

Appendix 1 – Headline priorities for the service

The Growth and Development Directorate has a pivotal role in driving the sustainable economic growth of the city to benefit everyone. This is achieved through securing new commercial development, attracting inward investment, generating employment growth across the city, connecting residents to those opportunities, and supporting businesses and communities to thrive. The directorate continues to play a leading role in the economic recovery of the city following the decline due to Covid-19.

Investment Estate

The Investment Estate service, which is managed by the Development Team, covers all aspects of the Council's non-operational property estate. This includes property and land held for investment purposes, surplus land, and development assets. The team is also responsible for the undertaking of statutory functions including asset valuations for accounting purposes and undertaking planning viability assessment reviews.

Priorities Include

- Managing the Council's Investment estate to provide a long-term sustainable income stream to the Council and reducing costs and liabilities arising from repairs, property management, voids, and bad debt.
- Identify opportunities that exist to drive additional revenue and capital receipts from the Council's asset base through review of assets.
- Ensure high quality and timely asset valuations to support financial reporting requirements.
- Promoting and delivering a strategic asset management plan to assist in decision making around the Council's real estate portfolio.
- Support the Council's zero carbon targets through leveraging better outcomes from development on Council land, or where the Team has influence over development.
- Working with colleagues on preparation of levelling up fund bids.
- Driving release of land in East Manchester to support delivery of new commercial development.
- Supporting the Council's housing delivery targets through land sales and lease regears driving delivery of a sustainable tenure mix across the city.
- Working with colleagues across the Council to deliver Major Development Projects in Victoria North, Eastern Gateway, and City Centre.
- Securing the delivery of appropriate planning obligations, including affordable housing, on behalf of Planning Service through s106 and other routes.

City Centre Growth & Infrastructure

The City Centre Growth & Infrastructure Team provides the essential focus and drive in the delivery of a wide range of initiatives that support inclusive growth, regeneration, and future planning across the city, with a particular responsibility for the city centre.

Priorities include:

- Working collaboratively with a range of partners, facilitating the delivery of major growth and regeneration schemes, increasing the Council Tax and Business Rates base; and developing planning, infrastructure, and environmental policy to drive growth across the city.
- Encouraging new inward investment to the city, facilitating the creation of new jobs.
- Aligning development and infrastructure policy, plans and investment programmes to ensure that they deliver on Manchester's strategic policy objectives, and attract funding and investment opportunities for the city.
- Aligning growth and infrastructure objectives to support delivery of the city's Climate Change Action Plan and related policies.
- Developing Manchester's Local Plan in consultation with all communities across the city ensuring this informs policy development, and Places for Everyone with GM Partners, ensuring alignment with the Local Plan.
- Working with a range of Council services, external organisations, and agencies to support place management and to ensure the holistic and effective management of the city centre, including the public realm.
- Leading the city's subsequent economic recovery strategy, following the Covid-19 pandemic, to support future growth.
- Leading transport infrastructure development, including public transport investment, active travel projects and the development of overarching transport strategies, including the City Centre Transport Strategy.

Housing & Residential Growth

The service's mission is "to ensure that there is a sufficient mix of well-managed and good quality housing to meet the needs of a growing city and to set the policy framework to ensure that all Manchester residents can live comfortably and safely." Linked to the mission there are two key objectives, namely.

- Support delivery of significant new housing in the city, including through and effective recovery from COVID-19.
- 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 the direct control of Council owned housing in the north of the city.

Priorities Include:

- The continued delivery of affordable homes, with a target of 6,400 homes to be achieved between 2015 and 2025 – to date over 2,000 new homes have been delivered and we are on schedule to exceed the target by 2025;
- Progress seven new Extra Care schemes – this is on schedule with four new schemes completed in the past year in Ardwick, Moss Side, Abbey Hey and Burnage and Whalley Range due to start shortly.
- Delivery of Phase 1 of Victoria North (1,000 new homes including 130 Council homes in Collyhurst);

- Implement initiatives to progress the enabling works funded via £51.6m of Housing Infrastructure Funding to help deliver the Victoria North JV Partnership.
- Commencement of the next phase of the Manchester Life JV in the Eastern Gateway.
- Lead the Council's drive for Fire Safety improvements, especially in high-rise buildings - over 1,000 sprinkler installations have been carried out to date.
- Management of three PFI (Private Finance Initiative) Contracts in Miles Platting, Brunswick, and Grove Village.
- Establishing a viable Housing Delivery Vehicle through This City – enabling delivery of up to 500 new homes per year at an accessible rent.
- Developing a new Housing Strategy for the city.

The service plays a key role in supporting the Council's equality objectives and Tackling diversity and inclusion, evidenced by the following actions.

- Ensuring that the Council's Allocation Scheme is open and transparent.
- Ensuring that specific groups are catered for in housing delivery, for example:
- Older people with care needs through accessing extra care accommodation.
- Accommodation for people with Learning Disabilities.
- Looked After Children via the House Project, and
- LGBT+ Community via the country's first LGBT Extra Care which is soon to be developed.

Planning, Building Control & Licensing

Planning, Building Control and Licensing service works within an ever-changing environment of national policy documents, regulations, and legal considerations which has seen additional demands placed on the service where the scale of development and the pressure on supporting compliance is already significant.

Crucially, the service plays a central role in delivering the Council's sustainable growth agenda, promoting positive outcomes for the city, and helping to de-risk investment decisions into the city. This is about securing new development that strengthens the platform for attracting investment to deliver economic growth, the aims of the residential growth strategy and supporting an uplift in the environment that is safe, inclusive and responds to climate change. The remit of the service includes delivering all the statutory functions of the city council as local planning authority – over 4,000 planning applications per annum, appeals, heritage matters and compliance, the local authority building control function, including building and fire safety, dangerous buildings and safety at sports grounds and the licensing function, both premises and taxis.

Each part of the service is required to develop strong networks internally and externally along with the ability to forge effective partnerships with external Agencies and to influence the private sector and other key stakeholders to deliver key council objectives through major projects and policy development.

Priorities Include

- With the City Centre and Infrastructure Team develop the Local Plan for Manchester and other supporting planning policies to deliver the city councils objectives
- Through the planning process drive outcomes that support Manchester's sustainable growth ambition, new jobs, new homes responding to a clear quality and climate change agenda
- With Housing and Residential Growth, ensure our teams, particularly Building Control, are fully aligned to and capable of meeting the emerging mandatory changes being delivered through both the Building Safety and Fire Safety Acts.
- Leading the work on minimum licensing standards across GM for developing a world class taxi and private hire fleet
- Developing new Licensing Policy and Gambling Policy that responds to the needs of the city and are aligned to the Councils corporate objectives
- Continue to ensure the statutory functions of the Council meet all national performance targets and legal requirements to avoid the risk of Government intervention and challenge

Work & Skills

The Work & Skills team is responsible for the development and delivery of the Work & Skills Strategy for the City and the skills and labour market aspects of the City's economic recovery plan. It provides a coordinated approach to the post-16 & adult skills and employment support offer across the city, to ensure that the offer is as coherent as possible for young people and adults and meets the city's labour market requirements. The team engages with businesses on business growth, skills & employment opportunities and supports business networks across the city.

Priorities Include

- Refresh of the Work & Skills Strategy
- Continuing to deliver the skills & labour market aspects of the Economic Recovery Plan
- Work with key sectors, companies, and providers to meet areas of skill shortages in growth sectors and the foundational economy e.g., care, hospitality, construction
- Deliver the employment & skills aspects of social value with a focus on North Manchester
- Lead the delivery of the refreshed Family Poverty Strategy and the work with anchor institutions
- Digital strategy, skills, and digital inclusion

MAES

MAES provides adult education, learning and skills from 7 adult education centres across the city. It is focused on providing opportunities for residents with lower levels of skills & qualifications, with on average over 70% of learners on working age benefits and 80% from the City's most disadvantaged areas. Much of the skills curriculum offer is focused on ESOL (English for Speakers of Other Languages), Maths and English &

Digital from entry level to GCSE with a vocational offer mainly to Level 2 in childcare and care. There are good progression routes to employment and progression to further learning. The MAES core offer is complemented by enhanced employability support available to all learners through its Make It Happen programme.

Demand for ESOL in particular is very high and MAES runs the ESOL advice service to ensure that residents in the city can access ESOL learning that best fits their needs across MAES, the Manchester College and VCSE organisations. In addition, MAES runs the award-winning Talk English programme targeted at providing opportunities for ESOL speakers and migrants to acquire English language skills in community settings. MAES also commissions community learning from VCSE organisations across the city to extend the reach into the City's communities and engage residents who are not ready /would be reluctant to enrol in MAES centres.

MAES generates all its funding externally, mostly through the GMCA (Greater Manchester Combined Authority) commissioned AEB budget. In addition, it receives ESFA (Education and Skills Funding Agency) funding for 16- to 24-year-old SEND (Special Education Needs and Disabilities), DLUHC (Department for Levelling Up, Housing and Communities) Needs and Disabilities) learners and DLUHC funding for the Talk English programme. Covid has impacted on MAES funding and delivery.

Priorities include:

- Delivery of the MAES review recommendations to bring expenditure in line with income
- Support learners to return to centres and achieve their qualifications post-Covid and use the experience of online learning to create a blended offer that is flexible and meets student needs
- Contribute to the skills and labour market recovery work by providing upskilling to enable more residents to connect /re-connect to the labour market
- Expand / flex ESOL provision to meet demand including the delivery of ESOL to newly arrived Afghan refugees and the continuation of the ESOL advice and Talk English programmes
- Develop options to improve the quality of MAES centres in need of refurbishment/investment and contribute to the development of the Gorton Hub
- Extend the reach of MAES into Manchester's disadvantaged communities both directly and working in partnership with the VCSE sector.