



Economy and Regeneration Scrutiny Committee

Date: Monday, 16 October 2023

Time: 2.00 pm

Venue: Peter Pan Room, Gorton Library, Gorton Hub, Garratt Way, Manchester, M18 8HE

There will be a private meeting for Committee members only from 1.40 pm in the Peter Pan Room.

Everyone is welcome to attend this Committee meeting.

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Membership of the Economy and Regeneration Scrutiny Committee

Councillors - Johns (Chair), Benham, Hussain, Iqbal, Northwood, Richards, I Robinson, Taylor, Abdullatif and Shilton Godwin

Agenda

1. Urgent Business

To consider any items which the Chair has agreed to have submitted as urgent.

2. Appeals

To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

3. Interests

To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

4. Minutes

To approve as a correct record the minutes of the meeting held on 5 September 2023.

5 - 12

5. Update on the activities and initiatives to support and develop District Centres

Report of the Director of Development and Director of Communities

13 - 34

This report provides information on the activities and initiatives to support and develop District Centres. The report describes the progress to date following the findings and recommendations of the District Centres Subgroup, and includes an update on the Shared Prosperity Fund (SPF).

6. Strategic Regeneration Frameworks

To follow

7. Victoria North - Strategic Business Plan Refresh

Report of the Strategic Director (Growth and Development)

35 - 64

The report provides a high level summary of the refreshed Victoria North Strategic Business Plan. The report includes updates on progress made since the Strategic Business Plan was approved by Executive, and scrutinised by this Committee, in February 2020. This includes an update on progress made in delivering the 988 homes covered by the Initial Development Area Business Plan, in addition to a look ahead to the next

Development Area Business Plan, together with a summary of the high level opportunities, challenges and risks associated with the overall programme.

8. Overview Report

65 - 88

Report of the Governance and Scrutiny Support Unit

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

Information about the Committee

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

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

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. To help facilitate this, the Council encourages anyone who wishes to speak at the meeting to contact the Committee Officer in advance of the meeting by telephone or email, who will then pass on your request to the Chair for consideration. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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This agenda was issued on **Friday, 6 October 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

Economy and Regeneration Scrutiny Committee

Minutes of meeting held on Tuesday, 15 September 2023

Present:

Councillor Johns – in the Chair
Councillors Abdullatif, Benham, Iqbal, Northwood, Richards, I Robinson, Shilton Godwin and Taylor

Also present:

Councillor Craig, Leader of the Council
Councillor Midgley, Deputy Leader
Councillor White, Executive Member for Housing and Development

Apologies:

Councillor Hussain

ERSC/23/35 Minutes

Councillor Northwood advised that she was affected by cladding issues and asked that this be included as a personal interest under item ERSC/23/30 Manchester Housing Strategy (2022-2032) - Annual Monitoring Report.

Decision

That the minutes of the meeting held on 18 July 2023 be approved as a correct record, subject to the above amendment.

ERSC/23/36 Economic Strategy Update

The Committee received a report and presentation of the Strategic Director (Growth and Development) which provided an update on the development of a new Economic Strategy which set out how the next phase of Manchester's growth could ensure that the city's economy was both high performing and drove a reduction in inequalities.

Key points and themes within the report and presentation included:

- Manchester's economic ambition;
- Manchester's economy;
- Policy context;
- The strategy development process;
- Early feedback from residents and businesses;
- RSA Urban Future Commission;
- Resolution Foundation Economy 2030 Enquiry;
- Research findings/literature review;
- Summary of main challenges identified from evidence base and research work;
- Vision and purpose;

- Strategy objectives; and
- Measuring progress.

The Leader invited Members' feedback, which would be taken into account as the document was finalised. She outlined the national context that the city was operating in and highlighted the challenge of increasing economic productivity while having an inclusive focus, including addressing the gap between those who lived in the city and those who worked in the city. She highlighted how this Strategy would complement the Our Manchester Strategy and work taking place at a Greater Manchester level.

Key points and queries that arose from the Committee's discussions included:

- To welcome that the Committee's feedback from the last time this item had been considered had been incorporated into this work;
- The impact of years of austerity and of the pandemic;
- To ask who had been engaged with in relation to the development of this strategy and were there any differences in the responses from businesses and residents in different parts of the city;
- Concern that Manchester did not have many of the levers to implement change as many powers lay with central Government;
- The importance of the district centre strategy, including district centres as a place where people worked;
- The focus on the private sector, noting that a strong public sector could provide high quality, rewarding jobs;
- The impact of city centre growth on areas that neighboured the city centre and ensuring that local residents benefited from this growth and could access these jobs;
- To welcome the consideration of zero carbon commitments within the report;
- The link with the Our Manchester Strategy;
- Was the Council doing everything it could to increase the number of employers paying the real living wage;
- Retaining graduates in the city;
- The impact of home working, including on data;
- The importance of quality of life, culture and the night-time economy in attracting and retaining people in the city;
- Noting that, while this was a ten-year strategy, the impact of the decisions made about the use of land in the city would impact far beyond this period; and
- That agglomeration was about connectivity not just density, with reference to the way areas outside of the city centre could be viewed if they had the right transport links.

The Leader recognised the Member's comment about levers for change resting with central Government, while commenting that Greater Manchester had progressed further in obtaining devolved powers than other city regions, and benefited from having mature relationships between places and a coherent centre; however, she commented that the datasets relating to Manchester and Greater Manchester could be complicated, with different data sources including different areas and it was

important to be clear on this in order to be able to benchmark with other cities. She stated that the Council had not received all the devolved powers that it had asked for and that she would continue to lobby the Government for a coherent plan for cities and greater control over levers to implement change, as well as over funding and about business rates, or whatever replaced business rates in future. In response to a Member's comments, she stated that it was important not only to focus on jobs but on creating good, thriving, sustainable neighbourhoods that people wanted to live in and which would attract and retain people. She advised that, while creating jobs in high value private sector areas had a greater impact on productivity, the public sector could provide good quality jobs; however, she noted that some areas of the country had suffered due to an over-reliance on public sector jobs which had been cut. In response to a Member's question, she stated that, while other areas had focused on one sector, Manchester had intentionally focused on four key sectors and this eco-system had enabled new and emerging sectors to set up and grow their businesses in Manchester.

In response to Members' comments, the Director of Inclusive Economy reported that this strategy was replacing two previous strategies and that there had been a focus on embedding resilience into the strategy. She advised that the land available in the city centre was constrained and that the Council had to choose how to use it in the best way, highlighting work to extend the city centre at Victoria North, including a social value framework across all partners. She reported that Manchester had been accredited as a Living Wage City and had met the targets that it had set in relation to this and that this work would continue. She informed the Committee that Manchester had good quality graduates, including those in STEM (science, technology, engineering and mathematics) subjects, and that the challenge was in retaining them in graduate jobs, advising that creating more of these jobs would require making the city centre more dense. She acknowledged a Member's comments about needing to consider how growing the city centre impacted on adjacent areas. In response to a Member's question, she outlined how the Council worked with the universities, utilising their expertise.

The Leader stated that Manchester was performing better than most cities in retaining its graduates but that too many were working in non-graduate jobs and that continued work was needed to create more graduate jobs, as well as continuing to improve the education and skills of Manchester residents. She highlighted that increasing numbers of Manchester residents were now going to university. She advised that growing the city centre, and the city's reputation internationally, was enabling Manchester to attract businesses to invest in other parts of the city.

In response to the questions about engagement, the Strategy and Economic Policy Manager reported that the online survey had closed two days previously and that more information would be included in a future report. He informed Members that other methods had also been used, such as having officers attend events across the city to engage with people, in order to obtain responses from a wider range of people. In response to a question about home working affecting data quality, he reported that data indicated that a lot of people were back working in the office, at least for part of the week, but that there was an issue with data quality during the pandemic when working practices had changed dramatically.

The Head of City Policy acknowledged the challenges and opportunities relating to zero carbon including transport connectivity, green jobs, building standards and the need to adapt to a changing environment. In response to a further question on home working, he acknowledged that someone employed by a company in London but working from home in Manchester might not be included in Manchester's data, and that the impact of home working on data could require further consideration. The Chair highlighted that home working could impact positively on decarbonisation.

In relation to the vision and purpose of the strategy, a Member commented on residents only being referred to in the second part of the statement, while acknowledging that this might be appropriate, if the document was not primarily aimed at them. A Member commented on the importance of visible quality of life, including air quality and congestion. She also requested more clarity on the next steps. A Member commented on how broad the strategy was and the importance of ensuring that the level was right to make it a useful guiding framework.

The Director of Inclusive Economy advised that the strategy needed to give confidence to investors but also speak to residents. She stated that this strategy was focused on Manchester's economy and that the refreshed Our Manchester Strategy would be a broader strategy. In response to a Member's question, she confirmed that a literature review had been carried out, including looking at previous strategies and what had and had not worked previously. A Member commented that communication with residents should primarily be around the Our Manchester Strategy and that communication around this strategy should have an external focus.

The Leader reported that a key message to residents was that the city was not pursuing growth at all costs and that the Council wanted to carefully consider and choose how the city would continue to grow. She acknowledged a Member's point about the importance of quality of life in attracting and retaining people, including graduates, in the city and reflecting this in the strategy, highlighting that improvements in Manchester schools encouraged people to remain in the city when they started a family. She advised that the strategy was due to be considered by the Executive in November and would come back to the Scrutiny Committee prior to that and that there would also be engagement sessions taking place with Councillors as well as further input from members of the Senior Management Team.

In relation to the objectives, a Member asked whether new hubs were being considered, including in north Manchester, and advised that the second objective should include a reference to ensuring that growth was equitable. She advised that progress measures should incorporate climate change and asked that measures be connected to specific objectives in the final report and include benchmarking or RAG ratings to make the information more meaningful. She suggested that more consideration of encouraging start-up businesses could be included. She also highlighted a shortage of entry level roles in technology companies.

The Chair suggested a measure relating to spatial inequality. A Member suggested that the proposed measure relating to the gap between Manchester resident and Manchester worker wages include how this looked geographically across the city. She suggested that the ratio of housing expenditure to income be measured rather than the ratio of house prices to earnings.

A Member asked that, when this item was next considered, more critical voices be included in the discussion, as well as hearing residents' voices. She also asked that more information on the risk factors explored in relation to embedding resilience in the strategy to be included in the next report. She advised that the Council should get buy-in from business in relation to lobbying the national Government.

In response to the Member's comments, the Leader invited all Members of the Committee to the Resolution Foundation's Economy 2030 Enquiry launch event in Manchester. She also offered to circulate the associated report, when it was made public. She reported that businesses were supporting the lobbying of the national Government to give the city increased control of the levers to bring about change.

Decision:

That consideration will be given to when and how the Strategy is further scrutinised by the Committee, taking into account Members' comments.

ERSC/23/37 Making Manchester Fairer - poverty, employment, skills, housing

The Committee received a report of the Director of Inclusive Economy which provided a progress update and next steps for the delivery of three of the key themes of the Making Manchester Fairer Action Plan - 'Cutting unemployment and creating good jobs', 'Lifting low-income households out of poverty and debt' and 'Improving housing and creating safe, warm affordable housing' in conjunction with the delivery of Manchester's new Anti-Poverty Strategy.

Key points and themes within the report included:

- Background information on Making Manchester Fairer 2022-2027;
- Integration with Manchester's new Anti-Poverty Strategy;
- Making Manchester Fairer Action Plan;
- Work and employment highlights and achievements;
- Operational activity;
- Employment and Wellbeing Kickstarter;
- Lifting low-income households out of poverty and debt (Poverty, income and debt), including highlights and achievements; and
- Improving housing and creating safe, warm, affordable homes, including highlights and achievements.

Key points and queries that arose from the Committee's discussions included:

- To welcome the ambitious strategy;
- Concern about the level of child poverty in the city and the number of residents not working due to long-term sickness but to welcome the work taking place to address these issues;
- The impact of low wages and the rise in the cost of living, particularly the cost of housing and heating, and work in relation to the Living Wage and helping people into better paid jobs;

- Difficulties in capturing data on levels of adult poverty;
- Measures of how successful Employment Fairs were and whether consideration should be given to holding Employment Fairs outside the city centre;
- Noting that fighting systemic and structural discrimination and racism was one of the key themes of Making Manchester Fairer and was within the remit of a different Committee, highlighting that this also impacted on key themes that the Committee was considering and that this needed to be an overarching way of analysing all the themes, rather than just being seen as a discrete area of work; and
- How to scrutinise this area of work, including considering every item that came to the scrutiny committee in the light of Making Manchester Fairer, and whether this should be incorporated into the scrutiny report template.

The Director of Inclusive Economy reported that the Living Wage was independently calculated and had increased by 10% the previous year to reflect the rise in the cost of living. She advised that there had been concern about whether organisations would want to continue to be accredited Living Wage Employers due to the increase but she reported that the city's targets for this had been met and more employees in the city were benefiting from it. She reported that the Employment Fairs had been successful, although there was a limit on the extent to which attendees could be tracked. She advised that holding the Employment Fairs in the city centre worked well due to good transport links but some had taken place elsewhere, including in Wythenshawe and at the Etihad Stadium. She reported that people who were attending English for Speakers of Other Languages (ESOL) courses through Manchester Adult Education Service (MAES) were often in work but were able to access university or better paid jobs once they had improved their English and she highlighted the in-work progression service 'Ambition Manchester', which MAES was delivering. She reported that the current job market meant that people had more choice between employers and people in low-paid work were moving to different employers or sectors for slightly better money, although this might not continue if the economy went into recession. She recognised the Member's comments about the impact of structural inequality, highlighting the challenges facing people with long-term health conditions, people with caring responsibilities and those facing racial inequality. She reported that the Council had worked closely with the Greater Manchester Combined Authority (GMCA) in relation to the Shared Prosperity Fund to ensure that it was allocated based on level of need, so Manchester would attract a proportionately higher delivery of commissioned services, and she also reported that grant funding would be provided to local organisations who understood what was needed and what would work in their area. In relation to people with a disability or underlying health condition who were economically inactive, she advised that Making Manchester Fairer was looking at how NHS systems could be aligned with welfare to work, employment support and skills systems to provide holistic support.

A Member reported that knowledge of English was not the only barrier facing people from racialised communities, that graduates from these communities with excellent English and academic achievements could struggle to get graduate jobs and that this needed to be addressed. The Leader acknowledged this point and the Member's earlier point about systemic and structural discrimination and racism impacting across all the themes within Making Manchester Fairer. She noted that it had been

agreed that the Health Scrutiny Committee would scrutinise the whole Making Manchester Fairer programme, with the Chairs of the other scrutiny committees invited, while the other scrutiny committees would look at the themes within their remit; however, she offered to discuss with the Chair how this approach was working and any ways it could be improved. The Member welcomed that this area had been included as a core piece of work within Making Manchester Fairer.

The Strategy and Economic Policy Manager acknowledged that it was more difficult to gather data on adult poverty, reporting that there was not a UK Government or Government agency dataset available on this but that the Council did work to try to understand where poverty was concentrated within the city and the likely characteristics of the people who experienced poverty in Manchester. The Leader informed the Committee about work which had taken place during the pandemic to identify people in need of support, advising that this had highlighted a gap in support in relation to single adults living in poverty and that this was now a priority area.

In response to a Member's question, the Director of Housing Services reported that there had been significant investment of around £50 million in the decarbonisation of social housing and £10 million in relation to private housing but he acknowledged that the scale of this work was very large and there was a lot further still to be done. In response to a further question, he agreed to provide the Member with a figure of the cost of bringing homes in the city up to the required standard.

The Chair highlighted that debt was an issue which affected a lot of people experiencing poverty and suggested that the Committee might want to look at this at a future meeting, including fairer access to finance, such as Credit Unions.

The Deputy Leader welcomed Members' comments in relation to how this work should be scrutinised, including the use of measurable targets, and how it should be embedded into all work, including at a ward level with Ward Councillors and Neighbourhood Officers, and she advised that further consideration would be given to this. The Leader stated that there would also be a discussion about other ways to engage with Members about this work, outside of scrutiny committees.

The Director of Inclusive Economy reported that Neighbourhood Teams were included in the work on the Council's response to the cost of living crisis. She advised that information could be incorporated into a future report to enable the Committee to monitor progress with the action plan. In response to a question about people who were not in work due to long-term ill health, she drew Members' attention to the Working Well: Individualised Placement Support in Primary Care (IPSPC) programme outlined in the report. She recognised a Member's comments on the impact of being a carer on people's ability to undertake paid work, saying that this was an area of focus for the Council, while also commenting that increased flexibility and hybrid working could have a positive impact in enabling carers to work.

Decision:

To note progress on the relevant themes of the Making Manchester Fairer Action Plan and incorporation of the Anti-Poverty Strategy as a joint programme of work.

[Councillor Northwood declared a personal interest as an employee of the national Citizens Advice Bureau, although this was a separate entity from Citizens Advice Manchester, which was referenced in the report.]

ERSC/23/38 Overview Report

A report of the Governance and Scrutiny Support Unit was submitted. The overview report contained key decisions within the Committee's remit, responses to previous recommendations and the Committee's work programme, which the Committee was asked to approve. The report also included the Quarterly Economy Dashboard, for information.

The Chair noted that the second recommendation on the recommendations monitor had now been completed. He reported that the Housing Needs Assessment report had been rescheduled for the November meeting. He informed Members that he had agreed a call-in exemption on modifications to the joint local plan due to the timing for approval of this but that the Committee would be scrutinising the local plan again at a future meeting. He reminded Members of the change of date, time and venue for the next meeting.

Members discussed the timing of a further report on the Economic Strategy and the importance of it being a detailed discussion which provided sufficient challenge. The Chair agreed to schedule this for the November meeting and to discuss this further with officers at an agenda-setting meeting.

A Member suggested that the Committee consider a report on the Shared Prosperity Fund which also covered previous funding and where funding might come from in future. The Chair advised that this had been considered at the end of the previous municipal year and that the scheduling of a further update would be discussed at the agenda-setting meeting.

Decision:

That the Committee note the report, including the Quarterly Economy Dashboard, and agree the work programme, subject to the above comments.

**Manchester City Council
Report for Information**

Report to: Economy and Regeneration Scrutiny Committee – 16 October 2023

Subject: Update on the activities and initiatives to support and develop District Centres

Report of: Director of Development & Director of Communities

Summary

This report provides information on the activities and initiatives to support and develop District Centres. The report describes the progress to date following the findings and recommendations of the District Centres Subgroup, and includes an update on the Shared Prosperity Fund (SPF).

Recommendations

Economy and Regeneration Scrutiny Committee Members are requested to note and comment on the contents of this report.

Wards Affected: All

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

District Centres hold the potential to contribute significantly to the city's zero carbon target, though the extent and nature of that contribution will depend on the particular interventions being delivered in each centre.

Where significant new residential development is set to occur, for example, efforts will be made to reduce carbon impacts both during construction and the operational life of the new homes, with a fabric first approach to design and the selection of appropriately sustainable materials and building systems. This will include heat pumps and solar PV.

With investment and targeted physical changes many district centres have the potential to facilitate much greater active travel than at present, and this has been a topic of focus for the development frameworks produced to date and the projects selected for Shared Prosperity Funding.

For district centres or locations of significant scale (e.g. Wythenshawe, Strangeways) there may be options for larger interventions at a neighbourhood-wide level, be that in terms of energy generation or distribution. As these areas come forward officers will work with private developers, JV partners and stakeholders to identify and investigate such opportunities.

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

Many of the city's district centres contain significant levels of deprivation, with those residents often facing additional health inequalities. Creating and sustaining safe, vibrant district centres that provide new jobs, homes and opportunities therefore supports the Council's broader promotion of equality and diversity.

In addition, as specific projects and interventions are developed and delivered an Equalities Impact Assessment will be undertaken by the relevant officer/service, as required.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The District Centre Programme is focused on realising the potential of the city's district and local centres and high streets, in terms of both new jobs and new homes. Delivery of the projects in this programme will provide opportunities for new jobs, training and social value to be delivered.
A highly skilled city: world class and home grown talent sustaining the city's economic success	A set of successful, attractive district and local centres across the city will be places where people want to live and work, and where businesses want to locate.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	There remains significant unrealised potential in Manchester's district centres, and this programme of work aims to address that directly through a range of investments and interventions.
A liveable and low carbon city: a destination of choice to live, visit, work	As above, district centres can contribute significantly to Manchester's zero carbon target, and the investments and projects going into the district centres are with the clear intention of making them better, more liveable places.
A connected city: world class infrastructure and connectivity to drive growth	The district centre programme includes consideration of local infrastructure needs, and uses development frameworks as a tool both to plan for future infrastructure, as well as an evidence base with which to secure the necessary funding.

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

Equal Opportunities Policy

None directly from this report.

Risk Management

None directly from this report. Risk is considered on a project by project basis by the relevant service.

Legal Considerations

None directly from this report.

Financial Consequences – Revenue

None directly from this report.

Financial Consequences – Capital

None directly from this report.

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Background documents (available for public inspection):

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

- Economy Scrutiny Committee – 5 March 2020; *District Centres Subgroup – Final Recommendation*

- Economy Scrutiny Committee – 13 October 2022; *District Centre Regeneration*

1.0 Introduction

- 1.1 Manchester's district centres are essential building blocks for the city and are the places where many of our residents live, work, shop, play, meet and visit. Each of these centres has a long history, meaning that as well as often being home to heritage buildings and assets they are also places that people identify with strongly, take great pride in, and wish to see improve.
- 1.2 Manchester's district centres are also key to building the dynamic, fair and inclusive city set out in the Our Manchester Strategy. The district centres each have a role to play in providing new homes, creating new jobs, and addressing the impacts of climate change, as well as helping to deliver key city-wide objectives such as the promotion of active travel and addressing long-standing health inequalities.
- 1.3 Recognising the importance of our district centres and the many challenges they have faced in recent years – including changing patterns of retail spending, the impact of the Covid-19 pandemic, and the growing demand for affordable housing – the Council has applied a renewed focus to these centres. Building on engagement with academics and practitioners across the public and private sectors, and supported by additional staffing and funding opportunities, there is now a District Centres Programme in place. The aim of this programme is to provide a development and regeneration focus to the district centres, building on and aligned with the long-standing work of the Neighbourhoods teams and other services already active in these locations. This report provides an update on that programme, further to the report provided to this scrutiny committee in October 2022.

2.0 Background

- 2.1 Having considered a report about the changing role of district centres in Manchester at its meeting in September 2015, the Economy Scrutiny Committee established a 'District Centre Subgroup' (henceforth referred to as 'the Subgroup') that began work in March 2016. Working with the Institute of Place Management (IPM, based at Manchester Metropolitan University) the Subgroup oversaw a work programme to consider the most effective policy approach the Council and its partners could take to promote successful district centres.
- 2.2 The Subgroup and IPM produced a report and series of recommendations that were considered by this committee at its meeting on 5 March 2020. The Covid-19 pandemic shortly thereafter massively impacted the city-wide economy, and limited the extent to which some of the recommendations could be implemented. However, the pandemic illustrated the importance of the city's district centres for the communities they serve, and the Council continued to drive housing investment and regeneration in those centres as part of Manchester's wider Recovery and Investment Plan.
- 2.3 As above, this committee received an update on district centre investment and regeneration in October 2022. This report sets out progress since then, and

also aims to set the programme in its wider context, reflecting the variety of activity that the Council and its partners undertake in district centres. The report also updates on the specific recommendations made in March 2020.

3.0 The District Centre programme

What we mean by a 'district centre'

- 3.1 The city has 17 formally designated 'district centres' in the Local Plan. The District Centre programme does not focus solely on these locations, and depending upon identification of opportunity and need the programme includes local centres (e.g. Moston Lane) and wider neighbourhoods (e.g. Strangeways). For simplicity, this report uses 'district centres' in relation to all such locations.

What the District Centre programme covers

- 3.2 It is worth making the point that in some form or another the Council is active in all of the city's district centres throughout the year, providing a wide array of environmental, regulatory and operational services across the Neighbourhoods and Highways services. Similarly, the Council is delivering educational, social care and public health across the district centres. In terms of what this District Centres Programme aims to achieve then, it can be summarised as follows:
- Supplementing existing activity and service provision with resource and expertise around 'development' and regeneration, where there is an identified need and/or opportunity.
 - Helping to better coordinate and prioritise investment and interventions in the District Centres across Council services and external partners
 - Delivering physical and environmental interventions in the district centres to improve those areas and/or facilitate growth and development.
- 3.3 In shaping and delivering this programme it is acknowledged that each district centre has its own context, challenges and opportunities, and the response and interventions by the Council (and in many cases its partners) needs to reflect this. As was stressed in previous reports, it cannot be a 'one size fits all' approach.
- 3.4 Similarly, not all district centres have or need a development and regeneration focus, and do not require a development framework. In some cases, the local challenges are environmental or liveability issues, such as fly-tipping, antisocial behaviour, traffic management, noise etc. In such cases, the interventions would be identified and delivered by Neighbourhoods and other services through existing budgets, or through a specific package of measures (e.g. the Neighbourhood Management Plan being developed for Fallowfield).

Prioritisation in the programme

- 3.5 In terms of development-led interventions in the city's district centres, this will be dictated by an analysis of need, demand and opportunity. Where the Council has levers, such as land or assets, a stronger basis for intervention may exist.
- 3.6 Clearly, with so many district centres, local centres and high streets, this is a programme that will be delivered over time as capacity and resources permit.

Funding

- 3.7 There are several funding opportunities available to deliver the district centre programme and kickstart regeneration and investment in and around the district centres. Presently, these include:
- Brownfield Housing Fund: administered by GMCA to gap fund residential development. MCC, working closely with our partners, has secured £20.93m for 1,703 homes (42% affordable) across 30 sites in the first-year allocation of this fund.
 - Evergreen Fund: administered by GMCA also, this provides revenue funding to unlock employment and growth opportunities.
 - Levelling Up Funding: whilst the Council was unsuccessful in its Round 2 applications, a third round is due to be announced in the coming months.
 - Shared Prosperity Fund: this is described in detail later in the report.
 - MCC's Affordable Housing Programme: this can provide gap funding to deliver housing-led regeneration, using the Manchester Housing Providers Partnership (MHPP) framework and grant funding administered by Homes England. A number of the P500 housing sites are also located in and around district centres in north and east Manchester.
- 3.8 Officers continue to liaise with counterparts in GMCA, Homes England and DLUHC to identify and secure ad hoc funding where possible, and to ensure that the Council is best placed to benefit from future funding programmes.

District Centre Management Plan

- 3.9 Given that the wider local government funding position will remain challenging for the foreseeable future, it is unrealistic to expect sufficient funds to be available from the government and public bodies to deliver all of the Council's ambitions for its district centres. It's therefore crucial that the Council makes best use of its existing revenue and capital budgets, and its assets, to work towards those ambitions. To that end, officers are in the process of developing a 'District Centre Management Plan.' This document will identify funding streams going into specific localities, as well as any property assets located there, alongside the particular challenges or issues that need to be addressed

in that district centre. This will allow a holistic consideration of all the financial levers available to the Council as it seeks to improve a particular district centre.

4.0 Other activity relating to District Centres

Work & Skills

- 4.1 The Work and Skills team continues to support District Centres and High Streets by delivering the SME roadshows within each neighbourhood on a rota basis each month. The team promote the business support available to local business owners and is keen to engage and work with more SMEs businesses across Manchester, especially those who traditionally don't engage with the Council or partners. The team delivering this activity consists of Work and Skills, Neighbourhoods, BIPC and The Business Growth Hub.
- 4.2 In terms of the practicalities of delivery, the team are on hand at an agreed location each month to offer practical advice and support, and there is also the opportunity to signpost to other organisations or providers as some of the 'asks' received from some businesses will be out of scope of this work. Feedback from local business owners has been very positive, stating they often don't know where to start in terms of accessing support or knowing what is available to them. By going 'to the businesses' this approach is clearly meeting an identified need.
- 4.3 To date the Council has delivered 14 SME roadshows, promoted the event to over 900 business owners, and over 130 have reached out to ask for some level of support or information.

Planning policy

- 4.4 The District Centre Subgroup recommended that the review of the Local Plan include specific consideration of each district centre and its specific character and needs, and whether or not any amendment is required to the current district centre boundaries.
- 4.5 This work is currently underway, and a Retail and Leisure Study has been commissioned by the Planning and Infrastructure team. This study will look at a number of metrics to assess the 'health' of each of the 17 district centres, and it will also consider whether any adjustments are required to the boundary of each district centre to reflect changes on the ground or long-term development aspirations. The study also considers the quantum of retail and leisure floorspace within each district centre and across the city as a whole, and how that compares to anticipated future need in light of factors including population growth and changing retail and leisure trends.

Social infrastructure

- 4.6 The provision of adequate 'social infrastructure' such as health facilities and schools is essential to the creation of successful district centres where people

want to live and stay. Having that infrastructure in place – with sufficient capacity, and with facilities of a suitably high quality – is also essential if the city is to address disparities in health and education outcomes. The District Centres Programme is addressing these imperatives by:

- a) Considering existing provision and future demand for health and education services when developing development frameworks, in dialogue with the relevant services and partners.
- b) Looking at how Council-owned land and assets could be used to provide land or space for health or education facilities.
- c) Maintaining a dialogue with health and social care partners to understand their requirements, and to make them aware of the future development projections in district centres, and the numbers of new homes anticipated.

4.7 In respect of the last point, over recent months the Development team have provided a number of briefings to partners across the NHS, Manchester Foundation Trust and the Local Care Organisation, and site-specific discussions continue across a number of district centres. Similarly, there is an ongoing dialogue with Council officers in the Children’s and Education team to ensure future housing development is appropriately factored into pupil projections.

4.8 With regards to transport, this is considered within the framework of the Greater Manchester Transport Strategy 2040 and the Council’s own Transport and Active Travel strategies. Discussions with TfGM take place on a case by case basis to the extent that district centre proposals may impact on or require additional transport infrastructure. Over the medium to long-term, as bus franchising is rolled out there will be opportunities to discuss bus provision in the city’s district centres, both with a view to ensuring future capacity meets demand as new homes are built in district centres, and to try and establish improved services and connections between the district centres and key employment locations.

District centre cleansing and waste

4.9 As part of the 2022/23 budget setting process the Executive approved investment for services within the Neighbourhoods Directorate to improve visual environmental standards in the City Centre, District Centres, and gateway routes (£1.2m). To date District Centres have benefited from steam cleaning in Cheetham, Fallowfield, Moston, Withington and Rusholme (in-progress), and an additional large mechanical sweeper to improve the standard of cleanse. An update on the implementation of this investment was provided to the Environment, Climate Change & Neighbourhood Scrutiny Committee on 7th September 2023.

4.10 In addition to this investment Biffa are reviewing the cleansing model and have adjusted it to increase the number of place-based ped orderlies (+3 FTE). As part of the Neighbourhood Infrastructure Renewal Capital Investment Fund (£5m in 2023/24), all existing litter bin infrastructure will be renewed or repaired, and new additional litter bins will be procured (citywide theme).

District centre data and intelligence

- 4.11 The Subgroup and IPM piloted the introduction of footfall counters in a number of district centres, and following the pilot the Council commissioned a private company to install and maintain footfall counters in nine locations¹, and provide regular reports and analysis. This footfall data is now widely disseminated to stakeholders and community groups, and members, and is welcomed as a useful proxy for the relative health for the wider district centre.
- 4.12 It is recognised that, as with all datasets, there are limitations to footfall counts, the results of which can be impacted by a variety of factors, such as changes to patterns of pedestrian movement, or the opening/closing of a particular shop. There are also increasingly sophisticated opportunities to use digital data to measure activity and spend within a locality. Such options will be kept under review and may be considered in the future as a way to supplement the traditional footfall measure.

Communications

- 4.13 On a day to day basis the Council communicates with residents and businesses in district centres through a variety of channels, some of which are corporately run and some of which are managed by Neighbourhoods. When there is a specific project being delivered or a proposal being consulted on, for example a development framework, a bespoke communications and consultation plan is developed in conjunction with the Strategic Communications team to ensure meaningful public consultation. This allows local residents, business and community groups to help shape the future vision for their area and the projects being delivered.
- 4.14 Officers are also looking at options to better promote the District Centre Programme as a whole on the MCC website, consolidating information currently located across a number of service webpages.

Progress to date following the recommendations of the District Centres Subgroup

- 4.15 The findings and recommendations of the District Centres Subgroup were considered by this committee on 5 March 2020. A number of the recommendations have been addressed in the body of the report above, however for ease of reference the table below considers each item in turn.

Recommendation	Update
<i>"...further dissemination of key information of data including footfall and changes in uses is circulated to relevant stakeholders"</i>	See paragraph 4.11 above. This has been implemented and is now standard practice.

¹ Cheetham Hill, Chorlton, Fallowfield, Gorton, Harpurhey, Levenshulme, Rusholme, Victoria Avenue, Withington

<p><i>within each of the district centres. This will help traders and other organisations in the district centres to better understand potential changing patterns within their respective centres.”</i></p>	
<p><i>“...relevant Council services consider where there are opportunities to improve current practices with respect to the maintenance of the public realm within district centres, recognising that any proposed changes to the delivery of public realm services would have to be considered in terms of how this was funded. It could present opportunities to demonstrate good examples of public and private sector services working together better.”</i></p>	<p>Where public realm improvements are being made in district centres the long-term management and maintenance of those spaces is a primary consideration in their design and in the selection of materials and planting.</p> <p>Where possible public realm plans are developed in consultation with landowners and developers who are bringing forward key sites in the district centre – as well as helping to provide visual harmony, it ensures any adopted public realm is delivered to the appropriate standard.</p>
<p><i>“...officers to develop options for providing the necessary support to local communities to establish and maintain effective collaborative networks within district centres.”</i></p>	<p>Some of the city’s district centres have strong and long-established community groups and networks. For example Moston Matters is a group the Council is keen to develop and support. Withington Village Regeneration Partnership (WVRP) including traders, local organisations and public partners supported by SNT work together to guide and inform the development of the District Centre. Work continues to develop and foster networks within district centres across the city.</p>
<p><i>“...the review of the Local Plan builds on the work and evidence base gathered as a result of the Subgroup’s work.”</i></p>	<p>See paragraphs 4.4-4.5 above. The review of the Local Plan is underway, and will draw on the evidence base from the Subgroup as appropriate.</p>
<p><i>“...officers to identify opportunities to influence national policy initiatives including the current link to the High Street Task Force.”</i></p>	<p>Ongoing. For example, officers have recently fed back to GMCA the challenges with some of the metrics around the Shared Prosperity Fund, and the way in which the Fund fails to consider the complexities of project delivery and the value of strategic frameworks.</p>

5.0 Shared Prosperity Fund

Background

- 5.1 On leaving the EU the UK was no longer eligible for European Structural and Investment Funds (ESIF). The Shared Prosperity Fund (SPF) was announced in the Government's 2020 Spending Review (SR2) with a commitment that "funding for the UKSPF will ramp up so that total domestic UK-wide funding will at least match receipts from EU structural funds, on average reaching around £1.5 billion per year". However, the distribution of this across all areas of the UK means that the level of funding received by GM authorities under SPF is substantially lower than under the previous ESIF regime.
- 5.2 The SPF is managed by Greater Manchester Combined Authority (GMCA) on behalf of the Department of Levelling Up, Housing and Communities, using guidance and outcome/output measures set by the department. The SPF is framed around three UKSPF investment priorities: Communities and Place, Local Business and People and Skills.
- 5.3 The update in this report focuses on the first of these three priorities, as that is most directly relevant to District Centres. To note, however, MCC has also secured £1.8m of SPF funding under the 'Local Business' theme, which is being used to deliver an SME Enterprise Workspace programme at a number of locations across the city. Officers are also in the process of negotiating with GMCA to secure £870K funding for NEET (Not in Education, Employment or Training) and £1.4m 'Build a business' projects.

Communities and Place funding

- 5.4 MCC has an allocation £5.013m of Communities and Place funding. A longlisting exercise took place at the start of this year to identify potential projects to receive funding, and the final list of projects set out below was agreed with Executive Members. The selection of projects was based on a combination of:
- The government's SPF funding criteria, and the need for projects to be able to generate the nationally-set outcomes and outputs.
 - Alignment with the Investment Priorities agreed between GM and DLHUC.
 - The desire to use SPF monies to unlock future investment, development and regeneration in District Centres and advance the District Centres programme.
 - The need to build on the momentum already achieved in areas such as Gorton, following the completion of the Hub and approval of the Neighbourhood Development Framework in January 2023.
 - Alignment with wider MCC priorities.
- 5.5 The following list of projects was subsequently agreed with GMCA, and form the basis of MCC's Grant Funding Agreement:

District Centre	Project	Sum allocated
Gorton	Creation of a new public square outside the market	£1.4m
Withington	New public realm on Copson Street and Rutherford Place	£2.1m
Moston Lane	Improvements to pocket parks on Moston Lane	£313K
	Environmental stabilisation interventions: alleygating; commercial waste agreements; changes to parking/TROs off Moston Lane.	£240K
	Production of a Development Framework for Moston Lane, and associated fees and officer time.	£187K
	Remedial works to Simpson Memorial Hall.	£100K
	Local acquisitions to support delivery of the new framework.	£165K
Harpurhey	Production of a Local Infrastructure Framework to support housing and regeneration.	£30K
Cheetham Hill	Production of Neighbourhood Development Framework & Public Realm Study.	£85K
Strangeways	Production of Strategic Regeneration Framework, in conjunction with Salford City Council.	£100K
	Traffic Management and Highways works on Bury New Road to support wider enforcement activity.	£115K
Newton Heath	Production of Neighbourhood Development Framework.	£30K
North Manchester Cultural Place Partnership	Match funding for a larger Arts Council England bid to provide training and activity to build capacity amongst local groups and communities.	£100K

5.6 As illustrated by the list above, MCC has chosen to use the SPF across a number of projects rather than concentrate the funding into a handful of larger interventions. This reflects the desire to use the SPF to kick-start activity

across a number of District Centres, and to put in place a suite of development and regeneration frameworks that will provide a platform and evidence base for future investment and funding bids to government, GMCA and agencies such as Homes England.

- 5.7 It is important to note that due to delays in the government confirming UK SPF funding arrangements these projects and the associated grant agreements were only formally agreed during the course of this year, well into Year 2 of the three year SPF period that runs 2022/23 to 2024/25. Officers are consequently working hard to deliver the required outputs by the SPF deadline of 31st March 2025.

Management and Governance

- 5.8 The Communities and Place projects are being delivered by officers from across a range of services, including Development, Neighbourhoods, Highways and Capital Programmes. The Policy & Strategy team lead on monitoring, reporting and engagement with GMCA, and the Strategic Director Growth and Development chairs an officer board to oversee the MCC programme as a whole. An SPF Local Partnership Board provides governance at the city-regional level.

Future SPF funding

- 5.9 The government has not indicated whether there will be a further round of SPF after the current programme ends in March 2025. That would in any case be subject to a future Spending Review, and the broader question of how any future government seeks to structure the funding of regeneration and levelling up-type activities. It may also be that GMCA takes on a greater role in establishing and managing such funding as part of future devolution arrangements,
- 5.10 In the interim, guidance for the third round of Levelling Up funding is expected in the coming months. Once the scale of MCC's allocation and the funding criteria are clear, officers will work with Executive Members to consider how it can best be used to support the District Centres programme and other priorities for investment.

6.0 Conclusion

- 6.1 The Council is undertaking significant activity to support and develop district centres, recognising their importance to the city and the central role these locations play in delivering the Our Manchester Strategy. Building on the work initiated by the District Centre Subgroup, the District Centres Programme provides a specific development and regeneration focus, supplementing the long-standing work undertaken in the district centres by Neighbourhoods and other services.
- 6.2 Given the extent of need and scale of opportunity, and the wider local government funding position, the District Centres Programme will need to be a

rolling programme delivered over time. The current focus is on delivering regeneration in a first phase of locations – subsequent interventions will be discussed and agreed with members, and approvals sought as necessary.

- 6.3 Having a district centres programme in place with a clear set of priority interventions – supported by development frameworks and similar documents – will put the Council in a strong position to secure future public and private investment. This Council will use the Shared Prosperity Fund to put such frameworks in place where required, and to deliver tangible improvements in a number of district centres across the city.

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Appendix 1

District Centre Update: highlights of activity over the past 12 months, and forward look for the year ahead

To note: the table below sets out only the highlights of the work undertaken and planned across the city's district centres. It is not intended to catalogue the full array of Council activity in these locations, but to illustrate areas of focus and priority.

NORTH		
	Year to date	Next 12 months
Moston Lane	<u>Development Framework</u> : document drafted and public consultation generated nearly 500 responses, with public consultation events attended by circa 250 residents and business owners.	Framework to be endorsed by Executive on 18 th October. Year ahead will see delivery against the Action Plan, including acquisition of land to facilitate new homes, and further design and feasibility work for the new public square.
	<u>Shared Prosperity Fund</u> : circa £1m secured for a number of projects in and around Moston Lane (see report).	Delivery of projects by Neighbourhoods and Development teams.
Strangeways	<u>Enforcement</u> : Neighbourhoods and Development officers, with support from Legal and other services, working with GMP on various enforcement activities in support of Operation Vulcan.	Ongoing.
	<u>Strategic Regeneration Framework</u> : in conjunction with Salford CC, procurement exercise to appoint a professional team to produce an SRF for the Strangeways and Cambridge area.	Drafting and production of the SRF, including extensive consultation and engagement with residents, businesses stakeholders and members.
Cheetham Hill		<u>Development Framework</u> : procure professional team to

		produce the framework, undertake consultation and engagement, present to Executive for endorsement.
Harpurhey		<u>Local Infrastructure Framework</u> : this piece of work will support the longer-term housing and regeneration activity.
Newton Heath		<u>Neighbourhood Development Framework</u> : appointment of professional team and production of the framework, which will identify investment opportunities and potential public realm interventions.
Harpurhey		Production of a Local Infrastructure Framework to support housing and regeneration.

CENTRAL		
	Year to date	Next 12 months
Gorton	<u>Development Framework</u> : endorsed by Executive in January this year, this has provided the basis for the allocation of SPF for a new public square.	Year ahead will see delivery against the Action Plan, including acquisition of land to facilitate new homes, and further design and feasibility work for the new public square.
	<u>Shared Prosperity Fund</u> : £1.4m allocated for creation of a new public square adjacent to the Market Hall.	Conclude acquisition of the required land from Tesco and procure a contractor to design and build the new public square. MCC will support the contractor to undertake public consultation.
	<u>Gorton Hub</u> : opening of the new £20m facility, and occupation by 500 staff across all services and partners: Library, Jobcentre, MAES, Manchester Local Care Organisation/MCC Adult Services	Additional tenants to move into the Hub, incl. Gorton Medical Centre and One Manchester (Registered Provider). This will continue to increase footfall in the centre. Ongoing co-ordinated neighbourhood

	providing integrated health, employment and skills services to improve the lives of residents.	management between the Council, businesses and wider stakeholders.
Levenshulme	Focus on neighbourhood management, working closely with the businesses. Progress relates to the Levenshulme Village Green (clearing vegetation, planters, and preparing walls for community murals as part of the Levenshulme Art Trail, thereby encouraging more visits to the centre); Improving waste & recycling; Targeted action against dangerous driving and illegal vehicle parking.	Complete community murals as part of the Levenshulme Art Trail. Convert small plot of land on Woodfold avenue into a public car park.
	Station South acquisition to safeguard a wide range of community engagement activity to residents in the Levenshulme ward and beyond. This will retain Station South as an important partner in delivering the Manchester Sport and Physical Activity Strategy and Active Travel Priorities.	The council and MCRactive will continue to work closely with Station South to achieve the financial and operational objectives.
Longsight	Improvements to Longsight Community Garden (Slade Lane/A6 junction) and anti-litter campaigns. Co-ordinated neighbourhood management between the Council, businesses and residents to address littering / environment / street begging. Highway improvements (road / pavement) on Kirkmanhulme Lane, a key route into the centre.	Environmental improvements on key walking route from Northmoor to the District Centre. Events programme: Health & Wellbeing / Winter Festival. Ongoing co-ordinated neighbourhood management between the Council, businesses, residents and wider stakeholders.
Rusholme	Co-ordinated neighbourhood management between the Council, businesses and wider partners. Business engagement completed to support businesses to collaborate (Business Network) to enhance the centre's offer and local environment.	Ongoing co-ordinated neighbourhood management between the Council, businesses, residents and wider stakeholders. Support businesses to establish a Business Network.

Hulme	Business engagement/promotion of the support offer to the High Street businesses. Focus on supporting residents with Active Travel.	Ongoing co-ordinated neighbourhood management between the Council, businesses, residents and wider stakeholders. Further focus on Active Travel.

SOUTH		
	Year to date	Next 12 months
Wythenshawe	<u>Development Framework</u> : it is 12 months since the Council acquired the shopping centre. The Development Framework was endorsed by Executive in January, this sets out a clear vision for the Civic Centre, including the repurposing of existing buildings to provide workspace and a culture hub, improved connectivity within the around the centre, and capacity for 1,500 new homes.	A Joint Venture partner will be procured, on the back of a which a planning application for the first phase of development will be submitted in 2024.
Chorlton	<u>Business support</u> : engagement with small businesses in the Precinct who will be relocating in January 2024 as part of the redevelopment of the site.	Ongoing engagement with the developer of the Precinct site to ensure communication maintained with residents and traders.
	<u>Local Infrastructure Framework</u> : team appointed to consider socio economic impacts from development pipeline in Chorlton, and specifically to produce a Public Realm Plan.	Consultation on draft Public Realm Plan this autumn, with the final plan going to Executive for endorsement.
Withington	<u>Withington Conservation Area Regeneration Plan (CARP)</u> : funded by Historic England and led by the Heritage & Urban Design team, this study will	Development of the CARP, including further engagement with local community groups.

	consider how the historic built fabric of the area can be better protected and celebrated, for example through improvements to building frontages.	
	<u>SPF-funded public realm</u> : appointed team to deliver improvements on Copson Street and Rutherford Place, with initial engagement undertaken with community groups.	Public consultation on proposals, and implementation and start on site.
Fallowfield		Neighbourhood Management Framework to be established focused on coordinated service provision with engagement with traders, residents and partners to deliver visible improvements to the quality of the local environment and safer, cleaner, greener district centre that better meets the needs of all residents.

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**Manchester City Council
Report for Information**

Report to: Economy and Regeneration Scrutiny Committee - 16 October 2023

Subject: Victoria North – Strategic Business Plan Refresh

Report of: Strategic Director (Growth and Development)

Summary

The report provides a high level summary of the refreshed Victoria North Strategic Business Plan. The report includes updates on progress made since the Strategic Business Plan was approved by Executive, and scrutinised by this Committee, in February 2020. This includes an update on progress made in delivering the 988 homes covered by the Initial Development Area Business Plan, in addition to a look ahead to the next Development Area Business Plan, together with a summary of the high level opportunities, challenges and risks associated with the overall programme.

Appendix 1 provides a general overview of the Victoria North programme. This will be shared with North Manchester Ward Councillors.

Recommendations

Economy and Regeneration Scrutiny Committee members are requested to:

1. Note the summarised content of the refreshed Victoria North Strategic Business Plan.
 2. Endorse the refreshed Victoria North Strategic Business Plan.
 3. Note the general programme update as reflected in Appendix 1.
-

Wards Affected:

Piccadilly; Cheetham; Harpurhey; Miles Platting and Newton Heath

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

The Northern Gateway (now Victoria North) Strategic Regeneration Framework (SRF) established clear low-carbon principles in recognition that future development within the area will need to respond to the City Council's zero-carbon target and will be expected to move towards this aspiration through the active utilisation and deployment of leading building technologies.

The planning of Victoria North has been actively developed to facilitate the radical change in the current patterns of energy generation, distribution and use. New developments will incorporate a range of sustainability measures including SuDS, biodiversity net gain, reuse of brownfield land, improvements to green and blue infrastructure, and active travel.

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

An inclusive, accessible, and diverse engagement process has been developed to inform the Master Planning process for future development.

The future development of the Victoria North neighbourhoods is capable of providing significant new residential space and associated commercial space and community infrastructure, creating jobs and opportunities open for all residents. As set out in the SRF, the site would be made highly permeable, connecting neighbouring streets and communities with high quality and fully accessible open spaces and public realm. Any future phases of development proposals would be considered through future planning applications with full public consultations. It is considered at this stage that the proposals do not impact any protected or disadvantaged groups.

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 Victoria North initiative will expand the City Centre in a northern direction establishing sustainable mixed-use neighbourhoods including new jobs and employment opportunities.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The Victoria North initiative will provide direct employment opportunities and also meet the demand for housing from residents who wish to live close to the skilled employment opportunities located in and around the Regional Centre.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Development of the Victoria North area offers the potential to deliver on the objectives of the Manchester Housing Strategy and meet the growing demand for high quality new housing in the city.

A liveable and low carbon city: a destination of choice to live, visit, work	The Victoria North development opportunities will support the delivery of new residential developments in a sustainable location, using low carbon principles and a destination of choice through the promotion and integration of a new 40 hectare City River Park.
A connected city: world class infrastructure and connectivity to drive growth	The master-planning of new neighbourhoods within Victoria North will include traffic and transport planning, ensuring that various modes of transport (car, bus, rail, Metrolink, cycling, and walking) are provided for. Active travel and public transport routes will be prioritised as the dominant means for residents to travel to the City Centre and connect to adjacent neighbourhoods and the wider conurbation.

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.

- The Regeneration of Collyhurst – Update, Executive, 26 July 2023
- The Regeneration of Collyhurst – Update, Executive, 22 March 2023
- Victoria North – The Proposed City of Manchester (Thornton Street North Collyhurst Village Compulsory Purchase Order, Executive. 16 March 2022
- Northern Gateway Progress Update Report, Economy Scrutiny Committee, 22 July 2021
- Northern Gateway: Progress Update & Delivery Arrangements for Collyhurst Phase 1, Executive 17 February 2021
- Northern Gateway: Progress Update and Housing Infrastructure Fund, Executive, 29 July 2020
- Northern Gateway Strategic Business Plan and First Phase Development Area, Economy Scrutiny Committee 6 February 2020, Executive 12 February 2020
- Strategic Acquisitions in the Northern Gateway: Resources and Governance Scrutiny Committee 18 June 2019, Executive 26 June 2019
- Northern Gateway: Implementation and Delivery, Executive, 13 February 2019
- Northern Gateway Strategic Regeneration Framework, Executive, 13 February 2019

1.0 Introduction

- 1.1 The Victoria North area (formerly known as Northern Gateway) comprises approximately 155 hectares of brownfield and under-utilised land extending in a north-eastern arc from Victoria Station on the northern edge of the city centre and takes in the areas of New Cross, the Lower Irk Valley and Collyhurst up to Queen's Road. The area provides the opportunity to deliver residential-led regeneration at scale, with ambitions for 15,000 new homes providing the single greatest contribution to Greater Manchester's housing targets and those of the City's Housing Strategy, over the next 15 – 20 years.
- 1.2 The initiative is being delivered via a 50/50 Joint Venture (JV) partnership between the City Council and Far East Consortium (FEC). As set out in the JV legal agreements, it is a requirement of the Development Manager (FEC) to produce a Strategic Business Plan. The purpose of the Strategic Business Plan is to set the strategic context for the operation of the initiative, based upon an overarching Financial Model and to set the parameters for the subsequent Development Area Business Plans, which will be brought forward, setting out delivery proposals for each phase of development on the expectation that each development phase will comprise at least c1,000 homes.
- 1.3 The February 2020 meeting of the Executive approved the JV's Strategic Business Plan, together with an Initial Development Area Business Plan based upon the provision of 988 new homes within the neighbourhoods of Collyhurst, New Cross and New Town. The Strategic Business Plan is intended to be updated annually to ensure that it takes account of any changes in national and local policy, market sentiment or wider economic implications and is to be used as a mechanism to monitor the progress of delivery. Due to the impacts of Covid, however, together with a focus on delivery of the initial phases of development, the Strategic Business Plan is now being refreshed for the first time.

2.0 Governance, Decision-making and Scrutiny

- 2.1 The Joint Venture vehicle is owned equally by FEC Northern Gateway Development Limited and Manchester City Council. The operation is governed by: (i) a Shareholders Agreement, (ii) an Operational Agreement, and (iii) the Articles of Association, all of which were entered into or adopted on 26 April 2017.
- 2.2 The day to day management of the JV is vested in its Board of Directors. The Board, which functions in accordance with the Board Terms of Reference, consists of three Directors from the Council and three Directors from FEC. The Council's Directors are: Councillor Gavin White, Executive Member for Housing and Development; Carol Culley, Deputy Chief Executive and City Treasurer; and Rebecca Heron, Strategic Director (Growth and Development). Officers from both the Council and FEC attend Board meetings to provide support.

- 2.3 Day to day internal staffing resources to the programme are provided via the Major Regeneration service, part of the Growth and Development directorate. Since the inception of the JV, FEC have invested significantly in staff resources with the team in Manchester growing from one individual in 2017 to thirty eight members of staff today across a range of skill sets which include surveyors, planners, accountants, project managers, commercial managers, human resources, social value, sales and marketing.
- 2.4 The primary purpose of the JV vehicle is to secure the redevelopment of the whole of the Victoria North area for high quality housing and ancillary development and in order to achieve this, the following strategic documents have been produced:
- A Masterplan (Strategic Regeneration Framework (SRF)).
 - A Strategic Business Plan.
 - Development Area Business Plans (informed by the Masterplan).
- 2.5 The SRF was approved by Executive in February 2019, following an extensive public consultation exercise carried out throughout 2018. The SRF provides a vision, together with an illustrative spatial masterplan, alongside a clear set of objectives and design and development principles with the aim of delivering a series of seven vibrant, sustainable and integrated residential neighbourhoods to the north of Manchester City Centre.
- 2.6 The Strategic Business Plan was presented to the Economy Scrutiny Committee as a Part B item a year later in February 2020. At the meeting of 12 February 2020, the Executive approved the Strategic Business Plan and delegated authority to the Chief Executive in consultation with the Leader, Deputy Leader and Executive Member to approve the full Initial Development Area Business Plan, comprising the first 988 homes to be delivered.
- 2.7 A further update was brought to the November 2021 meeting of the Economy Scrutiny Committee. The report and presentation provided members of the Committee with an update on progress against the Initial Development Area Business Plan objectives, including the first phase of new homes in Collyhurst, New Cross and New Town, as well as a summary of the progress to date in utilising the £51.6m of grant funding secured through Homes England's Housing Infrastructure Fund (HIF).
- 2.8 The HIF grant was secured to support with the delivery of a broad package of infrastructure works designed to create a development platform capable of delivering circa 5,500 new homes across the neighbourhood to be known as Red Bank. The core package of infrastructure works proposed includes bulk earthworks and remediation required to: repurpose the former Red Bank carriage sidings site – a 25-acre brownfield site; the acquisition and demolition of the former Creamline Dairies site; new and reinforced utility networks for electricity; and improvements to St Catherine's Wood and the banks of the River Irk, which will form the first phase of the City River Park. This was the subject of a report to Executive in July 2020.

3.0 Strategic Business Plan – JV Progress to Date

3.1 A huge amount of progress has taken place since the formation of the Joint Venture in April 2017, and the approval of the first Strategic Business Plan. A summary of the key achievements are listed below:

- Approval by Executive in February 2019 of the SRF, which is now a material consideration in the determination of planning applications.
- Approval by Executive in June 2019 of an £11million loan facility to FEC to support strategic land acquisition.
- Approval by Executive in February 2020 of a Strategic Business Plan for the Victoria North JV, including Financial Model.
- Approval under delegated authority in February 2020 of an Initial Development Area Business Plan for 988 low carbon homes, which incorporates 26% on-site affordable housing provision and significant investment in new public realm, retail and commercial space.
- The acquisition by FEC of over 30 acres of key strategic land holdings within Victoria North at a cost of over £30 million.
- Approval by Homes England of £51.6 million in Housing Infrastructure Fund grant for strategic infrastructure to activate development at Red Bank, and subsequent approval by Executive in July 2020 to enter into a Grant Determination Agreement with Homes England.
- Approval by GMCA of £2.085 million of Brownfield Land funding to FEC to support new homes for sale in Collyhurst.
- The identification of three Registered Providers (RPs) - Guinness, Trafford Housing Trust and Great Places - to support the delivery of affordable housing at Red Bank.
- Contractual arrangements between the Council and FEC agreed for the joint delivery of Collyhurst Phase 1 (including MCC investment of £35.475m for 130 social rented homes, demolition works and shared infrastructure costs including the first phase of a new park).
- Collyhurst Village Compulsory Purchase Order authorised by Executive in March 2022.
- Progression of strategic transport projects including the promotion of a new Metrolink stop at Sandhills.
- Tangible social value interventions and outcomes which are supporting some of Manchester's most deprived communities.
- Completion in spring 2023 of the first 80 homes for sale in the New Cross neighbourhood.
- Delegated authority granted by Executive in July 2023 for the undertaking and finalisation of a formal, competitive procurement process to identify an Affordable Housing Delivery Partner to support the regeneration of Collyhurst.
- Planning Consent in August 2023 for 1,551 new homes in detail and 3,250 homes in outline in the Red Bank neighbourhood, including new primary school, health centre and public realm, retail and commercial spaces.

4.0 Refreshed Strategic Business Plan – Key Themes

Neighbourhood-led Regeneration / Planning Strategy

- 4.1 The area covered by the Victoria North programme is home to a number of existing communities and characterful neighbourhoods that reflect the area's rich industrial heritage and unique natural assets. New development will re-enforce existing communities and establish a series of dynamic, sustainable and integrated neighbourhoods in North Manchester. The SRF describes seven interconnected neighbourhoods, each with their own individual character.
- 4.2 This is likely to be a 15-year programme, and over the next decade the Council and FEC will focus much of their attention on the three neighbourhoods of Red Bank, Collyhurst and Sandhills/Vauxhall Gardens. The refreshed Strategic Business Plan provides sharper focus on the promotion of development in three core areas of neighbourhood-led regeneration as follows:

Red Bank

- 4.3 Underpinned by the £51.6 million of HIF investment secured by the Council, FEC have now received planning for consent for a total of 5,435 new homes across the Red Bank neighbourhood. This includes 634 homes currently under construction as part of the Victoria Riverside scheme, in addition to detailed consent for 1,551 homes and outline consent for a further 3,250 homes, including a primary school and space for a health centre, community and commercial uses, and public spaces.
- 4.4 The key benefits of this hybrid approach to planning are that it ensures a holistic approach to various strategic matters, such as net zero carbon, sustainability, affordable housing, place making, public open space, estate management, flood risk, climate change and sustainable movement, to be developed on a neighbourhood basis, rather than on a piecemeal site by site basis.
- 4.5 In addition, it also allows greater coordination and integration with the HIF infrastructure investment programme. Capturing all the land controlled by the JV within the outline element of the planning application will enable the proposed HIF infrastructure works to respond to tangible housing development proposals which will optimise the benefit of the Government investment. This, in turn, will de-risk the site from a planning perspective and will create an investible proposition for future grant funding opportunities, as well as allow for clear phasing of development delivery for FEC, whilst driving time efficiencies and reducing costs.
- 4.6 Looking at the neighbourhood holistically with a clearer understanding of phasing will allow the JV to plan appropriately for the social infrastructure needs of the area i.e. open space, health and education provision, and engage

with relevant stakeholders and Government agencies from an early stage to explore opportunities for additional grant support to deliver these key pieces of infrastructure.

- 4.7 The 1,551 homes for which detailed planning consent was secured in August will form the basis of the next Development Area Business Plan. The development, within the Cheetham ward, comprises a series of residential buildings to be built between Dantzic Street and the railway line, extending from the under construction Victoria Riverside scheme up to Dalton Street. A further detailed report will be presented to a future meeting of Executive including recommendations relating to any Council decisions required to facilitate implementation of this Development Area Business Plan.

Collyhurst

- 4.8 Running concurrent to the delivery of the 274 new homes as part of Phase 1, which has now commenced on site, and includes 130 new homes for social rent, FEC will progress with plans to masterplan future phases of Collyhurst for up to 3,000 new homes. A report to the March 2023 Executive advised that a masterplan team had been selected to prepare a detailed masterplan for the Collyhurst Village and South Collyhurst neighbourhoods. As part of the masterplan development, a phasing strategy will be developed to inform and enable more detailed engagement with residents around implementation and the changes to their neighbourhood. The masterplan exercise will be supported by a planning strategy where the intention is to follow similar principles to that established in Red Bank i.e. submission of a detailed planning application and a wider outline planning application.
- 4.9 A further report to the July 2023 Executive set out how these detailed proposals will be informed by strong community engagement and consultation with elected members. It should be noted, has been made clear from the outset of the programme, that this will inevitably include proposals for demolition and replacement, where required, of existing Council tenanted homes and properties acquired through Right to Buy.
- 4.10 The Phasing will reinforce the principle of a Single Move Strategy to provide clarity on when development will take place and wherever possible, if existing residents do need to move home to facilitate development, that this is done through a single move to a suitable home within Collyhurst.
- 4.11 The development programme will provide the means for a significant increase in the overall number of homes within the Collyhurst masterplan area. The intention is that new affordable homes, above and beyond the levels of any replacement of existing council homes, will be delivered subject to viability, leading to a net increase in the amount of affordable housing in the area.
- 4.12 The delivery of affordable housing in an appropriate mix of tenures at the scale envisaged will require involvement of an Affordable Housing Delivery Partner which could come in the form of a Registered Provider, an Investment Partner, or a combination of the two. Council officers are working with their counterparts

in FEC to consider the options and potential process to identify, evaluate and select a suitable partner alongside the respective roles and responsibilities of MCC and FEC in the process.

Sandhills

- 4.13 The SRF identifies the potential for an integrated transport hub at Sandhills with direct connectivity to Metrolink via a new stop, and wider connectivity to public transport services within the area. A centrally located integrated hub will ensure that nearby existing and future homes are provided with enhanced accessibility to sustainable modes of travel. The potential for an integrated transport hub, including Metrolink, presents an opportunity to facilitate the delivery of high-density housing in highly sustainable location only one stop from Victoria, improving fast and reliable connections to employment and leisure opportunities across the entire TfGM public transport network.
- 4.14 The Council and FEC are continuing to work with Homes England and TfGM to promote a new Metrolink stop in the Sandhills area, which would facilitate the creation of a new local centre including community uses and the potential for a further 2,500 homes built to a medium-high density. This figure is purely indicative at this stage, and local residents and Members will be fully engaged as part of any future masterplanning process at the appropriate time.
- 4.15 In total the JV can deliver 10,000 new homes across these three neighbourhoods over the next ten to fifteen years. Proposals for the three neighbourhoods are at varying levels of maturity, however it is envisaged that by the beginning of 2025, the majority of the projected housing outputs could be planning secure, with the next phases of delivery in Red Bank well underway.

5.0 Affordable Housing

- 5.1 Subject to viability, the aspiration is for the Victoria North programme to deliver 20% affordable housing across all neighbourhoods and across a range of tenures. The Strategic Business Plan has been updated to reflect the progress made as part of the first phase of new housing delivery and also the strengthened arrangements intended to deliver affordable housing above and beyond that which is delivered through the formal Planning system.
- 5.2 The Initial Development Area Business Plan includes a total of 988 homes of which 26% meet the definition of affordable housing. This includes 130 homes for social rent in Collyhurst and 128 homes for Shared Ownership and Rent to Buy as part of the Victoria Riverside scheme.
- 5.3 Across the wider Red Bank neighbourhood, FEC will seek to utilise the existing Registered Provider (RP) panel of Great Places, Trafford Housing Trust, and Guinness Trust, which it previously procured for Victoria Riverside. As with Victoria Riverside where FEC are delivering 20% affordable housing provision, FEC will work with their appointed panel of RP's to increase affordable housing delivery in excess of the 5% secured at planning. The

ambition is to deliver a 20% provision outside of the confines of the s106 which will allow access to grant funding.

6.0 Strategic Investment Plan

- 6.1 The Strategic Business Plan, as approved in early 2020, was clear about the significant constraints, linked to the legacy of former industrial uses and lack of core infrastructure, that presented a challenge to the financial viability of the overall Victoria North development proposition.
- 6.2 Since this time, the JV partners have endured a series of economic shocks such as the impacts of Brexit and COVID19. The current economic outlook is challenging with a cost of living crisis resulting from increased energy prices, higher interest rates affecting mortgages, and the war in Ukraine affecting inflation and day to day living costs. Added inflationary pressures in the construction market coupled with skilled labour shortages are making project viability even more challenging.
- 6.3 In addition, the cost of reprovision of existing Council housing stock in Collyhurst did not form part of the original viability proposals or financial modelling, nor were the routes to its funding and any implications around stock transfers or Registered Provider involvement, all of which now need to be addressed (as detailed in reports to the Executive earlier this year).
- 6.4 The Joint Venture partners have already secured over £53 million of Government investment to date through HIF and Brownfield Land funding, however significantly more will be required to deal with the abnormal costs identified in the future work programme.
- 6.5 Additional revenue support of £250,000 has been secured from Homes England for the next financial year to support: further work on business case development for the Sandhills Metrolink stop (£100,000); Collyhurst future phases work (£50,000); and a Strategic Economic Case (£50,000) which can help articulate the future pipeline of development activity, articulate the viability challenges and highlight the key investible propositions. By being able to articulate the neighbourhood-led regeneration strategy in the refreshed Strategic Business Plan, the JV hopes to develop these investible propositions in order to lobby Government for additional grants to address some of the identified challenges that will lead to a series of tangible outputs.
- 6.6 Consolidation of the relationship with Homes England and a closer working relationship with GMCA to better understand the potential benefits of existing and future devolution deals are key actions reflected in the refreshed Strategic Business Plan. This will be important along with continuing engagement with the Department for Levelling Up, Housing and Communities (DLUHC) and the departments for Education, Health and Transport.

7.0 Infrastructure Interventions and Delivery Strategy

- 7.1 The HIF investment was secured to deliver the required enabling works and infrastructure interventions to facilitate residential development in the Red Bank neighbourhood. Like many construction projects, the programme has experienced a number of delays and impacts from the pandemic, cost inflation and labour and supply chain instability as well as previously unidentified contamination being found onsite. In addition, the Council and our contractors will be unable to prosecute in channel flood resilience measures as originally envisaged within the project programme, which will result in on plot solutions being required that will materially increase project delivery costs for residential development schemes as they come forward in the future.
- 7.2 This has led to a re-programming of works to be undertaken within the HIF funding envelope. Deliverable elements of the HIF planning application have been identified and prioritised, to ensure that the objective of facilitating and achieving tangible housing outputs are prioritised with the remaining funding.
- 7.3 Since the commencement of the HIF programme the following works have been completed:
- Enabling works planning application approved in December 2021.
 - Main works planning application approved in July 2022.
 - Completion of ground investigations, including the River Irk ground investigations.
 - Completion of the enabling works including tree and vegetation clearance.
 - Acquisition and demolition of Creamline Dairies to create a new access point onto the Red Bank Plateau, and the creation of a temporary haul road.
 - Clearance of the former Gypsy and Traveller site within the HIF red line boundary, and contiguous to the HIF infrastructure works planning boundary.
 - Progress against the discharge of pre-commencement conditions related to both planning applications.
- 7.4 However, as a result of working at a greater level of detail within the Red Bank neighbourhood to support the HIF works, the masterplan and future planning applications, FEC have identified significant additional abnormal costs. These additional abnormal costs sit across a range of facets including land remediation, open space costs, new health and education facilities, on-plot flood mitigation etc. Potential means to address some of these costs are being assessed, however this will place additional viability pressures on the overall development.

8.0 Delivering Social Value

- 8.1 At the time when the Strategic Business Plan was approved, the approach to securing social value was still a work in progress. The social value strategy section of the refreshed Strategic Business Plan has been updated to reflect the strengthened collaborative arrangements that have been put in place since then.

- 8.2 Since the Strategic Business Plan was approved, FEC have appointed a dedicated in-house Community Liaison Manager to establish social value commitments in line with not only FEC's business priorities, but the local priorities for North Manchester. FEC have worked in collaboration with officers from the Major Regeneration and Work and Skills teams, together with the NHS partners leading on the North Manchester General Hospital programme, to co-produce the North Manchester Social Benefits Framework.
- 8.3 Launched in 2021, the North Manchester Social Benefits Framework articulates the key priorities, opportunities, and the outcomes to which activities related to the major North Manchester regeneration programmes could contribute towards. The Framework covers five key themes:
- Education, employment and skills
 - Health and wellbeing
 - Community resilience
 - Digital
 - Zero Carbon
- 8.4 The Framework provides the high-level context against which more detailed social value action plans, aligned to key themes, can be produced (such as through procurement exercises). Progress reports, collated on a quarterly basis, pull together all of the social value activities and outputs being delivered across the major North Manchester regeneration programmes. The latest report contains the following highlights for Victoria North:
- 1,029 jobs have been reported across the Victoria North developments in total since 2021, these include newly created and retained roles.
 - 17% of all jobs have been taken by North Manchester residents.
 - 58% of all jobs have been taken by residents of North Manchester wards, All Manchester, Bury, Oldham, Rochdale and Salford.
 - 29 Apprentices have been employed to date.
 - 100% of employees across all projects are paid the Real Living Wage.
 - 649 hours volunteering time provided to support local community projects.
 - 210 hours spent on local school and college visits supporting pupils including delivering career support, literacy support and safety talks.
 - 155 hours of support to unemployed people through career advice and mentoring, mock interviews, CV advice.
 - £9k of devices and connectivity provided to North Manchester residents to increase digital inclusion.
- 8.5 FEC also produce a quarterly and annual infographic report highlighting their social value achievements.

9.0 Social and Community Infrastructure Strategy

- 9.1 One of the key principles set out within the SRF for Victoria North is the delivery of social and community infrastructure. High quality social

infrastructure is important in the successful establishment and longevity of the neighbourhoods; contributing to the overall health and wellbeing of residents. The inclusion of education, healthcare and community facilities has therefore been considered within each of the development proposals to date. The Red Bank outline planning application identifies a location for a new primary school and health care facilities within the neighbourhood.

- 9.2 As part of the development of these plans the JV partners have engaged with appropriate authorities, operators, funders, and providers of education/health care facilities. This has included the Local Education Authority (LEA), Department for Education (DfE) and NHS bodies including GM Integrated Care Partnership and others. Through this engagement officers have begun to develop a detailed understanding of the existing provision of facilities within and around Victoria North, and the potential future need for the area. The intended output of a holistic strategic approach with key delivery partners is to ensure that the provision of social facilities not only meets the needs of the emerging Victoria North residents but compliments wider city initiatives. A partnership approach will also enable the joint venture to identify and benefit from funding opportunities, provide high quality facilities and react to changes in policy/practice.
- 9.3 From a healthcare perspective the JV partners have explored the short and long term opportunities with health commissioners to provide much needed health care facilities within the area, given the lack of existing available capacity. Feedback has also been gathered on FEC's emerging design proposals for Red Bank and Collyhurst together with the wider programme of development delivery with regard to anticipated population growth.
- 9.4 From an education perspective the partners have discussed in detail with the LEA the routes for delivery of the proposed Red Bank primary school and the general education strategy for the wider Victoria North neighbourhoods. In August, the DfE announced approval of a Free Schools Funding bid submitted by Dixons Academy Trust for a new secondary school to serve the Victoria North communities. Officers are working closely with FEC and the LEA to identify a suitable site and delivery plan for this new school.

10.0 Contributing to a Zero Carbon City

- 10.1 The need to expedite a move to a zero carbon economy including zero carbon development, in line with national and local policy, necessitates an innovative approach to building technologies and energy use. The Victoria North initiative provides an opportunity for the delivery of new homes close to the centre of the Greater Manchester conurbation and major employment locations. The Transport and Movement strategy set out within the SRF is geared around the provision of good quality active travel (i.e. walking, cycling and wheeling) routes and accessibility to public transport networks, including a proposal for the provision of a new Metrolink stop at Sandhills and improvements to key bus routes.
- 10.2 Proposals for development are based around a fabric first and thermal

efficiency approach to minimise heating requirements and with a focus on electricity rather than gas. Opportunities for renewable energy sources via the use of ground source and air source heat pumps are being explored as a means of delivering zero carbon in-use low rise housing, together with the use of photo-voltaic cells on roofs. The challenge of delivering embodied zero carbon in high rise development is more acute, due to currently more limited structural solutions.

- 10.3 As has been reflected throughout the report, there remain viability challenges across the programme as a whole given planning requirements for affordable housing, high design standards and quality of materials, high quality public realm and amenity space, taken together with the volatile costs of labour and materials as a result of the challenging economic climate. The JV partners will however continue to work collaboratively together to find solutions to the viability challenges by optimising the use and deployment of each of its resources where possible.

11.0 Concluding Remarks

- 11.1 The Victoria North programme remains one of the largest national regeneration projects and one of the most ambitious residential-led development programmes in a generation and is well placed to be a key driving force in delivering transformational change in the communities north of the city centre. The realisation of this ambitious programme is not without its challenges, the nature of which have been summarised within this and previous reports and which are addressed at a high level through the Strategic Business Plan and at a more detailed level within the Development Area Business Plans.
- 11.2 In spite of these challenges, good progress has been made in establishing a development platform for circa 10,000 new homes to be delivered in the coming years. The refreshed Strategic Business Plan consolidates the progress made to date, and the strengthened approach to future development as part of this journey. With this key document updated, the Development Manager (FEC) can bring forward the next Development Area Business Plan as a legally necessary next step in unlocking delivery of the next 1,551 new homes at Red Bank.
- 11.3 The Strategic Business Plan will continue to be refreshed as appropriate to ensure that the overall long-term vision remains a viable and achievable proposition and so that Development Area Business Plans may be brought forward for subsequent future phases.

12.0 Recommendations

- 12.1 Economy and Regeneration Scrutiny Committee members are requested to:
1. Note the summarised content of the refreshed Victoria North Strategic Business Plan.
 2. Endorse the refreshed Victoria North Strategic Business Plan.

3. Note the general programme update as reflected in Appendix 1.

13.0 Appendices

Appendix 1: Victoria North update for North Manchester Members.



Victoria North

Members Update



Overview

Victoria North is a joint venture between Far East Consortium (FEC) and Manchester City Council to deliver transformational regeneration in north Manchester. Victoria North is set to transform the neighbourhoods running north of the city centre along the River Irk, from Red Bank and New Cross up to Collyhurst. The long-term plan will create sustainable residential communities through 15,000 new homes that will benefit from new and improved transport links, community facilities and a network of green public spaces.

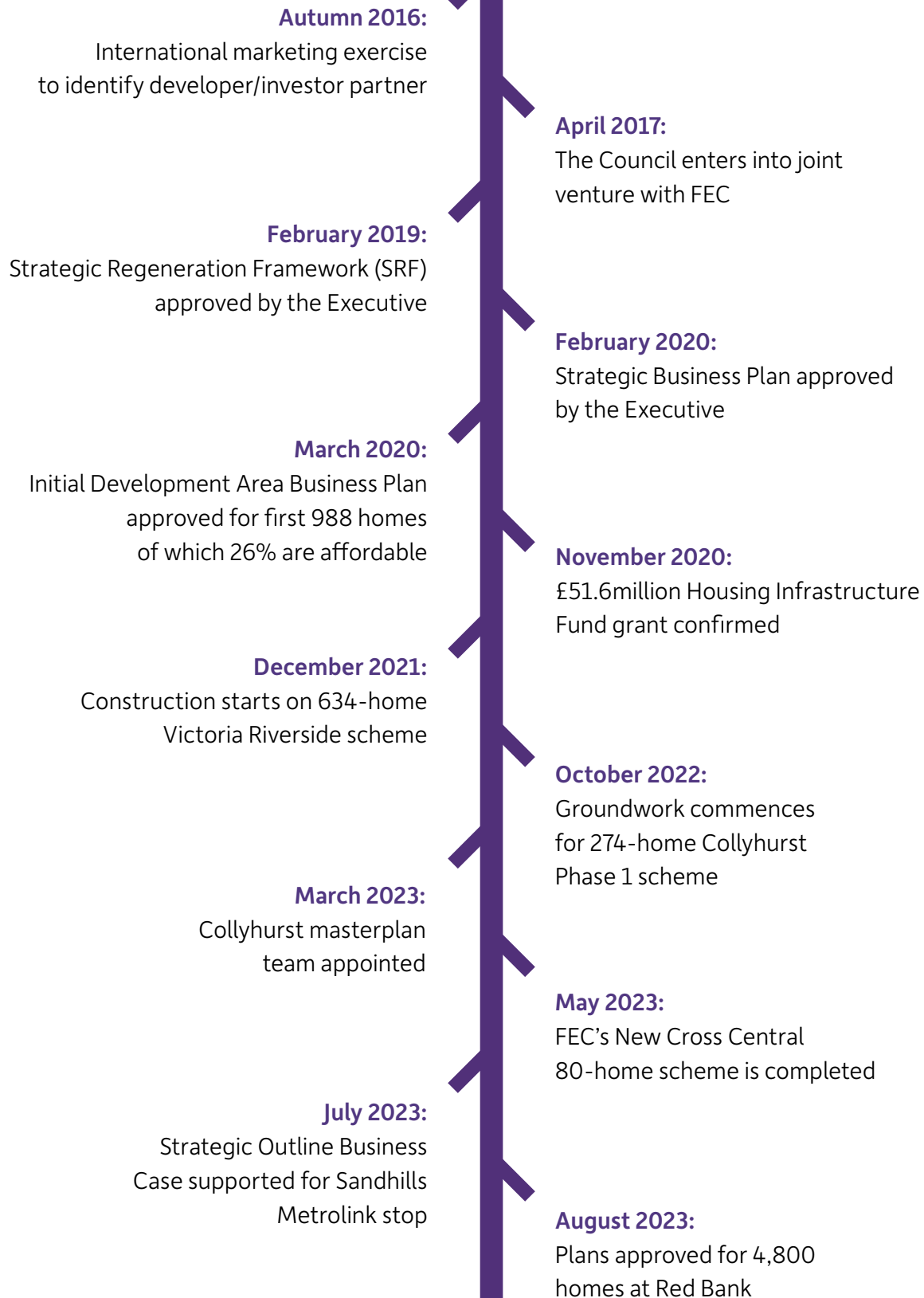
To help realise this objective, the Council undertook an international marketing exercise in 2016 to identify a development/investor partner with the necessary expertise and financial capacity that it could work with to utilise its existing land interests. These include:

- tackling the issues of fragmented land ownership by assembling land from third parties not capable of bringing forward coherent development proposals
- bringing forward development proposals that would allow for place-making, delivery of social and community infrastructure, and meet the Council's emerging objectives in relation to the delivery of affordable housing and low/zero-carbon neighbourhoods.

This marketing process led to the establishment of a 50/50 Joint Venture (JV) Partnership with Far East Consortium International Limited (FEC) in April 2017.

In total, the Victoria North development area comprises 155 hectares and straddles the four wards of Piccadilly, Miles Platting & Newton Heath, Harpurhey, and Cheetham. The following pages are intended to provide members with an overview of progress and activity to date.

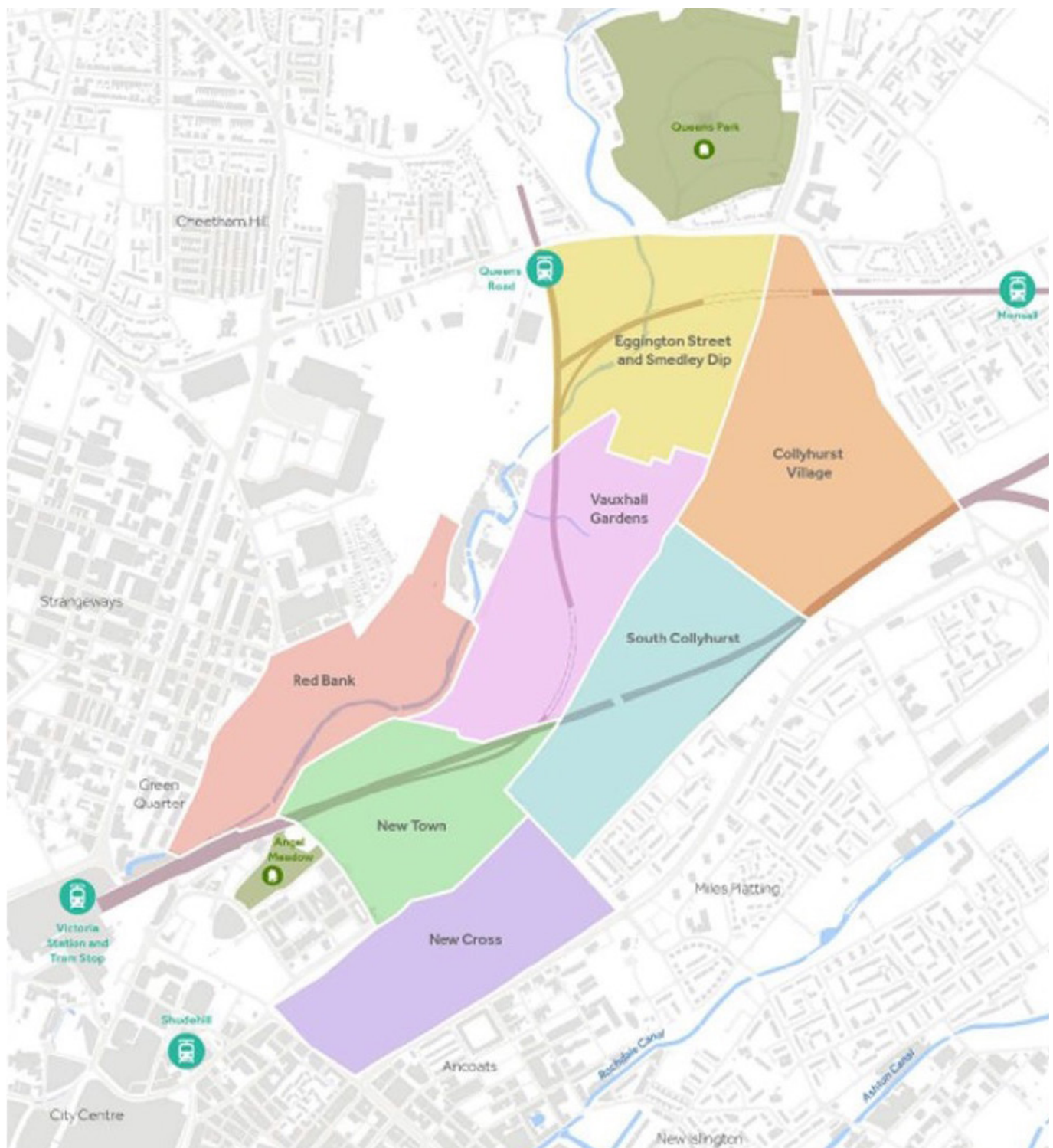
Timeline of key milestones



Neighbourhood-led regeneration

The area covered by the Victoria North programme is home to a number of existing communities and characterful neighbourhoods that reflect the area's rich industrial heritage and unique natural assets. New development will re-enforce existing communities and establish a series of dynamic, sustainable and integrated neighbourhoods within Manchester's extended city centre. The SRF

describes seven interconnected neighbourhoods, each with its own individual character. This is likely to be a 20-year programme, and over the next decade the Council and FEC will focus much of their attention on the three areas of Red Bank, Collyhurst and Sandhills/Vauxhall Gardens. A summary of the plans and progress for each of these areas is outlined across the following pages.



Red Bank

The emerging Red Bank neighbourhood in the Lower Irk Valley is an area characterised by a legacy of former industrial uses, fragmented land ownership, and barriers to development presented by gaps in the provision of key physical infrastructure such as power, utilities and highway access. The neighbourhood is within areas of high flood risk and challenging topography, and limited access presents permeability issues, with much of the land seemingly disconnected as a result of historical use and lack of investment in the past.

Housing Infrastructure Fund (HIF)

To begin to address these challenges, the Council submitted a joint bid with FEC to the Housing Infrastructure Fund (HIF) programme in 2019. The bid was successful, and the Council entered into a contract with Homes England for £51.6million of grant funding in November 2020.

The HIF programme is focused on the delivery of a broad package of infrastructure work designed to deliver some 5,500 new homes across the neighbourhood to be known as Red Bank. The core package of proposed infrastructure work includes bulk earthworks and remediation required to repurpose the former 25-acre brownfield Red Bank sidings site, the acquisition and demolition of the former Creamline Dairies site, and new reinforced utility networks for electricity. Longer term improvements will also be made to St Catherine's Wood and the banks of the River Irk, which will form the first phase of the City River Park and enhanced public realm.



As a result of unforeseen circumstances that have arisen since the HIF bid was submitted in 2019, the original plan has had to be amended. The global pandemic, the war in Ukraine, and construction-cost inflation owing to unprecedented market volatility have all had an impact on the overall deliverability of the original programme. Some original aspects have been removed following further design changes, and some have been considered unfeasible within the funding programme window.

Despite the challenges in delivering some parts of the HIF programme, positive progress has been made on a number of key work packages. Since the commencement of the scheme, the following have been completed:

- HIF programme enabling work-planning application (approved on 23 December 2021)
- HIF main work-planning application (approved on 14 July 2022)
- Ground investigations, including those of the River Irk
- Enabling work, including tree and vegetation clearance
- Acquisition and demolition of Creamline Dairies to create a new access point onto the Red Bank plateau, and the creation of a temporary haul road
- Clearance of the former Manchester City Council gypsy and traveller site
- Launch of BAM Community Hub at Hargreaves Street, delivering social value
- Enabling work on Dantzic Street development plots, including invasive species treatment
- Demolition of 'Love Factory' scheduled to commence in November.



Red Bank masterplan

FEC are on-site delivering the first 634 homes within Red Bank at Victoria Riverside. Enabling work for this scheme commenced in March 2021, with the main work starting in October 2021. Around this time, FEC undertook a nationwide marketing exercise to identify a panel of Registered Provider partners to support the delivery of affordable housing at Victoria Riverside and across the wider Red Bank neighbourhood. As a result, the provision of affordable housing at Victoria Riverside was increased from 5% to 20% (128 homes) through partnership with Trafford Housing Trust. The first homes are due for completion in 2024.

Running concurrently, an extensive masterplanning process for the wider Red Bank neighbourhood has been undertaken by FEC to guide the delivery of new housing and ensure integration with the HIF work. A series of public consultation events were held in the local area between autumn 2021 and spring 2023 to communicate plans and gather feedback.



The plans for the Red Bank neighbourhood include:

- 5,435 new homes across a range of tenure types and sizes, including affordable homes, set within high-quality public realm
- More than five hectares of new or improved green space, which include the JV partners intentions' for a riverside park, incorporating St Catherine's Wood; planning approval was secured for this as part of the HIF infrastructure planning consent
- New commercial, social and community uses, including primary school and health facilities
- New walking and cycling routes to improve connections between neighbouring communities and within Red Bank itself
- Improvements to the River Irk to enhance the river environment
- Zero-carbon and sustainability principles embedded throughout the neighbourhood.

In August, FEC received detailed planning consent for 1,551 new homes alongside 4,292 sq m for non-residential use, including commercial, public realm and cycle/car parking. Outline planning consent was granted for a further 3,250 new homes alongside up to 15,550 sq m of non-residential use, including commercial, healthcare, primary school, public realm and cycle/car parking. This brings the total number of homes consented to in the neighbourhood to 5,435, to be delivered over the next 10–15 years.

It is intended that the approach to delivering affordable housing across the Red Bank neighbourhood will mirror the approach taken for the Victoria Riverside scheme. As with Victoria Riverside where FEC are delivering 20% affordable housing provision, FEC will work with their appointed panel of RP's to increase affordable housing delivery in excess of the 5% secured at planning. The ambition is to deliver a 20% provision outside of the confines of the s106 which will allow access to grant funding.



New Homes in Collyhurst: Phase 1

Construction update

The scheme will deliver 274 new homes across two development sites in Collyhurst Village and south Collyhurst.

Collyhurst Village (244 new homes – 100 new Council social rent properties and 144 open market sale): The provision of a new commercial/retail unit, community space, new public realm, and the delivery of Phase 1 of a new community park. Delivery of the scheme requires the demolition of 29 existing properties (including 22 existing Council tenanted properties and seven properties in private ownership).

Work is progressing well and substantial progress has been made on new road construction, the excavation of the swale pond in the park, and foundation work. The work to erect timber frames for the houses has commenced. Completion of the new council homes will be delivered in stages: the first stage will be a block of ten houses in July 2024, followed by an apartment block in April 2025, a second apartment block with a new shop and community space in June 2025, and 14 more houses also in June 2025. FEC's marketing suite is now installed in Collyhurst Village and following fit out, is due to open to the public shortly.

The new park being delivered in Phase 1 has planning approval (the design was subject to widespread public consultation through the overall scheme design). There remain some areas of design to be refined, specifically the play equipment and planting, and some further engagement work was undertaken with the local primary schools last year. The contractor is currently undertaking this design-refinement work, and it is intended to feed back to residents on the final design in the coming months. A timetable for engagement will be developed and shared with local members in advance.

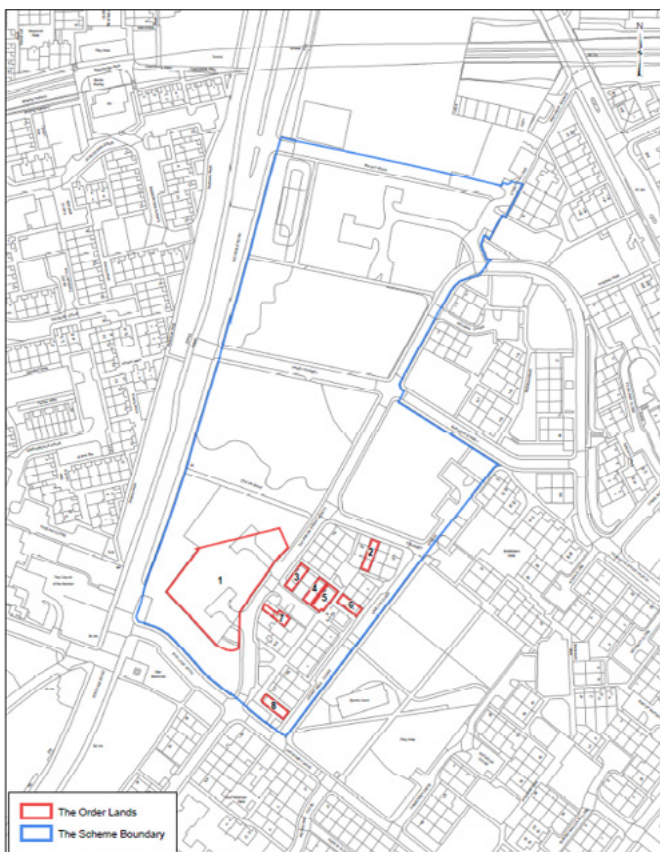
South Collyhurst: The construction of 30 new Council social rent homes. Archaeological activities are now complete with no significant findings. Site remediation work and piling installation is also complete. Currently, the contractor is awaiting dates for service diversion work prior to continuing, which is expected imminently. The new homes are scheduled to be complete in April 2025.



Compulsory Purchase Order

The Thornton Street North CPO was made on 8 March 2023 to enable delivery of the Phase 1 scheme in Collyhurst Village. We have now been informed that there were no objections to the Order and the Council can confirm the CPO. This confirmation process started on 20 September 2023 with the service of notice on affected residents and owners.

Compensation negotiations with the owners of the properties affected by the CPO are progressing positively. The Council is also making available Relocation Assistance to help owner-occupiers buy replacement homes and Council Officers are supporting residents through the application process.



Rehousing

Phase 1 residents affected by demolition

Residents whose homes will be demolished as part of the Phase 1 scheme are being supported to move into the new development. Housing Services have begun re-engaging with Council tenants affected by demolition in Phase 1 to review their rehousing needs in advance of allocating specific homes, clarifying timescales for their moves, and commencing discussions about practicalities. The residents will move into the new homes in stages in line with the expected completion of construction, and they will be supported through the process to ensure that it runs smoothly. We will ensure that the allocation process is done in a way that allows effective management of the vacant properties pending demolition.

Right to return for residents affected by the previous maisonette demolitions

The 30 new homes being built in South Collyhurst as part of Phase 1 will be prioritised for any of the former maisonette residents who moved out of Collyhurst and still wish to return. Completion of the new homes is expected in April 2025.

A desktop exercise has been undertaken to review whether those residents who moved out of Collyhurst are still living in the same home. There are a maximum of 66 residents who are still in the home they moved to outside of Collyhurst when their former home was demolished. Officers will identify households that may be interested in returning to Collyhurst, and will work in consultation with local members to develop how the allocations process will be administered.



Eastford Square demolition and sculpture relocation

The demolition of the last block of maisonettes at Eastford Square is now complete. Work to relocate the sculpture from the front of the block into the grounds of the nearby Roach and Vauxhall Courts has been delayed after the discovery of larger-than-expected foundations. Further calculations and a geotechnical survey are being undertaken to ensure a safe lift, particularly given the proximity to the Metrolink tunnel. Timescales for completion are not yet known.

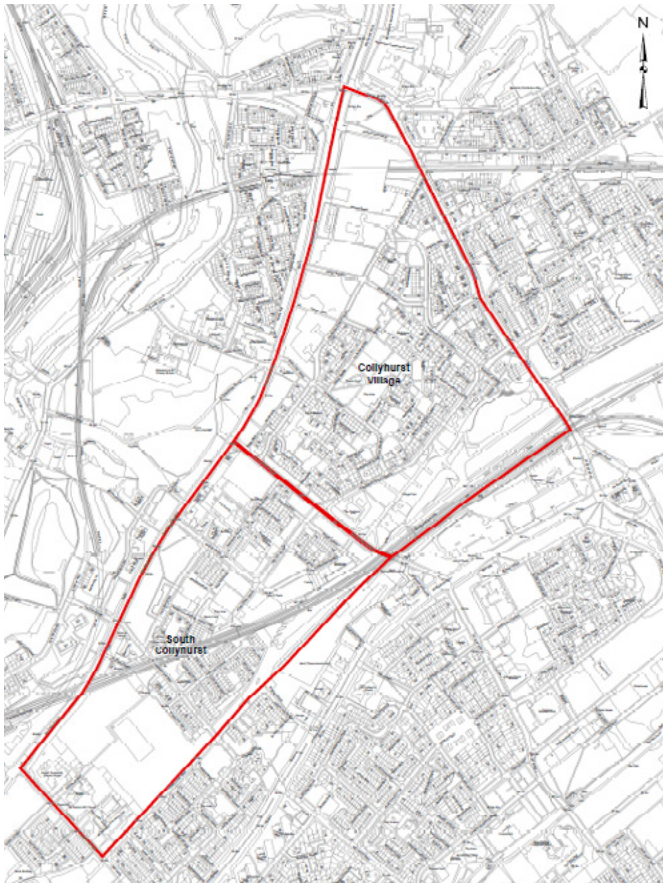


Collyhurst Community Enterprise: Growing Space

Collyhurst Community Enterprise (CCE), a social enterprise organisation based in Collyhurst, propose to set up and run a Community Growing Space on a meanwhile basis using two currently vacant plots of land close to Southchurch Parade in south Collyhurst. No objections were made to a recent Loss of Open Space advertisement and the terms of a three-year lease have now been agreed between the Council and CCE. Signed copies of the lease are awaited, after which CCE's programme of work will be confirmed.

As part of the masterplanning work for future phases of development, the team are identifying other potential locations in Collyhurst for future meanwhile uses.

Future regeneration phases in Collyhurst



Masterplanning and community engagement

FEC have appointed a Masterplanning team: Mae (Lead Architects), Schulze + Grasso (Landscape and Public Realm), Turner Works (Meanwhile use), and If Do (Community Engagement) to undertake masterplanning for the Collyhurst Village and South Collyhurst neighbourhoods.

The Masterplanning team's Community Engagement Strategy was finalised and presented to elected members in early June.

The strategy is split into four key periods:

- Discover – initial engagement focused on listening to the community and stakeholders
- Develop – development of masterplan proposals through community-focused masterplanning
- Define – defining the preferred masterplan prior to planning submission
- Deliver – delivering the masterplan.

The initial 'discover' stage of engagement started in July. The team held one-to-one listening sessions with members of the community and key stakeholders to understand hopes and concerns for the masterplan, to outline the programme of work, and to ensure that residents can continue to actively participate in the ongoing masterplan process.

The team also attended the Collyhurst Stakeholder Group meeting, and the most recent Collyhurst Big Local meeting, and have conducted calls with other local groups, such as YPAC, Collyhurst Boxing Club, 0161 Project, and Winning Hearts and Minds. The team attended the Collyhurst fun day in the park on 24 August and undertook a range of activities to obtain feedback on people's views about Collyhurst now and in the future.



Image by Harley Bainbridge

Initial site surveys have started across Collyhurst to inform the development of the masterplanning proposals. Officers from the Major Regeneration team are working with colleagues in Housing Services to carry out a tenancy audit for the existing residents in Collyhurst, as well as update Housing Services' records and better understand current household occupancy and circumstances. This will initially take place over the phone, but there will be a need to follow up with home visits in some instances to ensure that as many residents as possible are spoken to. It is anticipated that this will commence in October 2023. The information obtained from the survey will help inform thinking on the masterplan but will also be useful in assisting Housing Services in their day-to-day management responsibilities.

Housing Services are also commissioning a Stock Condition Survey of all the Council housing stock in north Manchester. Collyhurst is included in this survey and the programme for doing the survey is under discussion. Once timescales are known, this will be communicated with local members and the community.

Delivery strategy

As set out in the recent report to the Executive in July, the community-focused masterplanning process will establish detailed proposals that will guide redevelopment activity in Collyhurst on a phased basis.

These detailed proposals will be informed by community engagement and will ultimately be the subject of community and elected-member consultation; they will inevitably include proposals for demolition and replacement of some of the existing Council tenanted homes and properties acquired through Right to Buy.

The redevelopment programme will significantly increase the overall number of homes within the Collyhurst estate. The intention is that an appropriate level of new affordable homes, above and beyond the levels of any replacement of existing Council homes, will be delivered, leading to a net increase in the amount of affordable housing. The delivery of these new affordable homes will require involvement of an Affordable Housing Delivery Partner (AHDP), which could come in the form of a Registered Provider, an Affordable Housing Investment Partner, or a combination of the two.

To inform the delivery strategy, and the role of the Council and an Affordable Housing Delivery Partner, further work is being undertaken to understand the implications for the Council's Housing Revenue Account. This work is underway and will inform the next steps in determining the Delivery Strategy, set out in the July report to the Executive.



Image by Harley Bainbridge

Vauxhall Gardens/Sandhills

The SRF identifies the potential for an integrated transport hub at Sandhills, including a new Metrolink stop, providing extensive public transport services within the area. A centrally located integrated hub would ensure that nearby homes (currently outside of acceptable walking distances to public transport modes, including the Metrolink network), as well as future homes, are provided with enhanced access to sustainable forms of travel. It would also connect new and existing residents to employment and leisure opportunities across the entire TfGM network.



Parks and green spaces

In total, the Victoria North programme is aiming for more than forty hectares of public open space, including parks, plazas, green streets and other public spaces. This will be a mix of newly created spaces and investment into existing spaces over the course of the development programme. The neighbourhoods in which initial development activity is planned will include significant new public spaces.

In Collyhurst, the Phase 1 development includes a new community park, most of which will be delivered by 2026. In Red Bank, the Council secured planning consent in July 2022 for an enhanced and enlarged St Catherine's Wood and associated public realm along the River Irk. This is rightly considered to be a crucial component in terms of place creation in this neighbourhood, and officers are working closely with FEC to bring forward delivery of the green infrastructure in due course. Across the wider Red Bank neighbourhood, FEC will be delivering new public spaces as part of their new developments. Adhering to the Wild Urbanism landscape design concept, approximately 50% of the developable land will be public space to be enjoyed by all. Officers are working closely with FEC on an estate-management strategy to ensure that the parks and public spaces will be suitably funded, managed and maintained.



The Council and FEC are continuing to work with Homes England and TfGM to promote a new Metrolink stop in the Sandhills area, which would facilitate the creation of a new local centre, including community uses and the potential for a further 2,500 homes built to a medium-high density. This is purely indicative at this stage and local residents and members will be fully engaged as part of any future masterplanning process at the appropriate time.

In total, across the Red Bank, Collyhurst and Sandhills/Vauxhall Gardens neighbourhoods, the Joint Venture can deliver 10,000 new homes over the next ten to fifteen years. Proposals for the three neighbourhoods are still being finalised; however, it is envisaged that most of the projected housing plans could be secured by early 2025, when the next phases of delivery in Red Bank will be well underway.



Health and education

Carefully planned social and community infrastructure will be needed to deliver sustainable and liveable neighbourhoods. Engagement with key stakeholders, including local education and health authorities is ongoing to assess the social and community provision required to support a growing, and changing, population. Where possible, co-location and sharing of facilities with other uses and in areas which are easily accessible or close to public transport nodes, will contribute to optimal and sustainable land use.

Plans for new and enhanced health facilities will be aligned to wider investment opportunities in north Manchester, including the District Centres programme and the planned investment into the North Manchester General Hospital site.

In August 2023, the Department for Education approved an expression of interest from the Dixons Academy Trust for a new secondary school in north Manchester, the need for which is driven by expected demand for additional places arising from the Victoria North developments and other local housing schemes. Officers are continuing to work closely with the Director of Education, and with FEC, to identify a suitable site for the new school and determine the wider approach to meeting future demand across all levels of education.





Social value

Planned investment into the residential-led Victoria North development and renewal programme, together with the redevelopment of the North Manchester General Hospital site, present a major opportunity to deliver a holistic place-based programme of inclusive growth. This ambitious programme could allow north Manchester to spearhead the city's continued transformation over the next 20 years. It could also make a significant contribution to tackle the spatial inequalities currently evident within the city and to develop stronger and more resilient communities as part of our aims for an inclusive economy.

Launched in 2021, the North Manchester Social Benefits Framework articulates the key priorities, opportunities and outcomes to which activities related to the major north Manchester regeneration programmes could contribute. The Framework provides the high-level context against which more detailed social value action plans, aligned to key themes, can be produced (such as through procurement exercises). Progress reports, collated on a quarterly basis, pull together all the social value activities and outputs being delivered across the major north Manchester regeneration programmes.

The latest report contains the following highlights:

- 1,029 jobs have been reported across the Victoria North developments since 2021; these include newly created and retained roles
- 17% of all jobs have been taken by north Manchester residents
- 58% of all jobs have been taken by residents of Manchester, Bury, Oldham, Rochdale and Salford
- 29 apprentices have been employed to date
- 100% of employees across all projects are paid the Real Living Wage
- 649 hours of volunteering time provided to support local community projects
- 210 hours spent on local school and college visits supporting pupils, including delivering career support, literacy support and safety talks
- 155 hours of support to unemployed people through career advice, mentoring, mock interviews and CV advice
- £9,000 worth of devices and connectivity provided for north Manchester residents to increase digital inclusion.



**Manchester City Council
Report for Information**

Report to: Economy and Regeneration Scrutiny Committee – 16 October 2023

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme

Recommendation

The Committee is invited to discuss and note the information provided.

Wards Affected: All

Contact Officers:

Name: Rachel McKeon
Position: Governance and Scrutiny Support Officer
Telephone: 0161 234 4997
Email: rachel.mckeon@manchester.gov.uk

Background documents (available for public inspection):

None

1. Monitoring Previous Recommendations

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

Date	Item	Recommendation	Action	Contact Officer
10 November 2022	ESC/22/44 Revenue Budget Update	That a briefing note on the Strategic Assets Management Plan be circulated to members of the committee.	Awaiting response.	Rebecca Heron, David Lynch
18 July 2023	ERSC/23/32 How the Council works with MHPP (Manchester Housing Providers Partnership) and the Private Rented Sector	To note that the Strategic Director (Growth and Development) will consult with colleagues in the Planning Department and respond "on whether covenants could also be put in place through the Planning Committee", with reference to restricting the use of short-term lets and helping Manchester people to purchase property where they are being outcompeted by external investors.	A response to this recommendation was emailed to Members on 30 August 2023.	Rebecca Heron, Julie Roscoe

2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **2 October 2023**, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Development and Growth					
Strategic land and buildings acquisition 2019/06/03C The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework	City Treasurer (Deputy Chief Executive)	Not before 1st Dec 2022		Checkpoint 4 Business Case & Briefing Note	Richard Cohen, Strategic Lead - Development (South and East) richard.cohen@manchester.gov.uk
Disposal of site of former Chorlton Leisure Centre for residential development (21/05/13A)	Strategic Director - (Growth and Development)	Not before 3rd Jul 2023		Report to the Strategic Director of Growth and Development	Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk

Approval to the terms for the leasehold disposal of the site of the former Chorlton Leisure Centre for residential development.					
<p>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease (2021/07/16A)</p> <p>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease.</p>	Strategic Director - (Growth and Development)	Not before 1st Sep 2023		Report and recommendations	Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk
<p>Strategic approach to developments of social homes via a city-wide New Build Local Lettings Policy (LLP) (2021/08/10A)</p> <p>Executive adopts the New Build LLP for immediate implementation.</p>	Executive	16 Nov 2022		Report and recommendations	Martin Oldfield, Head of Strategic Housing martin.oldfield@manchester.gov.uk
<p>Land at Downley Drive, New Islington/Ancoats (2022/02/18B)</p> <p>Land disposal by way of lease for residential development at Downley</p>	Strategic Director - (Growth and Development)	Not before 18th Mar 2022		Report and recommendations	

Drive, New Islington/Ancoats.					
<p>Disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS (2022/05/19A)</p> <p>Approval to the terms for the leasehold disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS.</p>	Strategic Director - (Growth and Development)	Not before 19th Jun 2022		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk
<p>This City - new scheme development (2022/06/17B)</p> <p>To give capital expenditure approval to build a mixed development of market and accessible rent properties, initially through the Council before transferring to a Council-owned company during the build.</p>	City Treasurer (Deputy Chief Executive)	Not before 17th Jul 2022		Report and recommendation	David Lynch, Director of Development david.lynch@manchester.gov.uk
<p>Housing Affordability Fund Budget (2022/06/28B)</p> <p>The approval of capital expenditure for affordable housing via a dedicated HAF budget.</p>	City Treasurer (Deputy Chief Executive)	Not before 28th Jul 2022		Checkpoint 4 Business Case	Yvette Ryle, Project Manager Yvette.ryle@manchester.gov.uk

<p>Lower Campfield and Upper Campfield - granting of new ground leases (2022/09/07A)</p> <p>Approval to the granting of new ground leases to allow the repair and refurbishment of both buildings by the lessee.</p>	Chief Executive	Not before 6th Oct 2022		Report to the Chief Executive and Strategic Director of Growth and Development	David Norbury, Strategic Lead Development City Centre david.norbury@manchester.gov.uk
<p>This City: Contractor and Design Team Fees (2022/08/10A)</p> <p>To approve capital expenditure for the delivery of This City: Norther Quarter (Postal Street) in order to appoint a contractor under a Pre-Construction Services Agreement to progress work on a mixed development of market and Manchester Living Rent properties until planning permission has been granted.</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Sep 2022		Checkpoint 4 Business Case	David Lynch, Director of Development david.lynch@manchester.gov.uk
<p>Land at Kelbrook Road (2022/11/14A)</p> <p>Approval to dispose of land at Kelbrook Road for</p>	Strategic Director - (Growth and Development)	4 Jan 2023		Report to the Strategic Director – Growth & Development	Thomas Pyatt, Senior Development Surveyor Tel: 0161 234 5469 thomas.pyatt@manchester.gov.uk

development					
<p>Manchester Active Travel Strategy and Investment Plan (2022/11/21A)</p> <p>To adopt the Manchester Active Travel Strategy and Investment Plan</p>	Executive	18 Jan 2023		Report to Executive - Manchester Active Travel Strategy and Investment Plan	Rob Scott, Principal Policy Officer robert.scott@manchester.gov.uk
<p>Local Authority Housing Fund to obtain and refurbish property for sustainable housing (2022/01/18A)</p> <p>To approve capital expenditure to obtain and refurbish property in order to provide sustainable housing for those unable to secure their own accommodation under the Afghan Citizen Resettlement Scheme (ACRS), Afghan Relocations and Assistance Policy (ARAP) (collectively referred to as the Afghan Schemes), Ukraine Family Scheme, the Homes for Ukraine and the Ukraine Extension Scheme (collectively referred to as Ukraine schemes).</p>	Executive	Not before 18th Feb 2023		Capital Strategy report	Martin Oldfield, Head of Strategic Housing martin.oldfield@manchester.gov.uk

<p>Lease Renewal to National Express at Chorlton Street Bus Station (2023/01/31A)</p> <p>Approval to renew the lease to National Express for a period of up to 10 years.</p>	Director of Development	28 Feb 2023		Delegated Decision Report to Head of Development and Director of Development	Ken Richards, Principal Development Surveyor ken.richards@manchester.gov.uk
<p>Disposal of land at the back of Ancoats, Manchester (2023/03/23A)</p> <p>To approve the disposal of land bounded by Naval Street, Radium Street, Poland Street and Jersey Street</p>	Strategic Director - (Growth and Development)	23 Apr 2023		Briefing Note	Bhavesh Chauhan, Principal Development Surveyor bhavesh.chauhan@manchester.gov.uk
<p>The disposal of land at Store Street Manchester (2023/04/25A)</p> <p>To approve the disposal of land at Store Street, Manchester.</p>	Strategic Director - (Growth and Development)	Not before 25th May 2023		Briefing Note	
<p>Local Authority Housing Fund (LAHF) Project phase 2 (2023/06/27A)</p> <p>To approve capital funding for the acquisition and repair of 10 family homes for people currently being supported under the Afghan</p>	Executive	Not before 27th Jul 2023		Revenue monitoring report	

Citizen Resettlement Scheme and for Temporary accommodation.					
Factory International Works (2023/06/28A) To approve capital funding for Factory International for works to achieve static completion	City Treasurer (Deputy Chief Executive), Executive	26 Jul 2023		Report to Executive	Rebecca Heron, Strategic Director (Growth and Development) rebecca.heron@manchester.gov.uk
Promotion Agreement for disposal of land (2023/06/29A) To approve the terms agreed for entering into a promotion agreement to dispose of land for residential development	Strategic Director - (Growth and Development)	Not before 28th Jul 2023		Delegated approval report to the Strategic Director of Growth and Development	Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk
Disposal of Elizabeth Yarwood Court, Kincardine Road, Manchester, M13 9SY (2023/07/24A) Approval of terms for disposal of site to facilitate commercial development	Strategic Director - (Growth and Development)	Not before 22nd Aug 2023		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk
Disposal of land at Upper Brook Street, Manchester, M13 9XH (2023/07/24B)	Strategic Director - (Growth and Development)	Not before 22nd Aug 2023		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk

Approval of terms for disposal of land to facilitate mixed use development.					
<p>LED Lighting Schemes (2023/08/11A)</p> <p>Approval of capital expenditure for new round of decarbonisation, replacing lighting across 14 Council buildings with efficient LED lights to reduce energy consumption as part of our net zero commitment across the estate.</p>	City Treasurer (Deputy Chief Executive)	Not before 11th Sep 2023		Checkpoint 4	Richard Munns, Head of Corporate Estates and Facilities richard.munns@manchester.gov.uk
<p>Strategic approach to developments of social Homes via a city-wide New Build Local Lettings Policy (LLP) (2023/08/15A)</p> <p>To agree the Local Lettings Policy.</p>	Executive	13 Sep 2023		Report and recommendations	Martin Oldfield, Head of Strategic Housing martin.oldfield@manchester.gov.uk
<p>Disposal of land at Hinchley Road, Charlestown, Manchester, M9 7FG (2023/08/21A)</p> <p>Approval to the freehold disposal of land at Hinchley Road for residential development.</p>	Strategic Director - (Growth and Development)	Not before 21st Sep 2023		Report and Recommendation	

<p>Land at 1-7 Gorton Road, M11 (22/08/2023A)</p> <p>Grant a Deed of Variation to the existing lease of land that will consent to subletting and change of use.</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 22nd Sep 2023</p>		<p>Report & Heads of Terms</p>	
<p>Investment Property Management Services contract (2023/09/01A)</p> <p>Approval not to re-tender the Investment Property Management Services contract following expiration of the existing contract</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 29th Sep 2023</p>		<p>Delegated Approvals Report</p>	<p>Richard Cohen, Strategic Lead - Development (South and East) richard.cohen@manchester.gov.uk</p>
<p>Infrastructure service for the Voluntary, Community and Social Enterprise (VCSE) Sector (2023/09/05A)</p> <p>The provision of a Voluntary, Community and Social Enterprise (VCSE) Sector Infrastructure service for Manchester City Council (MCC) and Manchester Integrated Care System (ICS). It aims to support the continued effective functioning and growth of a</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 5th Oct 2023</p>		<p>Report and recommendations</p>	<p>Mike Worsley, Procurement Manager mike.worsley@manchester.gov.uk</p>

safe, sustainable, high quality, diverse, local voluntary, community and social enterprise sector in Manchester.					
Disposal of land at Carmoor Road, Manchester, M13 0FB (2023/09/13A) Approval of terms for disposal of land to facilitate development of Purpose Built Student Accommodation.	Strategic Director - (Growth and Development)	Not before 12th Oct 2023		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk
Neighbourhoods					
Manchester Cultural Strategy (2023/06/29B) To agree the timetable of a new cultural strategy and the arrangements for the consultation and engagement process that involves the public, cultural sector and stakeholders	Strategic Director (Neighbourhoods)	Not before 28th Jul 2023		Cultural Ambition 2016	Neil MacInnes, Haed of Service neil.macinnes@manchester.gov.uk
Highways					
Highway Investment Patching Defect Repairs additional funds	City Treasurer (Deputy Chief Executive)	Not before 10th Nov 2022		Checkpoint 4 Business Case	Paul Swann, Team Leader paul.swann@manchester.gov.uk

<p>(2022/10/12A)</p> <p>To approve capital expenditure to undertake further areas of highways patching work, the project helps to improve the condition of our highway</p>					
<p>Q20525 - Active Travel Fund (ATF) City Centre (2023/04/19A)</p> <p>The appointment of a contractor to undertake construction works to improve cycling and walking facilities in Deansgate, Bridgewater Viaduct, Chester Road and Whitworth Street West and facilitate access into the area for businesses and disabled people.</p>	<p>Strategic Director (Neighbourhoods)</p>	<p>Not before 17th May 2023</p>		<p>Report and recommendations</p>	<p>Simon Liversage, Senior Project Manager simon.liversage@manchester.gov.uk</p>
<p>Q20542: PTMP Part 2 - Post-Tensioned Management Plan. (Mancunian Way Flyover, Bonsall Street footbridge, Freeman Street footbridge) (2023/05/18A)</p> <p>The appointment of a contractor to undertake PT</p>	<p>Deputy City Treasurer</p>	<p>Not before 18th Jun 2023</p>		<p>Report and recommendation</p>	

special investigation works including trial holes, drilling into post-tensioned ducts to detect voids, concrete testing etc.					
<p>TC886 Highways Construction Works Framework (2023/06/16A)</p> <p>Approval to appoint a number of organisations to the Framework Agreement, Highways Construction Works.</p>	City Treasurer (Deputy Chief Executive)	Not before 16th Jul 2023		Report and Recommendation	Ian Halton, Head of Design Commissioning & PMO ian.halton@manchester.gov.uk
<p>Levenshulme and Burnage Active Neighbourhood (2023/08/08A)</p> <p>Approval of overall capital expenditure for delivery of the Levenshulme and Burnage Active Neighbourhood Project.</p>	City Treasurer (Deputy Chief Executive)	Not before 8th Sep 2023		Checkpoint 4	Ian Halton, Head of Design Commissioning & PMO ian.halton@manchester.gov.uk

3. Economy and Regeneration Scrutiny Work Programme

Monday 16 October 2023, 2.00 pm (Report deadline Wednesday 4 October 2023) to be held at Gorton Hub

Theme: Places

Title	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
District Centres	To consider a report that provides information on the activities and initiatives to support and develop District Centres. The report will further describe the progress to date following the findings and recommendations of the District Centres Subgroup. To include information on the Shared Prosperity Fund and future funding opportunities.	Cllr White (Housing and Development)	Becca Heron David Lynch	
Strategic Regeneration Frameworks	Explaining the role of SRFs and providing an overview of SRFs in place and in development	Cllr White (Housing and Development)	Becca Heron Pat Bartoli David Lynch	
Victoria North	To receive an update report on the progress of the Victoria North programme and to seek endorsement of a refreshed Strategic Business Plan for the programme.	Cllr White (Housing and Development)	Becca Heron Ian Slater	To invite relevant Ward Councillors
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Tuesday 7 November 2023, 10.00am (Report deadline Thursday 26 October 2023)

Theme: Business Support

Title	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Oxford Road Corridor	To receive a report that provides information on how the Oxford Road Corridor facilitates and promotes innovation, commercialisation, and employment growth in Manchester.	Cllr Craig (Leader) Cllr Hacking (Skills, Employment and Leisure)	Becca Heron Pat Bartoli Angela Harrington	Invitation to Steven Cochrane, Oxford Road
Economic Strategy	To consider and comment on the Economic Strategy prior to its submission to the Executive.	Cllr Craig (Leader)	Becca Heron	Executive report See September 2023 minutes
Revenue Budget Update	To receive a report on the financial challenge facing the Council, the latest forecast position, and the next steps.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson	
Growth and Development 2024/25 Budget Proposals	To receive a report which sets out the priorities for the services in the remit of this committee, including Highways, and details the initial revenue budget changes proposed by officers.	Cllr Craig (Leader) Cllr Hacking (Skills, Employment and Leisure) Cllr White (Housing and Development) Cllr Rawlins (Environment and Transport)	Carol Culley Tom Wilkinson Becca Heron Paul Hindle	
Housing Needs Assessment	A report on the outputs of the HNA commissioned to inform the development of the Local Plan.	Cllr White (Housing and Development)	Julie Roscoe	
Overview Report	The monthly report includes the recommendations	N/A	Scrutiny	

	monitor, relevant key decisions, the Committee's work programme and any items for information. This will also include the most up-to-date Economy Dashboard.		Support	
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Tuesday 5 December 2023, 10.00am (Report deadline Thursday 23 November 2023)

Title	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Airport	To receive a report on the social and economic impact of the Airport.	Cllr Craig (Leader)	Becca Heron	Invite Manchester Airports Group
Rail	To receive a report on rail, to include HS2, Northern Powerhouse Rail (NPR) and the Northern Hub (Platforms 15/16).	Cllr Craig (Leader)	Rail	To receive a report on rail, to include HS2, Northern Powerhouse Rail (NPR) and the Northern Hub (Platforms 15/16).
Social Value and the Economy	To receive a report which provides information on the economic impacts and benefits of social value.	Cllr Akbar (Finance and Resources)	Angela Harrington Peter Schofield	
Selective Licensing	To receive a report on the final evaluation of the Moss Side, Moston and Old Moat Pilot Selective Licensing Areas and on the proposal for the Next Phase of Selective Licensing.	Cllr White (Housing and Development)	Fiona Sharkey	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Tuesday 9 January 2024, 10.00am (Report deadline Wednesday 27 December 2023 to account for Bank Holiday)

Theme: Highways

Title	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Highways State of the City Annual Report 2022/23	To receive a report on the Highways service's performance, key outcomes, and successes achieved in 2022/23 and the challenges going forwards.	Cllr Rawlins (Environment and Transport)	Kevin Hicks	
Decarbonising Highways	To be confirmed	Cllr Rawlins (Environment and Transport)	Kevin Hicks	
Road Safety	To receive a report on road safety in Manchester, including road safety around schools.	Cllr Rawlins (Environment and Transport)	Kevin Hicks	Invite Chair of Children and Young People Scrutiny Committee
Pavement Parking	To receive a report on pavement parking and schemes to address this.	Cllr Rawlins (Environment and Transport)	Kevin Hicks	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Tuesday 6 February 2024, 10.00am (Report deadline Thursday 25 January 2024)

Title	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Manchester International Festival	To receive a report on the 2023 Manchester International Festival. To include the opening of Aviva Studios.	Councillor Rahman/ Councillor Hacking	Neil Fairlamb Neil MacInnes	
Culture Update	To receive an update on Culture including the results of the Cultural Impact Survey, including the economic impact of cultural organisations and an overview of key projects and the Council's investments.	Cllr Rahman (Statutory Deputy Leader)	Neil Fairlamb Neil MacInnes Thorsten Mayer	
Cultural Strategy	To consider the proposed new Cultural Strategy.	Councillor Rahman	Neil Fairlamb Neil MacInnes Sarah Elderkin	
Tourist accommodation and short-term lets	To receive a report on tourist accommodation, including short-term lets. To focus on both regulating the use of short-term lets and on what additional supply of accommodation can be put in place as an alternative, including information on who is using short-term lets and what they are looking for in their accommodation.	Councillor White	Becca Heron David Lynch	See 18 July 2023 minutes
Revenue Budget Update	To receive a report on the financial challenge facing the Council, the latest forecast position, and the next steps.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson	
Growth and Development 2024/25 Budget Proposals	Consideration of the final 2024/25 budget proposals that will go onto February Budget Executive and Scrutiny and March Council.	Cllr Craig (Leader) Cllr Hacking (Skills, Employment and Leisure) Cllr White	Carol Culley Tom Wilkinson Becca Heron Paul Hindle	

		(Housing and Development) Cllr Rawlins (Environment and Transport)		
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Tuesday 5 March 2024, 10.00am (Report deadline Thursday 22 February 2024)

Title	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Support for Businesses	To receive a report on the support offered by the Manchester Growth Company and the Council to		Support for Businesses	To receive a report on the support offered by the Manchester Growth Company and the Council to
LTE Group update	To receive an update from the LTE Group on its performance and strategy.	Cllr Hacking (Skills, Employment and Leisure)	John Thornhill LTE Group Angela Harrington	
Manchester Adult Education Service (MAES) Update	To receive an update from Manchester Adult Education Service on performance and outcomes.	Cllr Hacking (Skills, Employment and Leisure)	Brian Henry	
Work and Skills Strategy 2022-27 Update	To receive an update on the Council's Work and Skills Strategy, which sets out how the Council will use learning and employment to meet the Our Manchester Strategy vision of being a more highly skilled city, and how it will help create a more inclusive and zero-carbon economy in Manchester where more residents are connected to the city's success. To include an update on the development of the MBacc and information on the Shared Prosperity Fund and future funding opportunities.	Cllr Hacking (Skills, Employment and Leisure)	Angela Harrington	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work	N/A	Scrutiny Support	

programme and any items for information.			
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Items to be scheduled

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Food Poverty	To receive a report on how the Council is addressing and trying to mitigate food poverty, with particular reference to the Food Grant scheme and the decision-making behind it.	Cllr Midgley	Shefali Kapoor	This is being incorporated into broader reports on poverty and the cost of living crisis. (See September 2023 minutes ERSC/23/37 Making Manchester Fairer)
Local Plan Update	To receive a report on the development progress of the Local Plan. The Manchester Local Plan guides development within Manchester. It was previously known as the Local Development Framework.	Cllr White	Julie Roscoe	June/July 2024 (TBC)
Piccadilly Gardens	To receive an update on the proposed redesign of Piccadilly Gardens.	Cllr White (Housing and Development)	Becca Heron Pat Bartoli	To be considered in the 2024/2025 municipal year.
Update on Public Transport	To receive an annual update from TfGM on public transport.	Cllr Craig (Leader) Cllr Rawlins (Environment and Transport)	Pat Bartoli James Tate	Invite TfGM. To be considered in the 2024/2025 municipal year.
Manchester Housing Strategy (2022-2032) - Annual Monitoring Report	To receive an update on this work in the 2024/25 municipal year.	Cllr White (Housing and Development)	Becca Heron David Lynch	To be considered in the 2024/2025 municipal year.

The Council's role as a Good Landlord	To receive a report on the Council's role as a Good Landlord.	Cllr White (Housing and Development)	Becca Heron David Lynch	See minutes from 18 July 2023.
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