

Manchester City Council Report for Resolution

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

Subject: Neighbourhoods Directorate Budget Proposals 2021/22

Report of: Strategic Director (Neighbourhoods)

Summary

As a result of the COVID-19 Pandemic there has been additional demand for services and reductions to Council's income (as set out in the global monitoring report to Executive 17 Feb 2021). This left the Council facing a significant budget gap for 2021/22 onwards. Funding announcements in the government's spending review on 25 November and provisional local government finance settlement on 17 December mean the Council will not be facing the worst-case scenario for 2021/22, (which was a shortfall of around £100m). The government settlement assumes eligible Councils will increase Council Tax by 3%, for the Adult Social Care precept. After accounting for additional Adult Social care funding through both additional precepts and grant the revised savings proposals from all Directorates total £41m.

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

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

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

Recommendations

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

Wards Affected: All

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

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

- Equal Opportunities
- Risk Management
- Legal Considerations

Financial Consequences Revenue

The proposals set out in this report will be considered as part of the City Council preparation of the 2021/22 budget which will be submitted to the Executive on 17 February 2021.

Financial Consequences – Capital

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

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Background documents (available for public inspection):

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

Neighbourhoods Directorate Budget 2020/21 - Executive 12 February 2020
Neighbourhoods Directorate Budget Options 2021/22 – Executive 11 November 2020
Neighbourhoods Directorate Budget Proposals 2021/22 – Executive 20 January 2021

1.0 Introduction

- 1.1 This report should be read in conjunction with the covering City Council budget report and sets out the budget reductions proposed to support the work required to deliver a balanced budget in 2021/22. As a result of additional demand for services and impact on the Council's income as set in previous meetings to both Executive and scrutiny committees the Council has had to identify budget reductions of c£50m for 2021/22 onwards.
- 1.2 Following on from previous Scrutiny Committees, all Directorates have continued to develop and work through the budget proposals, and this work has taken into consideration the feedback from the two previous scrutiny committee meetings. Original Directorate savings proposals totalled c.£50m, but after accounting for additional Adult Social care funding through both additional precepts and grants the revised savings proposals from all Directorates total around c.£41m. Wherever possible consideration has been given to protecting front line services in order to protect the capacity to support the recovery planning. The Neighbourhoods Directorate has identified total savings of **£7.376m** which will require a reduction of 2fte. Due to lead in time around investments in assets to deliver some savings, the £7.376m would be phased over the period 2021/22- 2024/25, with an initial £6.683m being delivered in 2021/22.
- 1.3 The Neighbourhoods Directorate has a revenue budget of circa **£95.5m** of which £47m relates to waste collection, street cleansing and waste disposal. Outside of these areas the majority of the budget relates to staffing.
- 1.4 As all identified proposals are being considered by the relevant Scrutiny Committee, this report is focussed on the proposals under the remit of the Neighbourhood and Environmental Scrutiny Committees. These **proposals total £0.809m** over 2021/22 and 2022/23, and require a reduction of 2 fte. Further details on the savings and other changes are set out in section 3, with a summary table provided in table 3 below.
- 1.5 Although it is anticipated that the overall c£41m budget savings will be sufficient to ensure a balanced budget in 2021/22, it is anticipated that there will be a requirement for further savings in future years. As part of developing the current budget reductions, attempts have been made to minimise the impact on residents and communities wherever possible, but this will become even more difficult if further savings are required in future years.

2.0 About the Neighbourhoods Directorate Background and Context

- 2.1 The Neighbourhood Directorate plays a pivotal role in delivering the Council priorities, working with Manchester's communities to create and maintain clean, safe and vibrant neighbourhoods that residents can be proud of and where businesses and investors want to invest, bringing employment opportunities for our residents.
- 2.2 Teams work collaboratively with partners and local members within our

neighbourhoods to enable people living in our communities to be healthy, well and safe and reduce demand by integrating neighbourhood teams that are connected to other services and assets locally.

- 2.3 Libraries, art galleries, leisure centres, parks, play areas, events and youth services as well as our cultural activity provide an offer to the city that enhances the experience of people living and working in the city; as well as supporting our children and young people, to be happy, healthy and successful, fulfilling their potential and contributing to their educational attainment.
- 2.4 Our world class offer also contributes to the vibrancy of the City and its neighbourhoods. Widening participation to ensure that the users of our community services reflect the diverse communities of Manchester remain a key priority.
- 2.5 The development of commercial activity across our parks and leisure and events have previously reduced the demand on revenue as well as increasing investment in our community assets impacting positively on the perception of the city and the opportunities for our residents.
- 2.6 The Directorate is fully committed to Zero Carbon Manchester and to reducing carbon throughout all programmes of work and raising awareness of carbon usage and looking for 'greener' alternatives. Key initiatives include driving forward the electric fuelling infrastructure, plant and equipment for all Council services.
- 2.7 The quality of our highways, number of potholes repaired and gully cleansing remains a priority for our residents and road resurfacing is now happening at a greater scale. We are currently on target to deliver the 5 year highway investment programme. Investment and the maintenance of our highways beyond the current 5 year programme will be an essential consideration in our future strategy.
- 2.8 Waste and recycling is the largest budget area for the Directorate including both the cost of waste disposal and collection/street cleansing (almost 50%) The current contract for Waste collection and street cleansing will come to the end of the first 8 years in 2023 and decisions on the future delivery model for this service will fall within the timeframe of the 5 year budget strategy. We have achieved our highest overall levels of recycling (40%) and lowest levels of residual waste over the last 10 years. However, as the City grows and as more people work at home this will continue to have an impact on the demand for these services which need to be managed. In addition, the impact of COVID over the last 9 months has led to more people being required to stay at home and this has led to increased levels of waste and contaminated recycling bins.
- 2.9 Investment in compliance and enforcement resources has led to an increase

in business compliance, better managed neighbourhoods and measures to impact on flytipping have seen a positive impact in our neighbourhoods. Demand from anti social behaviour impacting on the quality of the places people live continues to rise and despite investment is still less than 50% of capacity in 2011.

- 2.10 The impact of COVID has impacted on our Parks, Leisure and Events functions which rely on income as well as the Cultural sector in the city. The latter in particular will take some time to recover if this is even possible in all areas.
- 2.11 The priority for the Directorate remains supporting communities and building resilience whilst maintaining safe, clean, well managed and connected neighbourhoods in line with the expectations of local members and residents in a city that continues to grow and within the limitations of resources available.
- 2.12 Developing partnerships to enable more effective models of delivery through The Bringing Services together for People in Places programme remains key to improving the offer at a local level for residents and to support a reduction in demand on key public services.
- 2.13 Our universal youth, leisure and culture offer combined is an offer to our residents that sets Manchester apart. The refreshed strategy has set out the city's commitment to our young people however this is an area that has struggled with the impact of COVID 19 and will take some time to recover.

3.0 Neighbourhoods Revenue Budget Strategy

3.1 The Neighbourhoods Directorate has a gross budget of £167m, and a net budget of c.£95.5m, with 1,470 FTE's employees. The breakdown by service area is provided in the table below:

Table 1: 2020/21 base budget

Service Area	2020/21 Gross Budget £'000	2020/21 Net Budget £'000	202/21 Budgeted Posts (FTE)
Compliance	12,163	8,581	248
Community Safety	4,850	2,322	49
Libraries, Galleries and Culture	12,853	9,316	270
Management and Directorate Support	1,120	1,120	18
Neighbourhood Teams	2,854	2,627	51
Other Neighbourhoods	1,649	455	4
Parks, Leisure, Youth and Events	19,316	7,563	83
Operations and Commissioning	54,849	18,730	461
Waste Disposal Levy	30,051	30,051	

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

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

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

3.3 As at December 2020 the Directorate is forecasting a net overspend of c£11.163m, although this includes Covid-19 related pressures of c£15.224m, offset by in- year mitigation of £4.091m.

3.4 The Covid-19 pressures are made up of a combination £4.731m increased cost pressures, with the main pressure being the in year financial support of £3.32m being provided to the external leisure operator to fund the ongoing costs of maintaining the City Council leisure assets during the initial closure, and subsequent reduced operations through until March 2021. Sport England have made funding of £100m available to Local Authorities who partner with external providers in delivery of Leisure services. Manchester submitted a bid for c£1.3m financial support and the outcome of the bid should be notified to each local authority before the end of February 2021.

3.5 In addition to the additional costs, there is £10.493m reduced income through sales, fees and charges. This includes a combination of reduced trading income (£5.389m) within operations and commissioning services, reduced Highways income (£3.263m) through reduced off street parking income following lockdown in December, and fees and permit income, reduced sales income (£203k) in libraries because of closure of venues, and subsequent lower footfalls, loss of events and other income (£1.132m) in Leisure, Parks and Events, and reduced income of (£0.506m) from penalty notices and license income in Community Safety and Enforcement.

3.6 As part of the ongoing work seeking to mitigate the above pressures in year forecast savings of £4.091m have been identified, this is largely due to staff savings because of vacant posts, reduced running costs across all services and increased income in some areas.

3.7 The Neighbourhood's budget broken down over subjective headings is provided at Appendix 1

2021/22 Budget Pressures

3.8 As part of the Neighbourhood service budget planning a key consideration is the projected growth in the number of households across the City. Given the ongoing national response to the Covid-19 pandemic, and the uncertainty around both the level and duration of any restrictions that will apply in 2021/22 there are significant risks of further budget pressures across the Directorate. These will be monitored and reported as part of the monthly budget monitoring

process. Detailed below are likely pressure areas that are already known, although they have not yet been quantified.

- 3.9 **Leisure Services Provision** – The existing leisure operator was appointed in 2019, and as part of their submission they included an initial income forecast of £12m and expected to increase this over the life of the contract and reduce the level of subsidy required from the Council. Due to the initial closure of leisure facilities, and subsequent reduced capacity as part of the conditions on the reopening of facilities which is expected to continue into 2021/22 it is extremely unlikely in light of the impact of COVID 19 that the original income projections as part of the tender submission will be achieved and further support from the Council could be required. Based on work done to date with GLL provision has been made in the 2021/22 for an additional £1.2m Council resource, that could be supplemented by upto a further £1.3m if the grant submission to Sport England is successful. Work is ongoing with the contractor to identify ways in which any additional costs can be mitigated.
- 3.10 **Waste Collection** – Due to the ongoing requirements for individuals to stay at home wherever possible this has led to an increased volume of domestic waste to be collected and disposed of. In addition, and unlike other areas in Greater Manchester it was agreed to collect any additional side waste left out by residents. This has created a pressure on the existing waste collection contractor to collect the increased volumes and has also increased the volume of waste requiring disposal and therefore the costs to the Council. In this financial year the additional costs of waste disposal have been offset by a rebate from the Greater Manchester Waste Disposal Authority (GMWDA). If the current position continues into 2021/22 this will likely result in further cost pressures that will need to be managed as part of the overall Council budget. This will be retained under review during 2021/22. A budget of c£1.2m has been established in 2021/22 and this is held as a Corporate contingency budget, and will be drawn down in year if required.
- 3.11 **External Income** – As part of the Directorate overall net budget there is an income budget of c£47m. If the restrictions linked to COVID 19 continue or are increased into 2021/22, then the external income budgets will be adversely affected into 2021/22. MHCLG have indicated as part of the recent finance settlement that the support to local authorities through the sales fees and charges return will be extended through until the end of June 2021, and based on the most up to date forecasts, loss of c£4.265m income have been provided for in respect of income losses in quarter 1 that will be claimed as part of the claim to MHCLG.

2021/22 savings Proposals

- 3.12 The Neighbourhoods Directorate has a net revenue budget of circa £95.5m of which £47m relates to waste collection, street cleansing and waste disposal. Outside of these areas the majority of the budget relates to staffing. In response to the identified Council wide budget gap all budgets have been reviewed in order that any efficiency savings or opportunities for increased income are identified and included for consideration by members. As part of

the wider £50m savings The Neighbourhoods Directorate has identified an initial **£6.683m** in 2021/22 increasing to **£7.376m** by 2024/25 with an **FTE impact of 2** across the Neighbourhoods Directorate.

- 3.13 In seeking to minimise the impact on residents and neighbourhoods, all opportunities for maximising external income sources were considered and the overall Directorate proposals includes £5.985m of increased income generation, and these proposals will be considered by Resources and Governance Scrutiny Committee as part of the budget process. The proposals to be **considered by this Committee total £0.809m** and further details of the savings under the remit of this Scrutiny Committees are set out in more detail below whilst the table at appendix 1 provides a summary view along with RAG rating.
- 3.14 Within the **Compliance and Enforcement function total savings of c£164k** have been identified and this is made up of, the following;
- 3.15 £80k increased income from a combination of (£60k) fixed penalty notices, and (£20k) from introducing new charges for providing advice to businesses.
- 3.16 As part of looking at the overall staffing costs, savings of £20k are proposed this will be achieved through a small number of staff voluntarily taking up part reductions in their working week. This is forecast to provide savings of up to **£20k**
- 3.17 The **animal welfare service** is currently provided in house, and it is proposed to look at an alternative delivery model for this service which would impact on **2FTE's**. A tender exercise will be undertaken in order to move the service provision onto a contracted basis which is likely to reduce the flexibility that currently exists but could provide cost reductions of **£64k** subject to tender.
- 3.18 It is proposed to use additional time limited **grant funding of £137k** to replace existing mainstream budget provision within Compliance and Enforcement, particularly around the food inspection activity at Manchester Airport. This will be a one year saving only because of the time limited funding.
- 3.19 Within the **Highways service** significant work has progressed over the last two years to restructure and reorganise the function to enable it to better deliver for the residents of the city. Savings of **c£0.645m** over 2021/22 and 2022/23 have been identified with minimal impact on the quality of service delivered, this includes a combination of reviewing existing charges and ensuring that income is maximised where possible, the initial proposals include identifying further opportunities to make eligible charges to the capital programme - **£270k**, seeking to ensure that any damage to highways infrastructure is recovered from the perpetrator or insurance company - **£25k**, increase the existing rates for permits and other rechargeable works. - **£75k** and increase the volume of commercial arrangements for provision of winter gritting service - **£25k**.

3.20 In addition to the savings above a further saving of **£250k** is proposed through a reduction in costs of accident claims/legal fees over the period. This is due to a combination of the ongoing highways investment and improved roads and footways and the reduced footfall level within the City. This would be phased £100k in 2021/22 and £150k in 2022/23.

Other Changes Under The Remit of This Committee

3.21 Government have extended the support for any lost income through sales, fees and charges into quarter 1 of 2021/22 and based on the current forecast the overall support to the Neighbourhood Service is likely to be c£4.435m. The largest loss will be in highways (£2.836m), and in particular the loss of off street parking income within the City Council car parks, other income losses include and £127k compliance and safety.

3.22 These are currently only estimates, and the actual support received will be based on actual losses incurred in quarter 1.

3.23 The waste disposal levy is paid over to Greater Manchester Combined Authority, and contributes towards their costs of funding GMWDA. Based on figures provided by GMCA the 2021/22 levy costs are to reduce by £1.320m and the budget has been adjusted accordingly.

3.24 As part of the 2020/21 budget ongoing investment of £330k in Domestic Violence support was approved, with an initial £100k in 2020/21 and further £230 in 2021/22. This funding will support earlier identification and intervention working with key partners and agencies. This is a trauma informed response that provides an opportunity to resolve issues, preventing the escalation of risk and demand on services such as the Independent Domestic Violence Advisory (DVA) and the Multi Agency Risk Assessment Conference (MARAC).

3.25 Table 2 below is a summary of the Neighbourhoods saving proposals broken down by service area including the FTE impact. Whilst table 3 shows the overall change in budgets broken down by service area.

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

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

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

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

4.0 Capital Strategy

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

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

5.0 Workforce Implications

5.1 The workforce implications related to the savings require a reduction 2fte, and this will be managed within existing turnover across the service and Directorate.

5.2 To support the workforce reductions a time limited targeted Voluntary efficiency scheme was opened, and this closed on 11 December. It is expected that the required reduction in staff numbers will be achieved.

6.0 Equality Diversity and Inclusion

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

6.2 The Neighbourhood Directorate is committed to understanding and addressing the effects and impacts of its activities for the diverse range of people using its services. To achieve this, we are committed to undertaking equality analysis of the proposed changed services to ensure they are accessible and inclusive, and do not cause adverse equality impacts. The Neighbourhood Directorate will use the Council's Equality Impact framework to do this.

7.0 Risk management

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

8.0 Legal

8.1 There are no legal implications arising from this report.

9.0 Consultation

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

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

10.0 Our Corporate Plan

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

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

Table 2: Corporate Plan Themes and Priorities

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

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

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

11.0 Conclusion

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

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

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