, all passengers I've spoken to, have said they'll use Uber instead of a black cab.

Too much. It should be only a slight increase of 15% on day rate and 10% on night rate due to financial difficulties that many people are going through after the pandemic who may be deferred from using Hackney vehicles. Also, there are many competitors in the market that operate at a very low rates.

We want the trade should not be bad effects but want only reasonable increases With other local taxi firms Charging lower fares we will not see many people using our service. Already there has been an impact due to higher bills.

The 23 percent is too much many people will not be able to pay the extra cost

This fare increase is too much. It will result in decrease of workload and is inappropriate too when there is a great squeeze heading our way...

Too much expensive and will lose work

Inflation going high hard time for every to manage expenditure utility bills around 10% increasing should be ok for everyone

Already expensive

It should be equivalent with 80p surcharge too high might lose customers due to inflation.

Fares on Tariff 2 do not need to increase otherwise we are going to lose a lot of work to competitors, however I think 23% increase on tariff 1 is justified.

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**Core Cities & GM Fare Comparison on a 2 mile journey**

**Data source: Individual Authority Fare Cards & Private Hire Monthly – August 2022**

Core City	Tariff 1 (Day)		Tariff 2 (Night)		Last Reviewed
	Flag	2 Miles	Flag	2 miles	
London	£3.80	£9.80	£3.80	£11.20	2022
<b>Manchester Proposed</b>			£3.00	£9.20	Proposed
Nottingham	£2.00	£8.00	£2.00	£8.40	2022
Portsmouth	£4.00	£7.20	£4.00	£7.80	2022
Edinburgh	£3.00	£7.00	£4.00	£8.25	2021
Bristol	£2.80	£7.00	£3.40	£8.20	2022
<b>Manchester Proposed</b>	£2.60	£7.00			Proposed
Glasgow	£3.30	£6.80	--	--	2021
Sheffield	£2.60	£6.70	£3.10	£7.20	2022
Liverpool	£3.00	£6.50	--	--	2022
Leeds	£2.60	£6.40	£3.00	£6.80	2017
<b>Manchester Current</b>	£2.30	£5.70	£2.80	£7.70	2017
Newcastle	£2.20	£6.20	--	--	2022
Birmingham	£2.20	£6.20	£2.60	£7.00	2012

-- denotes information could not be found online

GM	Tariff 1 (Day)		Last Reviewed
	Flag	2 Miles	
Tameside	£2.00	£6.40*	2022
Bury	£1.90	£6.10	2020
Stockport	£2.00	£6.00	2017
Trafford	£2.00	£5.80	2017
Wigan	£2.00	£5.60	2022
Rochdale		£5.50	2022
Oldham	£1.60	£5.50*	2012
Salford	£2.80	£5.46	2022
Bolton	£2.00	£5.20	2008
<b>Average 2 mile journey</b>		<b>£5.70</b>	

\*Fares currently under review

## Appendix 5 – Core Cities Comparison on a 1 hour waiting time

Data source: Individual Authority Fare Cards

Core City	Day	Night
London	£31.40	£38.60
Edinburgh	£25	£29
<b>Manchester (if 23% increase were applied)</b>	<b>£22.80</b>	<b>£30</b>
Bristol	£20	£23.20
Nottingham	£19	£21
<b>Manchester (Current)</b>	<b>£18.60</b>	<b>£24.60</b>
Leeds	£17.40	£17.80
Birmingham	£15.80	£19.50
Sheffield	£14.20	£14.20
Portsmouth	£13.80	£15.20
Liverpool	£12	--
<b>Average</b>	<b>£18.73</b>	<b>£22.56</b>

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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee – 11 October 2022  
Executive – 19 October 2022

**Subject:** Digital and ICT Strategy

**Report of:** Deputy Chief Executive and City Treasurer

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### Summary

This report has been written to provide an update on the development of the ICT & Digital Strategy.

The Strategy has been developed to meet the evolving needs of ICT & Digital.

### Recommendations

That Scrutiny note the contents of this report and the changes that will be required over the next few years to deliver this important agenda.

The Executive are recommended to approve the ICT and Digital Strategy.

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### Wards Affected: All

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

The ICT & Digital Strategy aims to improve the Council's efficiency and effectiveness in the context of reducing our carbon impact including in areas such as estates, printing, and travel. The successful delivery of the Digital and ICT approach will be integral to this.

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The ICT & Digital Strategy is designed to strengthen the delivery of the priorities in Council's Corporate Plan, and as a result, all the Our Manchester Strategy outcomes. Some of the workstreams will also have a more direct impact as outlined below.

A highly skilled city: world class and home-grown talent sustaining the city's economic success	The ICT & Digital Strategy is designed to strengthen the delivery of the priorities in Council's Corporate Plan, and as a result, all the Our Manchester Strategy outcomes. Some of the workstreams will also have a more direct impact as outlined below.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	<p>The strategy aims to put in place a number of developments including public Wi-Fi and upgraded machines in Libraries accessible to all.</p> <p>The WAN Project has supported the roll out of fibre across the City, with 138 of our sites now connected and upgraded a number of exchanges, this is the basis for future development.</p>
A liveable and low carbon city: a destination of choice to live, visit, work	Several the projects in our proposed strategy will see a reduction in our annual carbon output such as the move to the cloud, and new equipment using less resources.
A connected city: world class infrastructure and connectivity to drive growth	The Council adopting technology and delivering digitally makes a positive contribution to Manchester's ambition to be a leading and inclusive Digital City.

### Contact Officers:

Name: Carol Culley  
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Name: Chris Wanley  
Position: Director of ICT  
Telephone: 0161 234 5998  
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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.

Digital Strategy

## **1. Introduction**

- 1.1. ICT & Digital is critical to the delivery of Council services.
- 1.2. This Report has been written to provide an update on the ICT & Digital Strategy.
- 1.3. This report includes:
  - A copy of the ICT & Digital Strategy (Appendix A)
  - Details on the development & consultation of the strategy to date.
  - Proposed governance model.
  - Work in preparation for the implementation of the strategy

## **2. Context**

- 2.1. ICT & Digital are central to the Council to be able to deliver efficient and effective services.
- 2.2. The strategy and technology road map are important for delivery council priorities to make sure that investment is prioritised in line with the Councils priorities, and that it sits upon robust and secure infrastructure.
- 2.3. The strategy will also underpin the delivery of the next phase of the Future Shape of the Council programme particularly:
  - Delivering an improved service to our residents and businesses through an implementation of a new Customer relationship Management (CRM) system and website through the Resident and Business Digital Experience Programme.
  - The replacement of the council's main Finance, Procurement and Human Resources system (SAP) which will be at end of life in 2027.
  - Moving away from our current data centres to a hybrid cloud approach which will see over 50% of our servers move to the cloud, reduce costs and improve resilience.
  - Further embedding the systems and processes from the old Northwards Housing organisation into Housing Operations.

## **3. Consultation**

- 3.1. There has been wide consultation across service users, Directorates and through member panels as well as with the ICT Service to support the development of the Strategy. The ICT & Digital strategy is due to go to Executive for approval on 11th October.

## **4. Proposed Governance Model**

- 4.1. The implementation of the new ICT and Digital Strategy will be overseen by the ICT and Digital Design Authority Board.

- 4.2 The Board will be responsible for decisions on the use of new systems and technologies – council wide.
- 4.3 It will be led jointly by ICT with the Lead Member for ICT and Digital, and involve other key council stakeholders, who will advise on, commission, and deliver, the most appropriate solutions for the Council. This approach ensures the Design Authority Board can better meet the demands of the Council and will minimise the duplication of technical and digital capabilities.

## **5.0 Preparation for Implementation**

### **ICT & Digital Strategy and Future Operating Model**

- 5.1 The Information and Communications Technology (ICT) service will have a critical role in the delivery of the Strategy. ICT are currently developing an ICT & Digital Future Operating Model with input from external expertise. This is to ensure that ICT continues to support the Council in the right way, as business need and technology evolves over time.
- 5.2 The main objectives are to:
- action the ambition to be a Digital-first and Cloud-first organisation
  - align to the Council's wider Digital Strategy
  - align to other MCC strategies, and policies and developing initiatives e.g., data management policy, carbon reduction ambition
  - move IT provision from traditional transactional service to a more strategic and influencing focused service
  - deliver secure, stable, and compliant operational services
  - innovate and influence new ways of working through exploitation of modern technology
  - establish a customer focused ICT & Digital organisation that offers great customer experience and seamless technology services.
- 5.3 The work is being developed in consultation with our workforce and other key stakeholders. The service itself is currently delivering several major projects to improve resilience, reduce cyber security risks, replace old legacy systems and improve functionality which are supporting the technological and transformation changes the council needs to make.
- 5.4 Work is ongoing to develop a four-year delivery and investment plan, which once this strategy is agreed, will go via the appropriate Council approval and budget setting routes.

## **6.0 Recommendation**

Scrutiny are asked to support the ICT & Digital Strategy





MANCHESTER  
CITY COUNCIL

# DRAFT - ICT & Digital Strategy

## Version 4 (including feedback from consultation)



# ICT & Digital Strategy

2022 - 2026

# ICT & Digital Strategy 2022

"A relentless drive towards digitally empowering better outcomes for the Council and it's Communities using inclusive, secure & connected technologies to underpin exemplary ICT and service delivery."

Vision

**Objectives**

- Develop a deep understanding of council areas and being the council's trusted advisor and partner
- Create the right conditions for the protection & best use of data to support improved council decision making
- Lead, instigate and manage the use of innovative digital tools and technologies
- Be the best of breed technology partner in delivery of Council and City ambitions

**Digital Themes**

- Designing for and with Users
- Doing the right things at the right time
- Building digital capabilities
- Investing in skills and transforming culture
- Becoming a data driven council
- Modernising technology use

**Strategic Enablers**

- Provide a well-managed service
- ICT & Digital Governance
- Security & Privacy

**Our Role**

- Business Co-Creator
- Change Agent & Instigator
- Trusted Advisor & Operator

**The Roadmap**

	2022/24 NOW	2024/25 NEXT	2025/26 LATER
Strategy Formulation	Disparate Strategies	Aligning Strategies	Integrated Strategy
Digital Governance	Disparate Governance	Aligning Governance	Integrated Governance
ICT & Digital Core Services	IMPROVE	Get Ready for CHANGE	INNOVATE

# Contents

1. Executive Summary

2. Digital Services Vision

3. Business Context

4. ICT Strategic Enablers

5. Digital Approach

6. Our Role & Guiding Principles

7. Strategic Roadmap

# 1. Executive Summary

This ICT & Digital strategy provides a strategic response and blueprint for the future in which the technology landscape will be a fundamental and essential part of the running of the Council, . ICT will seek to strengthen our digital approach to empowering council services to exploit the transformational opportunities offered by both current and emerging technology and digital tools.

This strategy complements and strengthens the current Digital strategy and the scope of its deliverables. Whilst the current Digital strategy is mainly outward focused to the City, this strategy seeks to provide alignment between the external and internal digital agenda supported by a clear focus on delivery of great technology and services.

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Within this strategy and wider through the delivery of our services we will take a fresh, digital approach to how we deliver our services to the Council. We consulted widely with services who expressed their challenges and opportunities, and we commissioned external expertise to show us the art of the possible and what is and should be happening within our sector. Because of this, we are resetting our past approaches, behaviours and methods, to form an ICT & Digital service that is fit for purpose now and in the future. While this strategy offers bold ambitions, we will continue to strengthen our core foundations and practices e.g., cyber security, ensuring the council can continue its business in a safe and resilient way.

Through the range of council initiatives e.g. Our Manchester and the Corporate Plan, we will ensure greater connectivity and collaboration with our directorates, suppliers, partners, communities and wider alliances ensuring we drive forward co-creation to increase opportunities for efficiency and transformational capabilities through digitalisation.

## 2. ICT & Digital Scope and Vision

The purpose of this strategy is to provide an ICT Strategy and an integrated workforce focused Digital approach for Manchester City Council that describes the business context in which this ICT & Digital strategy is positioned, and to set out the strategic drivers, themes and principles required to deliver the strategy.

*“A relentless drive towards digitally empowering better outcomes for the Council and it's communities using inclusive, secure & connected technologies to underpin exemplary ICT & Digital service delivery.”*

**OUR VISION**

### Strategy Objectives:

- Develop a deep understanding of Council business areas and being the Council's trusted advisor and partner
- Lead, instigate and manage the use of innovative digital tools and technologies
- Create the right conditions for the protection and best use of data to support improved Council decision making
- Be the best of breed technology partner in delivery of Council and City ambitions

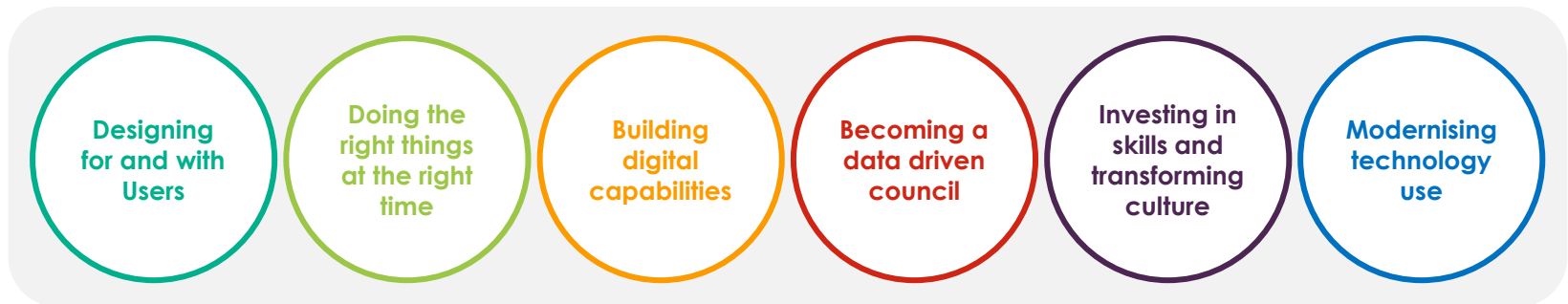
## Digital Definition

Our starting point for the definition of digital is:

*“a way of thinking, behaving and working that creates better conditions and outcomes, to improve user experiences, that are enabled through the use of state-of-the-art technology, modern capabilities and processes, modern skills and a modern mindset”*

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### Our Digital themes



### 3. Business Context

#### Manchester the City

Manchester city's growing population was estimated to be just over 575,400 in mid-2019, and by 2025 Manchester is forecast to be home to over 636,000 people. The city's growing economy has been crucial to its overall success and resilience. Manchester is the third most visited city in the UK and is renowned both nationally and internationally as a vibrant, inclusive and outward-looking city. While the city has made great progress, there are significant challenges relating to areas of deprivation, health outcomes for residents, and those residents living in poverty. The Our Manchester Strategy sets out the city's priorities up to 2025 and was developed through extensive consultation with local people, communities, businesses and service providers and shows how the city came together to address its challenges and strive for a place in the topflight of world class cities.

#### Manchester the Council

The Council's mission is to support the delivery of the vision for the city set out in the Our Manchester Strategy. The Council's Corporate Plan (Our Plan) sets out the Council's priorities for the next 2-3 years for delivering the Our Manchester Strategy for the city. Our Plan was refreshed in February 2020 to emphasise the fundamental importance of the Zero Carbon agenda to the city's future. The Council make decisions affecting Manchester and its residents on a daily basis. The Council is made up of 96 councillors elected by residents across the city's 32 wards. These elected representatives have the authority to make decisions affecting the city. Approximately 7,000 Council staff deliver public services across five directorates; Adult Social Care, Children's Services, Neighbourhoods, Growth and Development and the Corporate Core.

To progress towards the vision described in the Our Manchester Strategy, and to meet the city's challenges, the Council are continuing to embed the Our Manchester approach. This is a radically transformed way of working so that public services are focused around people and communities rather than organisational silos. The Council are working with partners such as health, education and housing providers, the police, the voluntary sector and communities in new innovative ways that target the specific challenges the Council have in Manchester and make Manchester the best it can possibly be.



# Business Context

## The Pressures and Challenges facing our sector

Fundamental to great local government ICT & Digital services is that council services are designed around User needs first. This design led approach is essential and is coupled with accessibility of services, an open innovative approach to technology, and an agile approach to delivery that recognises ICT & Digital services as constantly evolving in maturity. This new approach for MCC is set against a constantly evolving backdrop of challenges including;

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**Austerity and budget cuts**  
which have reduced budgets by up to 60% in some councils - more than any other part of the public sector.

**Pandemic Impacts**  
have been rapid and severe, and this is unlikely to be the only emergency to hit the world and more locally Manchester. Future events will likely have severe lockdowns established quickly so the ability to rapidly move to a fully remote work option must exist and the partial remote will be the likely industry norm.

**Changing expectations**  
for services to be more coherent, user friendly and accessible, 'always on' and responsive to individual needs and preferences.



**Devolution and new powers**  
which are creating new opportunities for integration across public service boundaries at a local level, reflecting local needs and population profiles.

**Growing demands**  
from an ageing population, the impact of migration on communities, climate emergency and taking on responsibilities from central government and the NHS, i.e. public health

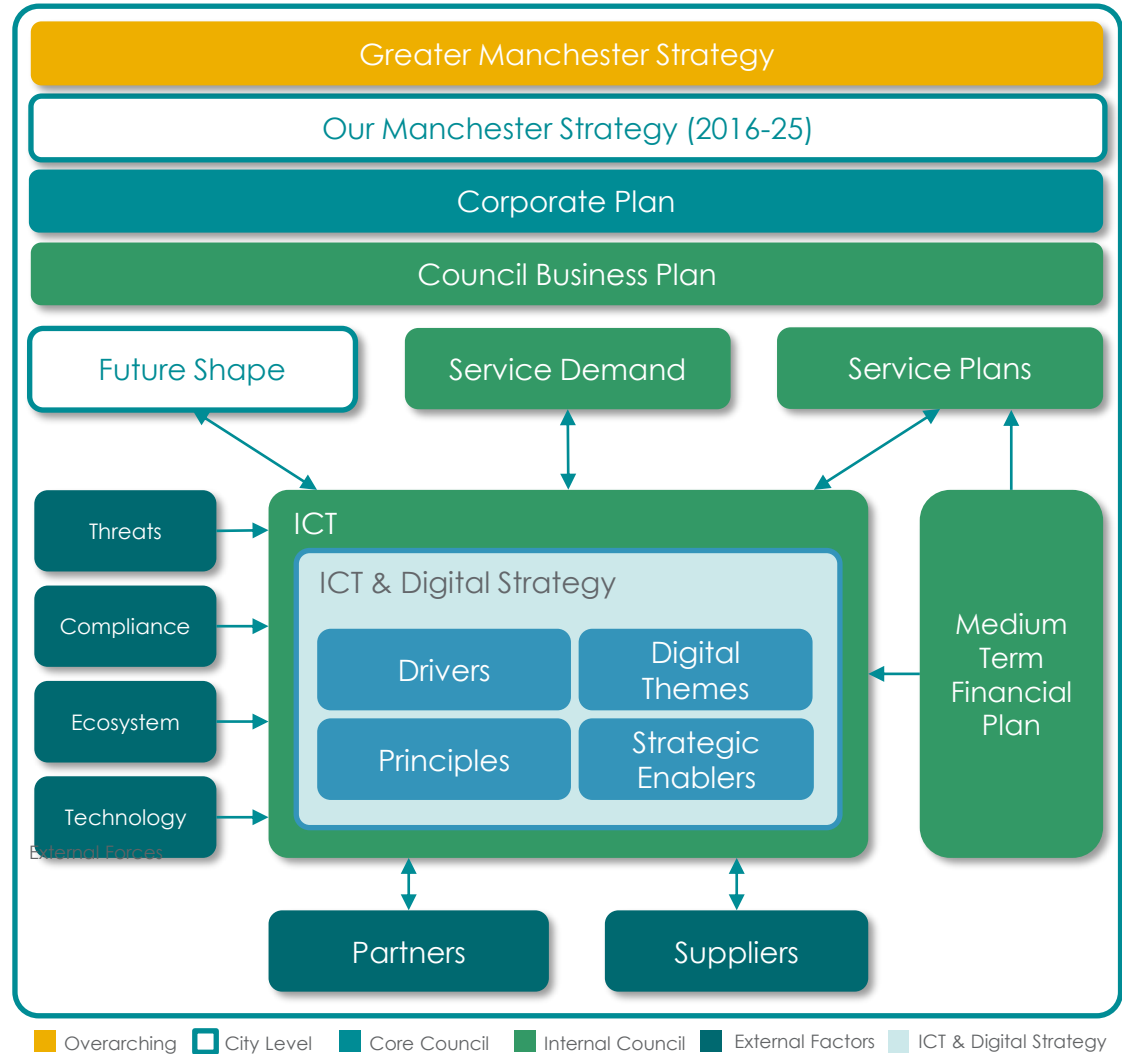
**Changing democracy**  
means more people having a voice, being informed, and having a real influence over local and national policy.

## 4. Business Context

### The ICT Service

ICT sits within a complex business context, starting with the wider city and corporate strategies and plans. ICT is arguably one of the most technically complex council services with many pressures, challenges and demands that bear down upon it.

Managing these complex demands and interactions is challenging at best and there needs to be a clear understanding of where these demands and challenges come from in order to set out a pragmatic and effective strategy. The following visual provides an outline of where ICT will be positioned within this context.



# Key Drivers - Primary Mapping around the Business Context

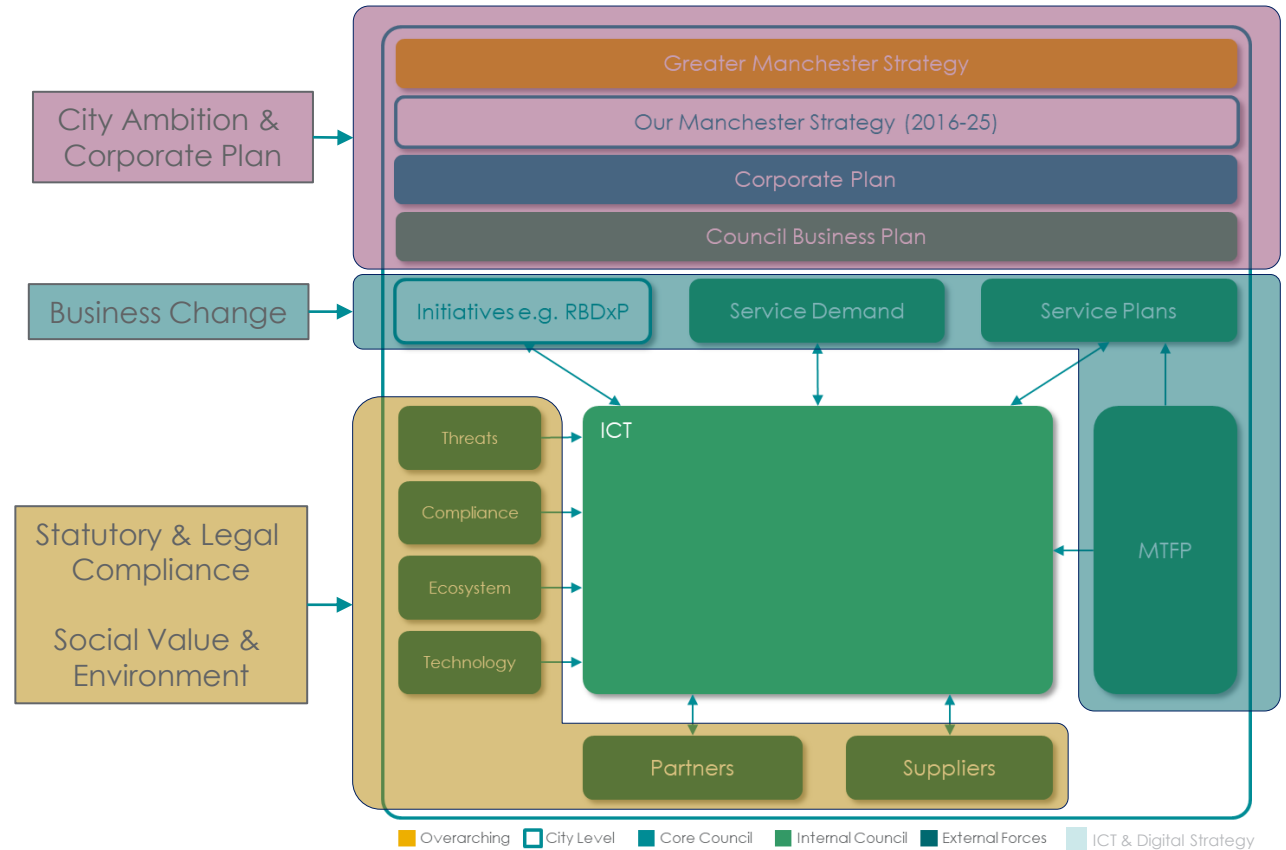
Through a series of internal consultations within the ICT service, SMT and directorate leaders, four key drivers were identified;

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## City Ambition & Corporate Plan

## Business Change including Financial pressures

- Statutory & Legal Compliance
- Social Value & Environment (carbon reduction)



## 4. ICT Strategic Enablers – Key Driver Primary Mapping

This mapping describes how the Key Drivers will be fulfilled by our ICT Strategic Enablers. A further mapping to the digital themes and key factors within PESTLE has also been considered.

Designing for and with Users  
 Doing the right things at the right time  
 Building digital capabilities  
 Becoming a data driven council  
 Investing in skills and transforming culture  
 Modernising technology use

Key Driver	*PESTLE			Digital Themes					ICT Strategic Enabler
City Ambition & Corporate Plan	PESTLE	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Provide a well-managed service</li> <li>ICT &amp; Digital Governance</li> </ul>	
Business Change	PESL		✓	✓	✓	✓		<ul style="list-style-type: none"> <li>ICT &amp; Digital Governance</li> </ul>	
Statutory & Legal Compliance	PETL		✓			✓	✓	<ul style="list-style-type: none"> <li>Security &amp; Privacy</li> <li>ICT &amp; Digital Governance</li> </ul>	
Social Value & Environment (carbon reduction)	PESTLE		✓	✓			✓	<ul style="list-style-type: none"> <li>Provide a well-managed service</li> </ul>	

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Appendix 1, Item 12

\*PESTLE: Primary Political, Economic, Social, Technological, Legal and Environmental factors. This tool has been used to understand ICT's external environment to assist the development of the ICT & Digital Strategy.

## Three ICT Strategic Enablers - Summary

1 Provide a well-managed service		
Area	How	Detail
Programmes & Investments	Taking a practical and agile approach to funding digital projects	<ul style="list-style-type: none"> <li>Adapt funding approaches to enable more incremental change</li> <li>Consider &amp; leverage the benefits of cloud infrastructure and services and where best value can be gained</li> </ul>
People, Process & Culture	Become Digital	<ul style="list-style-type: none"> <li>Set an expectation of ongoing learning, innovation and skills development, digital service-design and delivery</li> </ul>
Data	Use the Council's data to provide intelligent insights	<ul style="list-style-type: none"> <li>Ensure the Council's data becomes a valuable asset and is managed &amp; protected correctly</li> <li>Ensure the Council's data is used to provide realistic value</li> </ul>
Technology	Modernise technology and become more resilient	<ul style="list-style-type: none"> <li>Transition to common, fit for purpose and connected systems</li> <li>Reduce complexity and unlock productivity</li> </ul>
2 ICT & Digital Governance		
	Rethink governance to enable digital operation and transformation	<ul style="list-style-type: none"> <li>Build and run secure digital solutions at lower cost</li> <li>Provide governance to assure council-wide programmes and provide clear policies</li> </ul>
3 Security & Privacy		
	Ensure the security of the Council's data, systems and people	<ul style="list-style-type: none"> <li>Provide solutions that are digital and secure by design</li> <li>Protect the Council and systems from misuse</li> <li>Ensure security awareness is embedded and workforce security skills are optimised</li> </ul>

# Three ICT Strategic Enablers – 1. Provide a Well-Managed Service

## Programmes & Investments

Why it Matters	How we will achieve this
<p>Investment decisions will need to deliver business priorities, achieve best value and economies of scale, whilst avoiding duplication. Technology will support the Council in working to address the financial challenges ahead. This will be driven by a new operating model and its key themes, an investment plan, and the identification of enabling projects. An 'invest to save' approach will be one of our key criteria in the review of any proposed spend on technology. This approach is critical to avoid poor decision making around the choice of new systems, whilst supporting the future consolidation and rationalisation of existing technology. Collectively this helps to ensure that any investment made in technology is maximised and aligned with the Council's ambitions.</p>	<ul style="list-style-type: none"> <li>• Monitoring how the Council's technology contracts are run and perform. Our teams will become 'centres of excellence'. We will make sure we get the agreed levels of service from our current and future suppliers.</li> <li>• Adapt funding approaches to enable more incremental change and support the financing of cloud infrastructure and applications</li> <li>• Consider &amp; leverage the benefits of cloud infrastructure and services where best value can be gained</li> </ul>

## People, Process & Culture

Why it Matters	How we will achieve this
<p>We want everyone to benefit from the 'digital economy'. Smarter use of technology can bring fantastic opportunities for local people, businesses, the Council and partners. New technology has become part of our everyday lives. Many citizens have broadband at home and can access the internet on phones, tablets and laptops for shopping and using social media. For the Council this means using technology to improve the way services are designed and delivered. We have a real opportunity to make a difference, making sure what's on offer is not only up-to-date, but makes the most of the devices and technologies that people enjoy using in their everyday lives.</p>	<ul style="list-style-type: none"> <li>• Set an expectation of ongoing learning, innovation and skills development, digital service-design and delivery</li> <li>• Digital inclusion - work with partners and Council colleagues to make sure as many people as possible get access to digital services.</li> <li>• A digital workforce - our workforce will get the right training to use the right digital tools so that they can provide the right services in a way that we can all be proud of.</li> <li>• Digital Places - we will work with our partners to help equip communities and businesses with the technology they need to enhance their lives.</li> <li>• Digital collaboration - we are working much more closely with partner organisations to deliver joined up services. This means digital systems will change to allow this to happen and we'll continue to talk and work with existing and new partners.</li> <li>• Deliver our on our Digital themes</li> </ul> <div data-bbox="859 1178 1719 1335" style="text-align: center;"> </div>

# Three ICT Strategic Enablers – 1. Provide a Well-Managed Service

## Data

Why it Matters	How we will achieve this
<p>Our future vision is built upon values that demand we lead from the heart, with a desire to know what users want and need, always putting their needs first and being true to our word. So, our future relies on how we use information in the pursuit of knowledge and insight.</p> <p>Insight means understanding behaviours of users, the services they use and how we can meet their needs in the best way. Better insight means better service and better value for money. Using insight capability, we will make the most of our data assets, information and knowledge, enabling us to be more proactive in meeting our user's needs.</p>	<ul style="list-style-type: none"><li>• Ensure data becomes a valuable asset and managed correctly</li><li>• Ensure data is used to provide realistic value</li><li>• Enabling Information management - insight will be at the heart of our decisions. This will require an ongoing culture change across Council services, to maximise the value that data provides</li><li>• Create first-rate data quality standards and rules, making sure they are enforced</li><li>• Skill-up our workforce using an integrated and intelligence-led approach to support the Council</li><li>• Analysis of data to inform key decision making</li><li>• The use of data must be supported by efficient governance processes across the Council.</li></ul>

# Three ICT Strategic Enablers – 1. Provide a Well-Managed Service

## Technology

### Why it Matters

Technology underpins every area of the Council's work and without it we cannot sustain or improve business. We will enhance the efficiency and responsiveness of the Councils operations, supported by a highly skilled workforce that will take advantage of the latest technologies and digital opportunities. The goal is to keep up-to-date and to invest in services that can be scaled up or down as needs change.

Widely regarded as the most important policy issue in today's political, financial and social sphere, the climate emergency is forcing technology services within local authorities to adapt how they operate and contribute towards organisational and national targets to achieve net neutrality. When it comes to cloud computing, data centres, and the wider IT service industry, the environmental impact these are having is complex and, until recently, relatively unknown.

According to Accenture 'migrations to the public cloud can reduce CO2 emissions by 59 million tonnes per year (roughly equivalent to taking 22m cars off the road)' however public cloud isn't right for every organisation.

Whilst cloud technologies are greener than legacy systems it is important to highlight how cloud is powering the development of technologies products and services that local authorities can utilise to address climate change

### How we will achieve this

- Transition to common, fit for purpose and connected systems
- Reduce complexity and unlock productivity
- Consolidation and rationalisation – a reduction in the number of systems, balancing the need for agility, value for money, risk and user expectations
- Emerging technologies will be harnessed to provide easily accessible, responsive and cost-effective, council-wide services, that are easy to understand and meet user needs
- Enabling service agility by promoting modern and agile working, and providing using a customer centric design to ensure the right solutions with the right processes
- Continue partnering with a carbon-thoughtful provider who ensures carbon neutrality in their data centres
- Focusing on becoming a cloud native organisation and optimising applications for the cloud, and create plans to replace applications that are not cloud native
- Ensuring ICT have the necessary skills to support a cloud environment
- Using our transitions to the cloud to build and design solutions to help combat the climate emergency
- Reducing energy consumption across our estates (e.g. smart utilities) including reducing the data centre footprint by going cloud where appropriate
- Re-design & digitise paper-based communications
- Enabling remote work, reducing carbon emitting commutes
- Ensuring, where possible systems are accessible
- Enabling digital service delivery across directorates
- Integrating strategies and action plans through cloud technologies
- Adopting community engagement tools and platforms to maximize co-benefits from developing and implementing climate friendly policies
- Determining and publishing our contribution to social value through the delivery of our services, our part in on-boarding and working with suppliers and partners, our social value link to the environmental factors e.g., re-use & donate devices, and our part in any voluntary/work experience activities



## Three ICT Strategic Enablers – 2. ICT & Digital Governance

### ICT & Digital Governance

#### Why it Matters

Technology is not just a commodity that we buy in - technology is a key enabler for the Council. Where possible we will seek to introduce and renew new technology, automate business processes, make new efficiencies, lower operating costs and strive for excellence. We will continue work to recognise and ensure that technology supports the Council's needs, helping to identify requirements by working in partnership with services and helping to develop and deliver solutions.

Innovation is crucial to the continuing success of MCC; we must be able to introduce new products or solutions to either address existing business problems more effectively or maximise new opportunities to optimise costs and improve services. Local government is undergoing major changes; money from central government continues to be reduced or removed, whilst local fundraising opportunities are increasing. This has led to a major rethinking of how we can deliver future MCC services. Innovation is about how we look at existing and new challenges and identify how technology can support such major changes in the supply and demand of services. The supply side is about gaining awareness of what local, national and global partners can contribute. The demand side is about closer collaboration with stakeholders (workforce, citizens, businesses and visitors etc.) to understand what they need.

Our future maturity and continual improvement will be based on industry standard assessment frameworks e.g., Gartner ITScore. Using a framework provides evidence and justification. Assessments should be based on two key parts:

- A continuous improvement focused Maturity model
- A benchmarking assessment of current state across a range of disciplines which is then mapped to the Maturity model, and also mapped to like comparators within Local Government.

#### How we will achieve this

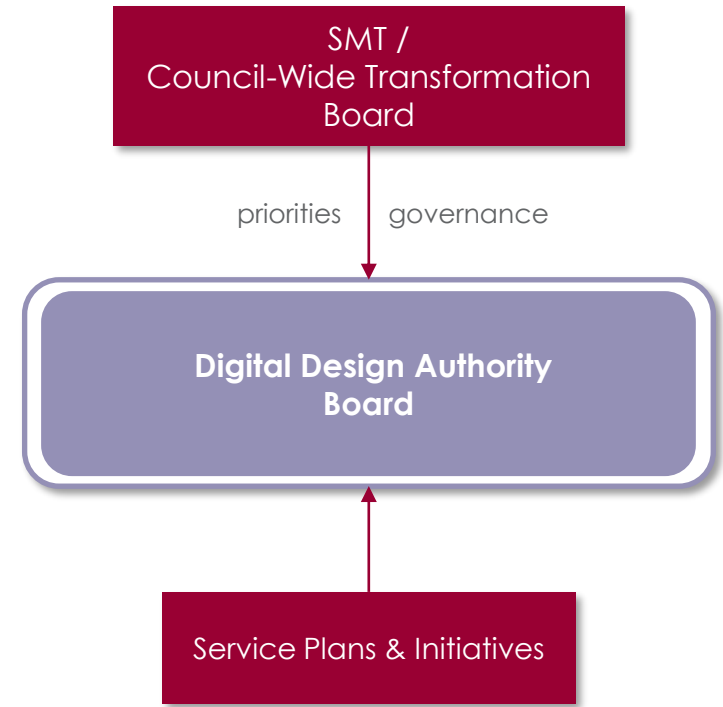
- Aligning business and developing technology strategies - ensuring we provide technology that is innovative, reliable, flexible, integrated, secure, accessible and well managed.
- Robust governance and assurance building on existing governance to ensure everyone, from colleagues to suppliers, comply with corporate policies and standards (detailed in the next slide).
- Create an 'innovation factory' - to inspire and enable people both within and those connected to MCC. It will help us rethink systems, promote new ways of working and encourage new ways of working and innovation. We'll focus on:
  - Creation of future visions of possibilities
  - Idea generation through internal exploration and relationships with outside academic, commercial and government groups
  - Idea development through technical investigations, prototypes, demos and experimentation
  - Feasibility testing and business case analysis through customer or employee pilots or A/B testing for example
  - Transferring promising ideas to other groups or lines of business (LOB) lead to deliver business value
- Create an innovation portal - developed so that our users can put forward innovative business and technological ideas and solutions that meet our key challenges. We'll break down the barriers to putting new ideas in place by focusing on thoughts and inspirations and recognising and rewarding individual or group contributions.
- ICT maturity is more than the sum of individual ICT functions and technical capabilities.
  - ICT maturity goals will be based on business expectations and requirements, and how those are likely to change over time - not on the personal aspirations of ICT or senior leaders.
  - ICT maturity will be influenced by business capabilities and executive behaviours, as well as the ICT leader and ICT organisation's performance, credibility and functional excellence.

## ICT & Digital Governance

In line with the council services' plans and digital initiatives in flight, all capabilities and workstreams will feed into a single approval and prioritisation pipeline and then be delivered through multiple workstreams as appropriate. This ensures consistency of approach and considers the Council's prioritisation of programmes, how they are funded through investment plans and any external funding and describe how and when they will deliver value.

The **Digital Design Authority Board** will be formed and given the right level of membership to agree or veto the use of new systems and technologies – council wide.

This design authority board will be led jointly by ICT plus the lead member for ICT and other key council stakeholders, who will advise on, commission, and deliver, the most appropriate solutions for the Council. This approach ensures the design authority board can better meet the demands of the Council and will minimise the duplication of technical and digital capabilities.



Appendix 1 details the ICT & Digital Governance mapping with current governance forums.

## Three ICT Strategic Enablers – 3. Security & Privacy

### Security & Privacy

#### Why it Matters

The Council's dependence on digital technology exposes vulnerabilities that seriously threaten the safety of individuals, communities and businesses and must be met with extensive, intelligent safeguards and improved digital literacy throughout all users of technology. With more personal information shared online and more digital infrastructure than ever before, people are exposed to personal and social vulnerability simply by existing in the digital age.

Today cyber security is fundamental to creating trust in MCCs digital services. The Council must give its users, including its own staff, confidence that their information is protected. While trust in local government is generally high, this has not translated to the digital environment with less users willing to share their information.

MCC needs to better explain the choices users have with respect to data – how it is shared, protected, and for what benefit. This enhanced vigilance must be matched by the right investment and focus as the use of digital services accelerates.

Cyber security is crucial to ensuring services are kept up and running and to ensuring the public's trust in MCC with their information. A cyber-attack could have very serious consequences - disrupting services and damaging The Council's reputation. Healthy cyber security is key to the efficient and productive running of every council

#### How we will achieve this

- Providing solutions that are digital and secure by design
- Protecting the Council and systems from misuse
- Ensuring security awareness is embedded and workforce security skills are optimised
- Maintaining compliance and security excellence by managing and monitoring compliance across business, systems, technology, data, security.
- Introducing a dedicated focus and management of cyber-security to enable a safe workforce.
- Work with the LGA (Local Government Association) and other agencies in;
  - building capabilities within MCC by coaching and signposting staff to advice and guidance
  - helping MCC to better understand what 'good' looks like without dictating specific outcomes or actions to be taken
  - improving the cultural elements of cyber security throughout MCC, for example, leadership, governance, and awareness
- Ensuring that MCC and its senior management and key stakeholders can answer and mitigate the following LGA questions;
  - How does MCC understand, assess, manage, and remediate cyber-risk and what testing regimes, policies, processes and tools do MCC use?
  - Are staff given training on their role in reducing cyber-risk? Is cyber security understood as a whole workforce issue?
  - How does MCC use the National Cyber Security Centre's tools and services?
  - What are the response, recovery and continuity plans for cyber incidents? Are they exercised and tested?
  - How would MCC deliver services if, following a cyber-incident, MCC had no access to IT?
  - What are MCC doing to understand and manage cyber security risk within the supply chain?
  - How well connected is MCC with others who it may learn from, or may support it in the result of an attack?

Define C

The  
Optimizer  
The Planner

groups of  
friends  
travelling  
together

Understand RC

## 2. PROBLEMS / PAINS

Which problems do you  
There could be more than  
eg. existing solution  
a good investment (1)

# 5. Digital Approach

on PR, tap into

X  
TOO MANY  
POINTS FOR  
COMPARISON  
(FI)

Hard to  
coordinate  
booking for  
a group.

TOO MANY  
TABS

Too much  
info in SL  
cards

# Digital Agenda

## City-wide Digital

The Manchester Digital Strategy focuses on creating an inclusive, sustainable and resilient Digital City over the next five years (starting Jan 21).

The strategy is provided for the city as a whole and is based on four key elements

- a) Digital places,
- b) Smart people,
- c) Future prosperity,
- d) Sustainable resilience.

The strategy further introduces new initiatives and projects through a Manchester Digital Places Action Plan, which will enable digital inclusion and skills, smart neighbourhoods, digital innovation for business and jobs and digital resilience to support zero carbon aspirations.

## Council Workforce Digital

This ICT and Digital Strategy sets out the digital agenda for the Council and its workforce. It describes the key driving principles of Digital Council and Digital Service, and how these will make the most of digital, data and technology to ensure the right outcomes are delivered in support of the Manchester Digital Strategy.

**Digital Council** – using digital, data and technology to ensure the Council works effectively in a collaborative way and is able to adapt and innovate.

**Digital Service** – using digital, data and technology to ensure council services provide more modern services that council service users will want to use.

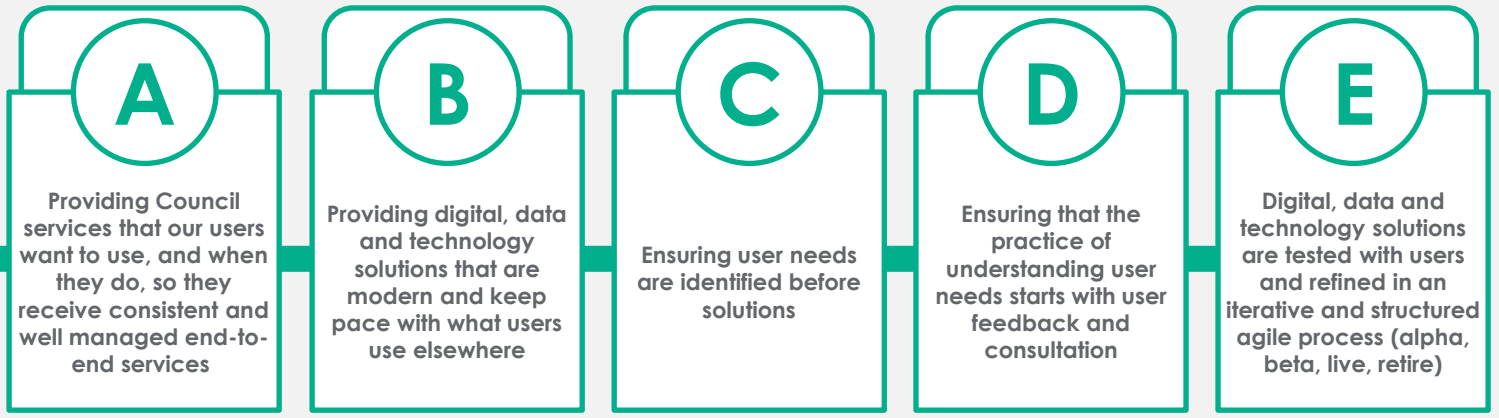
These key principles will be driven through a key set of themes and action plans, including;

- Designing for and with Users
- Doing the right things at the right time
- Building digital capabilities
- Becoming a data driven council
- Investing in skills and transforming culture
- Modernising technology use

There will be instances where pieces of work will straddle across both the internal and external strategies.e.g RBDxP

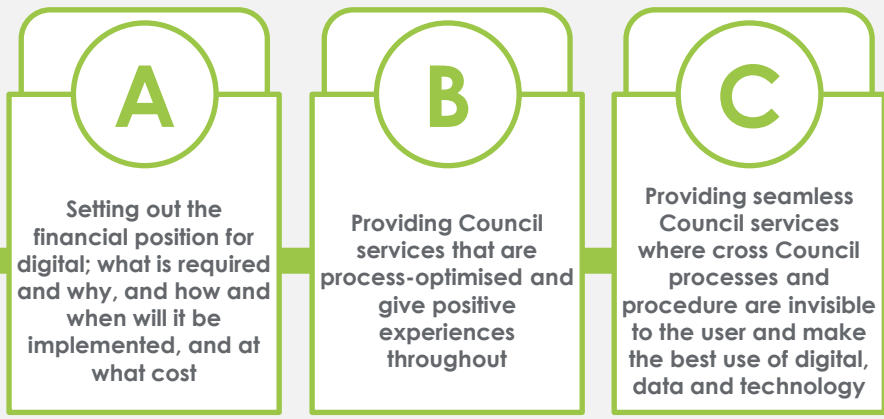
# Digital Themes

## 1. Designing for and with Users



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## 2. Do the right things at the right time



Appendix 1, Item 12

# Digital Themes

## 3. Building Digital Capabilities

**A**

Building a core digital capability that is able to advise Council services on best of breed approaches to improve outcomes and seek best value

**B**

Providing the right balance of digital professionals and building centres of excellent throughout the Council to ensure a digital ecosystem is in place

**C**

Providing empathetic and professional advice and skills development to all staff; ensuring they are able to make the best use of digital, data and technology

**D**

Reuse, consult and work with other partners, councils, suppliers and users to bring home what works elsewhere

**E**

Providing global insight to services e.g cyber security, seeking funding opportunities to enhance how Council services can be delivered using digital, data and technology

## 4. Becoming a data driven Council

**A**

Providing guidance to service areas around data intelligence, performance, and reporting; ensuring services are able to better use data, analytics and insight

**B**

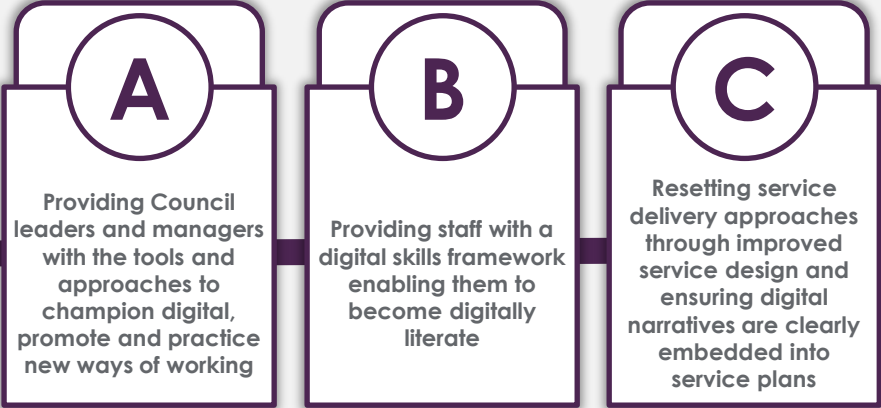
Optimising the Council's use and promotion of data and its future involvement with any regional or national data analytic conversations.

**C**

Providing services that continually improve through the use of data from service transactions, user satisfaction, trends and opportunities elsewhere

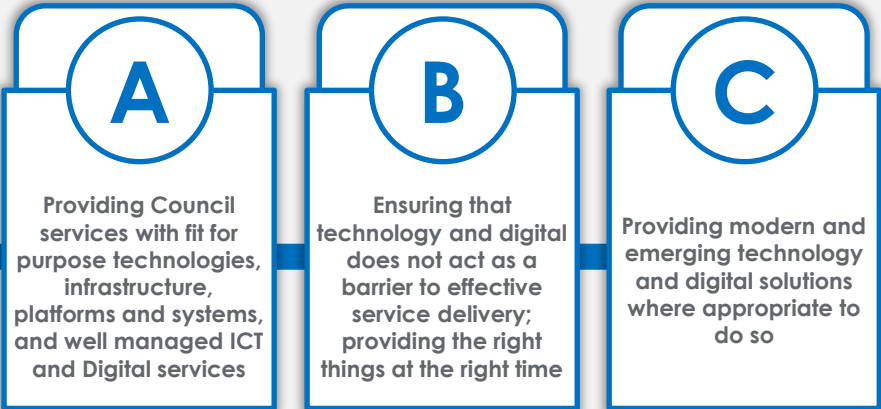
# Digital Themes

## 5. Investing in Skills & transforming Culture



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## 6. Modernising Technology use





## 6. ICT & Digital's Role & Guiding Principles



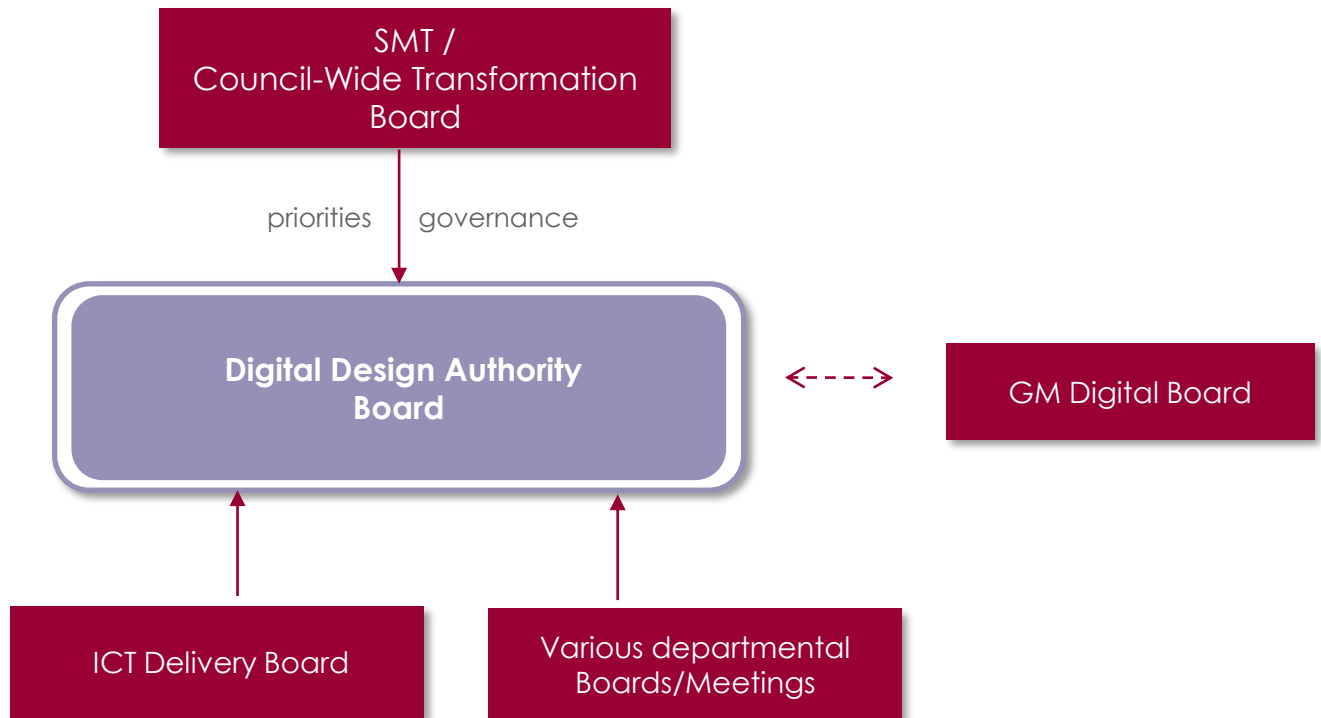
## 7. ICT & Digital Strategic Roadmap

By 2026 we will have reduced silo ICT & Digital Strategies to form a combined Digital, Data and Technology (DDaT) approach. The ICT & Digital governance arrangements will be aligned and be more integrated across the council. Our internal reset will bring about improvements to our service delivery getting us ready and able to cope with change and allowing us to innovate.



## Appendix 1 – ICT & Digital Governance Mapping

This diagram sets out the ICT & Digital mapping and the relationship between various governance forums.



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**Manchester City Council**  
**ICT & Digital Design Authority Board**  
**Terms of Reference**

**Purpose of the Board**

The ICT and Digital Design Authority Board is responsible for governance, direction and technical decisions and project authorisation to progress through to the next stage of the corporate governance process/structure.

The work of the Design Authority incorporates ICT & Digital systems relevant to the delivery of all services across the Council including those ICT systems that are used by our partner organisations and work that links to our “external” Digital Strategy.

**Principles**

- Review of all Council ICT & Digital business cases
  - Ensure alignment with ICT Digital Strategy, the Council’s Digital Strategy and the Council’s priorities
  - Challenge Social Value, Climate Change statement and Benefits.
  - Will mean not all business cases are supported – (avoids who shouts the loudest)
  - Take into account invest to save or income generation approaches aligned to our priorities that will help the budget position
- Prioritise New ICT and Digital Projects across all Directorates
- Make recommendations to existing governance structures (Strategic Capital Board, Executive, SMT etc.)
- Technology road map alignment
- High level updates from ongoing projects
- Monitoring Carbon, Social Value & Benefits

**Meeting Frequency & Protocols**

The Design Authority Board will meet monthly, but exception reports will be provided as necessary and there will potentially be a need for ad hoc meetings and consultation of the Board by email.

Papers, agenda and minutes of the previous Board will be circulated by email to Board members two days ahead of each meeting.

If a standing member is unable to attend a board meeting, they are requested to send a deputy who can act on their behalf.

The Chair will be considered the final decision-maker in terms of governance-related issues.

The Design Authority Board will report to SMT & Executive.

Papers presented by project SRO and appropriate Strategic Business Partner.

### Outputs

- Minutes, Actions, Risk Log, Decision Log, list of approved changes to be progressed
- Clear programme priority workload for ICT supporting the business needs, risk reduction and financial control
- Assurance of timely delivery of programme activities to support operational service delivery aligned to Council priorities
- A clear, effective communications with the wider organisation and any impacted partners in respect of programme activities
- Invocation of business continuity plans as appropriate
- Support benefits realisation brought by the implementation of ICT activities

### Membership

Councillor Greg Stanton, Deputy Executive Member for ICT & Digital (Chair)

Chris Wanley, Director of ICT & Digital (Deputy Chair)

Mary Lynch, Head of PMO (Secretariat)

Jon Burt, Head of Enterprise Architecture

Tom Wilkinson, Deputy City Treasurer (chair of Corporate Core ICT Board)

Angela Harrington, Director of Inclusive Economy Work & Skills

Representation from Adults, Children's, Neighbourhoods - TBC

Craig Watts – Programme Lead

### Governance Review

This document will be reviewed every 12 months

## **ICT Delivery Board**

### **Purpose**

Acts as the portfolio board for all ICT & Digital Projects and Programmes across the Council

Triages all new requests

Escalation point for issues from Projects & Programmes

Make recommendations to ICT & Digital Technical Design Authority Board

Review risks across the project portfolio

Make recommendation on Prioritisation to ICT & Digital Technical Design Authority Board

### **Frequency**

This is anticipated to be monthly but will meet more frequency or virtually if required.

In cases of urgency or emergency the Director of ICT will direct.

### **Membership**

Director of ICT (Chair)

ICT DMT

HR Business Partner - Paula Tighe

Finance Business Partner – Paul Hindle

Information Governance Lead – Michael Seal

Risk and Audit Manager – Richard Thomas

### **Document History**

Author: ICT DMT

Approved by: ICT and Digital Design Authority

Last updated: 22<sup>nd</sup> September 2022

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