

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 3 November 2020

Subject: Our Manchester Strategy Reset – Engagement Activity and Findings

Report of: The Director of Policy, Performance and Reform

Summary

This report provides an overview of the engagement activity undertaken to inform the Our Manchester Strategy reset, and the findings and emerging priorities from it.

Recommendations

The Committee is asked to note the findings from the Our Manchester Strategy reset engagement activity and the next steps.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
Achieving Manchester's zero carbon target is reflected throughout the work on the Our Manchester Strategy reset, and will be clearly captured in the final reset document.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The reset of the Our Manchester Strategy considers all five of the Strategy's existing priorities to ensure the city achieves its outcomes.
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

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

Our Manchester Strategy Reset - Timescales, Resources and Governance Scrutiny Committee (October 2020)

COVID-19 Forward Recovery Planning, Executive (May 2020)

Our Manchester Strategy 2016 - 2025

1.0 Introduction

- 1.1 This report provides an update on the engagement activity which has been undertaken over summer to support the reset of the Our Manchester Strategy, and the findings from it. The Committee are asked to note the findings from the reset engagement activity and the next steps.
- 1.2 The Committee received a report for information on the background to the Our Manchester Strategy reset and its timescales on 6 October 2020. A draft of the reset document is scheduled to be brought to the Committee for their consideration in January 2021.

2.0 Background to the Our Manchester Strategy reset and engagement activity

- 2.1 On 6 May 2020, the Executive agreed for a reset of the Our Manchester Strategy 2016 - 2025 to be undertaken as part of the Council's COVID-19 recovery planning.
- 2.2 Using the learning from the development of other recent strategies, such as the Our Manchester Industrial Strategy, it was agreed that a mixed methods approach would be undertaken to develop the Our Manchester Strategy reset. As well as analysing quantitative data and recent literature, engagement activity would be undertaken based on the Our Manchester approach with residents, businesses, organisations and partners to develop a qualitative evidence base. The following sections of this report detail the method undertaken with each of these cohorts and findings from that engagement. All qualitative data from the engagement has been analysed using a coding framework, from which the key priority themes detailed in section 9.0 have been established.
- 2.3 Given this is a reset and not a full rewrite of the Our Manchester Strategy, the Our Manchester Forum (who provide the governance for the Strategy and its reset) requested that the engagement be framed around the Strategy's current themes - Thriving and Sustainable; Highly Skilled; Progressive and Equitable; Liveable and Low Carbon; and Connected - as well as three 'horizontal' themes - Equality; Inclusion; and Sustainability. As such, all engagement has been focused around questions and policy statements based on these themes, asking respondents what priorities Manchester needs to focus on over the next five years to achieve Manchester's vision for being in the top flight of world class cities by 2025. Across all engagement activity, space was left to allow respondents to mention other areas of importance to them.
- 2.4 The majority of engagement activity has run from 3 August 2020 - 25 September 2020. Approximately **3,700 people have been directly engaged** with and had their views captured during this period. This compares favourably to the original Our Manchester Strategy engagement in 2015 when approximately 2,000 people were directly engaged, and is higher than other recent similar Council activity. Indirect engagement and reach of activity is estimated throughout the report where possible.

2.5 Manchester has been under varying COVID-19 restrictions during the engagement period. Social distancing measures have meant that the majority of engagement has been undertaken virtually, with non-digital alternatives being provided for the survey and a limited number of face-to-face sessions being undertaken within the targeted engagement where possible. Additional activities were designed to capture the views of people less likely to engage with a universal online survey, and those who lack access to digital resources. The timetable for the reset has meant that engagement work has been used to identify what people think the city's priorities should be over the next five years, as well as laying the foundations for ongoing, genuine community engagement in the recovery phase.

3.0 Resident engagement

3.1 The reset's resident engagement has included a universal engagement offer of a consultation survey and associated communications, supplemented with targeted engagement to key cohorts of residents who either have traditionally not engaged with digital communication or who have been particularly affected by COVID-19. In each case, the engagement was designed to best suit its audience. The method for each engagement focus is detailed below.

3.2 Universal engagement - consultation survey

3.3 A consultation survey - *A Conversation about 'Our Future Manchester': the road to 2025* - went live on 10 August and closed on 23 September. The survey contained a mixture of quantitative and qualitative questions based on analysis undertaken of the city's progress against the We Wills in the original Strategy. The survey also encouraged respondents to complete equality monitoring questions to capture the demographics of respondents.

3.4 The digital survey was hosted on the Council's website at a dedicated */ourmanchester* page, with a web carousel on the Council website's homepage during this period. During the time the survey was live:

- There were 3,734 visits to the */ourmanchester* page
- The average time spent on the page was 3 minutes 11 seconds, which is comparatively very high and suggests that people read the content.
- The majority of visits came via *govdelivery* emails, which were sent to people who had specifically signed up to receive emails from the Council. There was a peak of visitors on 28 August, which is when the first *govdelivery* email was sent - of the 334 visits that day, 272 (81%) came via this medium.
- The next most popular source of people coming to the page was from social media - organic Facebook and twitter messages, or paid-for advertisements (see section 3.10 Targeted Resident Engagement)
- Section 4.0 details the wider communications and social media work undertaken to support engagement.

3.5 To ensure inclusion, paper copies of the survey were also created. These were distributed with pre-addressed and pre-paid envelopes to a number of

community hubs, libraries, via the Age Friendly Manchester newsletter mailout and within food response parcels. The survey was also translated into the top ten most commonly spoken languages in Manchester to ensure a more inclusive community reach.

- 3.6 There were a total of **3,197 responses** to the consultation survey (online and paper). This compares favourably with the original Our Manchester Strategy survey in 2015 and is higher than other recent similar Council activity.
- 3.7 Appendix One shows the demographic responses where respondents answered the equality monitoring questions at the end of the survey. In examining the demographics and comparison percentages, it is important to note that 407 respondents gave an incomplete Manchester postcode (e.g. just M1 / M22 etc) so could not be assigned to a neighbourhood area, 911 respondents gave a postcode outside of Manchester (most commonly worked in Manchester but lived in Stockport or Oldham), and 11 were unknown. Percentage comparisons of respondents against the whole population are therefore only against the confirmed 2,275 Manchester respondents (71% of respondents). It is also important to note that, for residents where it is known from previous engagement that an online survey is not the most effective way to capture their views (including young people, older people, and black and ethnic minority residents), specific targeted engagement was planned from the outset of this work; the approach for this can be found below in section 3.10.
- 3.8 In summary:
 - **Respondents:** The majority of respondents were Manchester residents, with working in Manchester the next most common category.
 - **Neighbourhoods:** Bringing Services Together neighbourhood groupings have been used. Didsbury East & West, Burnage and Chorlton Park were overrepresented in responses. The following neighbourhoods were underrepresented: Ardwick and Longsight; Cheetham and Crumpsall; Hulme, Moss Side and Rusholme; and Baguley, Sharston and Woodhouse Park. Specific targeted engagement was undertaken to try and increase representation from these neighbourhoods, including paid for social media adverts targeted at these areas and reaching out to community groups in these neighbourhoods. Any priorities specifically mentioned by underrepresented neighbourhoods are referenced in the findings below.
 - **Gender:** Women were overrepresented; men were underrepresented
 - **Age:** Under-16 and 16-25 year olds were underrepresented. Specific targeted engagement was undertaken to try and increase representation from young people, including workshops with the Youth Council and Young Carers, a social media film focusing on young people at Debdale, and promotion of the online survey via The Manchester College and universities.
 - **Ethnicity:** white residents were overrepresented; black and ethnic minority residents were underrepresented. Specific targeted engagement was undertaken to try and increase representation from black and ethnic minority residents, including workshops with black and ethnic minority community groups, printing the translated surveys and working with

community groups to promote the engagement opportunities. Any priorities specifically mentioned by black and ethnic minority residents are referenced in the findings below.

- **Disability:** disabled residents were well represented (19% of respondents vs 18% of Manchester population).

3.9 Where there has been underrepresentation from communities and neighbourhoods in the consultation survey respondents, responses from those cohorts have been specifically examined and compared to the overall emerging themes to ensure due consideration of those cohorts' priorities. For the vast majority, the priorities do align to the overall themes but any particular area of focus is referenced in section 9.0 below.

3.10 Targeted resident engagement

3.11 The need for targeted engagement was identified to ensure the capturing of priorities from our residents who haven't traditionally engaged with the Council online, as well as those who are likely to be particularly hit by COVID-19. These cohorts included black and ethnic minority residents, residents with disabilities, older residents, younger people, adults experiencing multiple disadvantages, women, and LGBTQ+ residents. The targeted engagement was designed with Voluntary and Community Sector (VCS) organisations and community groups to ensure it would reach these communities via a method that best works for them and to help build a longer-term relationship.

3.12 Appendix Two details the 13 targeted engagement sessions undertaken, which **directly engaged with 92 residents**. These sessions took various different forms to ensure they best met the needs of the residents undertaking them, including online workshops with existing networks (including RADEQUAL and Manchester Youth Council), telephone calls and face to face discussions. There was also wide promotion of the universal survey by Equalities and VCS organisations through their networks. Please note that where sessions took place with Boards or Panels that represent these cohorts (e.g. Age Friendly Manchester Older People's Board, Our Manchester Disability Panel), these are included in the partnership boards engagement in section 6.0.

3.13 Six paid for social media advertisements (Facebook and Instagram) were used to encourage consultation survey responses, with two particularly focused at residents in North Manchester, East Manchester and Wythenshawe, where survey completions were lower than in other areas. This led to 89,822 people seeing the adverts and 2,459 people clicking the link in the advert (taking them to the survey). In addition, the posts were shared 34 times and there were 31 comments on the posts; these have been captured in the above analysis.

3.14 Due to COVID-19, there were some challenges when establishing targeted engagement sessions. Under the current restrictions, many existing resident groups and networks were not meeting, and some community hubs traditionally used for engagement were closed. Some Equalities and VCS organisations residents were keen to promote the survey but stated they could

not support any further engagement due to current COVID-19 pressures. However, large number of residents were reached and meaningful engagement undertaken. When approaching for to establish targeted engagement, a number of VCS organisations and resident groups highlighted that they have captured their thoughts on what the city's priorities should be in other documents; these are also being considered in a literature review.

3.15 Neighbourhoods

- 3.16 In line with the principle of not over-engaging people and using relevant recent feedback, neighbourhood level intelligence and insight is being brought together for the drafting of the OMS reset document. This will include Bringing Services Together work on how communities and neighbourhoods have said they would like to engage and their priorities in relation to COVID-19.

4.0 Communications and social media

- 4.1 The Communications team has supported the promotion of the reset engagement activity. This has included refreshing the Our Manchester design creative; creating a comms toolkit for staff and partners; creating a detailed channel plan; developing creative assets including animations, videos, vox pops and infographics; and a takeover day. Much of this work focused on promoting the online survey to ensure it had a wide and diverse reach.
- 4.2 The impact of general social and press media is as follows:

Social media for the overall campaign (10 August - 23 September 2020)

- There have been 64 social media posts - 25 on Facebook, 25 on Twitter and 14 on Linked-in
- This has generated 671 link clicks - 386 via Facebook, 225 via Twitter and 60 via Linked-in
- 225 people have shared the messages, and 644 people have 'liked' the content
- More than 218,500 people have seen these social media messages
- Taking into account those who have seen this content and their followers, the content has potentially reached 5 million people
- The social media engagement and reach is comparable with other similar Council communications activity
- All comments on the social media posts have been considered in the analysis of resident engagement findings.

Press and media

- The survey was included in the Our Manchester column the Council has with the Manchester Evening News - readership averages out at around 60,000 people per edition for the printed daily newspaper. The article was picked up in Place North West.
- Facilitation of radio interviews - Cllr Nigel Murphy did an interview with All FM - which has approximately 14,000 listeners and 7,000 regular website visitors - and North Manchester Radio - who get up to 30,000 regular listeners.

- Press release on the Council's website.
- 4.3 Information on specific targeted communications activity and its reach is included in the relevant engagement sections.
- ## 5.0 Engaging Businesses and Organisations
- 5.1 There is already a substantial amount of information on the priorities of Manchester's businesses and organisations, especially during COVID-19. This includes the Council's recently commissioned Ipsos Mori businesses survey, the Greater Manchester Chamber of Commerce survey, the Growth Company survey, and Our Manchester Industrial Strategy business engagement. This intelligence will be considered in the drafting of the reset document.
- 5.2 To complement the existing information, a number of focused engagement sessions were undertaken to specifically gather opinions on the priorities, challenges and opportunities Manchester faces over the next five years, resulting in **direct engagement with 40 businesses**. A number of different methods were used, including online focus groups, workshops at business networks meetings, and one-to-one conversations. Engagement opportunities were promoted across via the Council's existing communications channels with businesses - including the Business Update Bulletin and the Work and Skills Bulletin - and via the city's business networks. These communications also promoted the online universal survey, which **143 businesses** completed.
- 5.3 Due to COVID-19, there were some challenges when establishing businesses and organisational engagement sessions. When approached to attend engagement sessions, a number of organisations said they would like to but currently could not due to COVID-19 pressures, and a number had to give apologies at short notice due to having to react to fast moving changes in national COVID-19 guidance. However, there is a lot of other existing intelligence on Manchester businesses' priorities via other recent research which will be considered in the drafting of the reset document.

6.0 Engaging Partnership Boards

- 6.1 Virtual workshop engagement sessions have been held with 16 partnership boards, including all boards that report into the Our Manchester Forum, to capture their thoughts on what Manchester should prioritise over the next five years. Follow up questionnaires were circulated to boards after the workshops to capture any additional thoughts or to enable members who could not attend the workshops to contribute. This has resulted in **direct engagement with 304 people**, and indirect engagement with an additional 170 people (board members who could not attend the workshop but received presentations and follow up surveys). At the time of writing, two workshops with partnership boards are outstanding, both scheduled to take place during November 2020. Appendix Three includes a list of partnerships boards that have been engaged with.

- 6.2 Partnership boards were also asked to share the engagement opportunities, including the consultation survey, via their organisations and networks, with the comms partners toolkit provided for support.

7.0 Our Manchester Forum Engagement

- 7.1 As the governance board for the Our Manchester Strategy and its reset, the Our Manchester Forum have had the opportunity to attend five in depth engagement workshops, one on each of the Strategy's themes with equality, inclusion and sustainability running throughout. This has resulted in **direct engagement with 43 people**. Follow up questionnaires were circulated to the Forum after each workshop to capture any additional thoughts or to enable members who could not attend the workshops to contribute. Forum members were also asked to promote engagement opportunities via their boards, organisations and networks, with the comms partners toolkit provided for support.

8.0 Engagement with Council Staff

- 8.1 Given COVID-19 restrictions and a large percentage of staff continuing to work from home, there has been virtual engagement but no face to face engagement with staff. The online consultation survey was promoted to staff via a number of channels, including the Chief Executive's broadcast and managers' broadcasts - these 10 email broadcasts generated 528 unique clicks by staff onto the online survey consultation, leading to a number of staff completing it. It was also promoted via directorate bulletins (Neighbourhood Services, Children's Services and Adult's Services) and at Carbon Literacy training. A virtual engagement workshop was also held with the Policy, Performance and Reform Directorate Wider Management Team. Discussions are ongoing with HROD to consider how best to include staff in the reset going forwards, including the Leadership Summit.
- 8.2 The comms toolkit was shared with the Our Manchester Experience Guides network, who were asked to promote the reset. 12 Guides cascaded the messages across their networks, reaching approximately 2,415 staff members via service level newsletters and team meeting items. Guides also promoted the reset in their work with external stakeholders, including young people and neighbourhood groups. In addition, several Neighbourhood Officers promoted the online consultation survey via the Council's Neighbourhood Twitter accounts.

9.0 Findings and Emerging Priorities for the Reset

- 9.1 All of the engagement activity undertaken has been analysed using coding frameworks. A number of key priority themes have emerged across all cohorts, albeit with different emphasis depending on the group; these are detailed below, alongside where a theme has emerged as a particular priority by a community or neighbourhood. These priorities will be considered for inclusion within the reset.

9.2 **Equality and inclusion** – all groups stated that equality of opportunities for all Manchester residents should be a priority, alongside being bold to try and address existing structural inequalities:

- Many residents referenced their desire for Manchester to be a ‘truly inclusive’ city, with all residents having the same life chances.
- Equality of opportunity was a priority especially referenced by black and ethnic minority resident respondents.
- Businesses and organisations expressed a desire to work with local communities to provide opportunities for Manchester residents
- Both partnership boards and the Our Manchester Forum acknowledged current inequalities in the city and stated the need to work to understand individual neighbourhoods and communities better to overcome structural inequalities. They both also said there is a need to focus on holistic, cross-cutting themes in the next five years to ‘close the gap’ between residents.

9.3 **Young people** – all groups specifically referenced the need to focus on supporting young people as a priority:

- The majority of residents said that ensuring young people have the best start in life should be a priority.
- Many residents, especially respondents from the South Manchester neighbourhoods, stated the need for a particular focus on young people accessing good education across all of the city.
- From the targeted resident engagement, young people were referenced as a priority in relation to ensuring they have representation and opportunities, and in relation to providing support for young people to stay in education and be work ready.
- Businesses and organisations stressed the need to increase links between young people and employers to provide training and employment opportunities
- Partnership boards and the Our Manchester Forum stated that ensuring good education, reskilling and training opportunities for all residents but especially young people should be a priority. They also said that tackling poverty, with a focus on families and young people, is required.

9.4 **Economy** - ensuring local residents can access local jobs, and that the city is home to good employment practices, was a priority for all groups:

- Residents stressed the need for a strong economy in which Manchester resident can access local jobs, and focused on the need for work to be recognised by employers via secure contracts and fair pay (Real Living Wage)
- Access to local jobs was a priority especially referenced by black and ethnic minority resident respondents.
- From the targeted resident engagement, the need to remove barriers to access employment opportunities was a priority
- Businesses and organisations referenced their need to access a strong talent pipeline, including both global talent and local residents with the right

skills. In light of COVID-19, access to financial support and the need to find innovative solutions to stimulate economic growth were also large priorities.

- Partnership boards called for a more inclusive economy to ensure that all residents can participate in a benefit from good jobs. Partners stated this should be supported by ensuring residents have the right skills to access local jobs, the need to work with local business and their supply chains more effectively to drive positive change, and a desire to build on some of the positive working practice changes that have been made during COVID-19 (e.g. increased flexible working).
- The Our Manchester Forum highlighted the need to look to support alternative business models that will offer better forms for employment.

9.5 Environment – access to more and better green space was a priority for all groups, alongside ensuring Manchester achieves its zero carbon ambitions:

- Residents expressed their desire for better and more parks and green spaces; this was especially referenced by respondents from Central Manchester neighbourhoods and in the targeted resident engagement.
- Residents also mentioned the affordable low carbon energy as a priority, and the need for green transport (see below).
- Some businesses expressed their need for more holistic business support to help them support zero carbon ambitions.
- As well as more green space, partnership boards stated the need to maintain our zero carbon ambitions, including via sustainable building design and retrofitting of buildings.
- The Our Manchester Forum recommended supporting green growth, including looking at supporting alternative business models that can benefit the environment, and suggested including a focus on energy to achieve zero carbon ambitions.

9.6 Digital – all groups referenced the importance of digital as a priority, with a particular focus on digital inclusion:

- Residents stated that better digital infrastructure (specifically broadband and public WiFi) should be a priority to ensure access for everyone.
- From the targeted resident engagement, accessible digital technology for all was a priority, with particular focus on internet access and equipment.
- Both businesses and partnership boards specifically referenced the need for residents to have digital skills to access local employment opportunities. They both also said equal access to digital equipment and infrastructure across all of the city should be a priority.
- The Our Manchester Forum referenced that digital access is now often a requirement to access services so should be considered as a priority.

9.7 Housing - access to affordable housing in all of the city's neighbourhoods was stated as a priority by all groups:

- Residents said ensuring new homes are built to a good standard and design in neighbourhoods should be a priority, as well as increasing access to affordable housing.
- From the targeted resident engagement, more affordable housing across all neighbourhoods and preventing homelessness were identified as priorities.
- Partnership boards reflected the need to focus on building sustainable neighbourhoods, with increasing affordable and social housing and retrofitting existing housing a key part of this.

9.8 Transport – all groups said increasing active transport, and delivering affordable and accessible public transport were priorities:

- Many residents said increasing walking and cycling in the city should be a priority. This was especially referenced by respondents from North and Central Manchester neighbourhoods.
- Residents also said integrated, accessible, safe and green public transport should be a priority. This was especially referenced by respondents from by respondents form North and Central Manchester neighbourhoods, and was a priority from the targeted resident engagement too.
- Partnership boards and the Our Manchester Forum also stated integrated, accessible, safe and green public transport should be considered as a priority, and that the positive increase in active travel during COVID-19 should be built on.

9.9 Health – ensuring equal access across the city to good health services, and tackling physical and mental health inequalities were priorities for all groups:

- Residents mentioned the need to improve health outcomes and have better access to health services across the city.
- From the targeted engagement, ensuring all communities (including residents with disabilities and older people) can access health services and associated community support emerged as a priority. Tackling poor mental health, as well as physical health, was also specially mentioned.
- Businesses and organisations referenced their desire to have access to a more holistic business support offer that would help them to support their employees with health and wellbeing issues.
- Partnership board stated tackling existing health inequalities and improving the city's health outcomes should be a priority.
- The Our Manchester Forum said there tackling health inequalities and providing better integrated services should be a priority improve residents' physical and mental health.

9.10 Pride in the city and its people – all groups reflected positively on Manchester's vibrancy and diversity; and want the city to be the best it can be for its residents:

- The majority of residents spoke about their pride in the city, the importance of its diversity, and their desire for all communities to be truly included. Sports, arts and culture were all referenced with pride.

- From the targeted resident engagement, focusing on neighbourhoods across the city (especially outside of the centre) to ensure they have the right resources for local residents emerged as a priority.
- Businesses, partnership boards and the Our Manchester Forum all acknowledged the challenges the city faces due to COVID-19 but expressed optimism that Manchester will successfully achieve its longer term goals and ambitions. All three stressed their desire to focus on cross-cutting themes to ‘close the gap’ between our communities to ensure the best opportunities for all residents in the city.
- Businesses also said that increased devolution should be a priority so more decision can be made locally.

10.0 Next Steps

- 10.1 Using the engagement findings and emerging priorities, the drafting of the reset document will commence shortly. The drafting process will be undertaken by City Policy officers and overseen by the Our Manchester Forum.
- 10.2 It is proposed to bring the draft reset to the Committee for their consideration in January 2021 and, subject to the Committee’s comments, to the Executive for approval in February 2021 and Full Council for adoption in March 2021.

11.0 Recommendations

- 11.1 The Committee is asked to note the findings from the Our Manchester Strategy reset engagement activity and the next steps.