

Manchester City Council Report for Resolution

Report to: Executive – 17 February 2021
Full Council – 31 March 2021

Subject: Our Manchester Strategy – Forward to 2025

Report of: The Chief Executive

Summary

This report seeks the approval and adoption of *Our Manchester Strategy – Forward to 2025*, which is attached in Appendix 1.

Our Manchester Strategy – Forward to 2025 resets Manchester’s priorities for the next five years to ensure we can still achieve the city’s ambition set out in the *Our Manchester Strategy 2016 – 2025*.

Recommendations

The Executive are asked to recommend that Council consider *Our Manchester Strategy – Forward to 2025* with a view to adopting it as part of the Council’s formal policy framework.

Council are recommended to adopt *Our Manchester Strategy – Forward to 2025* as part of the Council’s formal policy framework.

Wards Affected: All

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

Achieving Manchester’s zero carbon target has been reflected throughout the work on the *Our Manchester Strategy* reset and is one of the priorities within the final reset Strategy, *Forward to 2025*.

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 work to reset the <i>Our Manchester Strategy</i> has considered all five of the Strategy’s existing themes to ensure the city achieves its aims. The themes are retained within the final reset Strategy, <i>Forward to 2025</i> .
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	

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 directly.

Financial Consequences – Capital

None directly.

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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.

Our Manchester Strategy – Forward to 2025, Children and Young People Scrutiny Committee (January 2021)

Our Manchester Strategy – Forward to 2025, Communities and Equalities Scrutiny Committee (January 2021)

Our Manchester Strategy – Forward to 2025, Economy Scrutiny Committee (January 2021)

Our Manchester Strategy – Forward to 2025, Health Scrutiny Committee (January 2021)

Our Manchester Strategy – Forward to 2025, Neighbourhoods and Environment Scrutiny Committee (January 2021)

Our Manchester Strategy – Forward to 2025, Resources and Governance Scrutiny Committee (January 2021)

Our Manchester Strategy Reset - Engagement Activity and Findings, Resources and Governance Scrutiny Committee (November 2020)

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 In 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. The Our Manchester Strategy was developed in 2015 and launched in 2016 as the city's overarching 10 year vision. Its development was overseen by the Manchester Leaders' Forum - now Our Manchester Forum - a partnership board of 40 leaders from across Manchester's public, private and voluntary sector.
- 1.2 This report provides the context of the work undertaken to develop the reset Strategy, *Our Manchester Strategy – Forward to 2025*. The draft reset Strategy was considered by all six Scrutiny Committees in January 2021; the Committees' comments were incorporated into the revised final draft of the Strategy, which is appended.
- 1.3 This report recommends the approval *Our Manchester Strategy – Forward to 2025*, and its adoption as part of the Council's formal policy framework.

2.0 Background to the Our Manchester Strategy reset

- 2.1 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, which would be analysed to establish key priority themes.
- 2.2 The majority of engagement activity ran from 3 August 2020 - 25 September 2020. Approximately **3,800 people have been directly engaged** with and had their views captured during this activity. 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.
- 2.3 Despite COVID-19 restrictions, the activity captured a range of voices across all of Manchester's communities and neighbourhoods by using different methods which were adapted to suit the engagement opportunity. As well as a universal offer, this included targeted engagement with 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. Targeted engagement was designed with Voluntary and Community Sector 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.
- 2.4 A report on the engagement activity, the method undertaken with each cohort and the findings from it was considered by Resources and Governance Scrutiny Committee on 3 November 2020; the report can be accessed here:

3.0 Our Manchester Strategy – Forward to 2025

- 3.1 The reset Strategy has been drafted based on the findings of the extensive engagement activity undertaken, which captured our communities' opinions on the city's progress to date, and the remaining challenges and opportunities facing Manchester.
- 3.2 Following the engagement activity, the priorities our residents, businesses, organisation and partners said they would like to see a renewed focus on for the next five years form the basis of Sections 3 and 4 of the draft reset Strategy. These priorities include: young people; economy; health; housing; environment; and infrastructure; with equality and inclusion as a cross-cutting theme. As such, the draft Strategy fully reflects the priorities of our communities.
- 3.3 The reset of the Strategy has been overseen by the Our Manchester Forum, a partnership board of stakeholders from across the city who oversaw the creation of the original Strategy in 2015 and its subsequent implementation. The draft reset Strategy incorporates their feedback on the engagement analysis, emerging priorities and the document's structure. This includes retaining the original Strategy's five themes (Thriving and Sustainable; Highly Skilled; Progressive and Equitable; Liveable and Low Carbon; and Connected) and streamlining the new priorities under these themes. The Our Manchester Forum asked for the reset to be linked back to the original Strategy with the use of 'We Wills' to frame the priorities. The Forum also requested that, whilst the reset Strategy should continue to set the city's vision and priorities to 2025, the document reflects the need for an immediate response to COVID-19 as priorities arise; this can be seen in section 2 of the draft reset Strategy.
- 3.4 The reset Strategy has been drafted to be a concise document; this in response to feedback from partners that the original Strategy was too long and that too many priorities (64 We Wills) dilutes the overall vision. Although it is concise and does not reference specific cohorts or sectors, the reset Strategy's priorities are holistic and matter to everyone in the city. The reset Strategy can now be used as an accessible framework to apply to all areas of work; all work going forwards should address these priorities.
- 3.5 The title *Our Manchester Strategy - Forward to 2025* has been chosen to show the direct link to the original Strategy whilst reflecting the collective action needed to achieve its ambitions by 2025.

4.0 Next Steps

- 4.1 The reset Strategy text will be designed into a visual and accessible digital document. This will use the Our Manchester branding, which was refreshed in 2020.

- 4.2 Alongside the final reset Strategy document, a complementary one page 'Executive Summary' will be developed. This will be a plain English 'plan on a page'-type document to be used to communicate the Strategy's key priorities to a range of audiences, including residents and Council staff.
- 4.3 To ensure that all those who participated in the engagement are informed of how it shaped the new priorities and refreshed document, a social media messaging and a campaign plan will be developed. A partners' communications toolkit will also be developed as part of this to support clear and consistent messaging across the city and to aid partnership working on the priorities.
- 4.4 Once adopted and approved, officers, working with the members of the Our Manchester Forum and other partners, will develop plans to implement the Strategy and to use the annual State of the City report to monitor progress towards its vision.
- 4.5 A number of other strategies and plans are currently in development or due for refresh in the next 18 - 24 months. Officers will ensure alignment so the other strategies' aims flow from the Our Manchester Strategy reset's priorities, as the overarching vision for the city. The reset Strategy's priorities will also be fed into the corporate budget planning process and the medium term financial plan.

5.0 Contributing to a Zero Carbon City

- 5.1 Achieving Manchester's zero carbon target has been reflected throughout the work on the Our Manchester Strategy reset, with sustainability being a key horizontal theme throughout all engagement activity. *Forward to 2025* restates Manchester's commitment to achieving our zero carbon ambition by 2038 at the latest.

6.0 Contributing to the Our Manchester Strategy

- 6.1 The reset of the Our Manchester Strategy will ensure that the city achieves its vision. The five themes have been retained in the reset Strategy, with the new priorities streamlined under the themes.

7.0 Key Policies and Considerations

- 7.1 There are no particular equal opportunities issues, risk management issues, or legal issues that arise from the recommendations in this report.

8.0 Recommendations

- 8.1 The Executive are asked to recommend that Council consider *Our Manchester Strategy – Forward to 2025*, with a view to adopting it as part of the Council's formal policy framework.
- 8.2 Council are recommended to adopt *Our Manchester Strategy – Forward to 2025* as part of the Council's formal policy framework.