

Appendix 1 - Manchester City Council Summary Business Plan 2022/23

1. Zero Carbon Manchester

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.

Deliver the Council's roles in reducing citywide carbon dioxide emissions and improving air quality

- The Council will continue to drive and deliver the Manchester Climate Change Framework 2020-25 2.0, the city's high-level strategy for tackling climate change, using our city council place leadership role.
- Actively engage residents and communities in the work they can do to tackle climate change.

Prepare for and support the delivery of the Clean Air Zone from 30 May 2022

- Work with the Greater Manchester authorities supported by Transport for Greater Manchester to develop 'The Greater Manchester Clean Air Plan' to reduce harmful Nitrogen Dioxide (NO₂) levels at the roadside and be compliant with statutory requirements by 2024 at the latest.
- Ensure the arrangements are clearly communicated to Manchester residents, businesses and other stakeholders.
- To work with GM Authorities and Manchester stakeholders to ensure clear proposals to support the transition to low emission vehicles, including for the pending funding round for LGV's, private hire vehicles and Hackney cabs.

Deliver the Manchester Climate Change Action Plan and key activities to reduce the Council's own direct CO₂ emissions by at least 50% by 2025

Actions include:

- Progress the Large-Scale Renewable Energy Generation project for the development or purchase of a suitable solar farm and / or direct renewable energy Power Purchase Agreement (PPA).
- Deliver energy conservation and generation measures throughout our operational estate to reduce carbon emissions from our buildings.
- Plan for and facilitate the continued transition to electric vehicles within the MCC fleet, such as by working to increase the provision of electric vehicle charging infrastructure.
- Deliver an approach to housing retrofit with housing partners and progress work on plan for MCC Northwards housing stock.
- Develop an approach to sustainable infrastructure planning.
- Support the development of green skills in the city's workforce through the Work & Skills Strategy.
- Implement, promote and embed the new Staff Travel Policy across the Council.
- Deliver 10% carbon procurement weighting effectively and track results.

- Continue to raise profile and importance of climate action amongst staff and behaviour change approaches. i.e. tailored carbon literacy training, further engagement and monitoring impact of pledges.

2. Growth that benefits everyone

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, deliver 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.

Deliver Manchester's Economic Recovery Plan priorities that supports:

- Key transformative regeneration schemes providing new jobs, homes and leisure opportunities for our residents, including: a new park at Mayfield; a new speculative, net zero carbon office development at NOMA and First Street; start of the Renaissance scheme on Deansgate; North Manchester General Hospital; and, a new Arena.
- Continued delivery of Enterprise City and St John's to provide new space and support for both large and small scale businesses, particularly in the digital, cultural and creative industries.
- Support the successful completion of The Factory construction project as a major cultural, creative and technological hub, which with the Academy/Factory Futures skills programmes will be a major driver for economic growth and delivering sustainable jobs and employment opportunities for residents.
- Continue to deliver of our Economic Investment & Development Plan, including: Culture in the City Levelling Up Fund project; development opportunities in the digital, cultural & creative sectors; and developing further Levelling Up schemes.
- the development and enhancement of the skills required for businesses that support pathways for residents into those jobs
- Support to Manchester's businesses and residents affected by challenges to the international, national, and local economy.
- Facilitate economic growth and recovery in different sectors of the economy, which supports the creation of a more inclusive economy.
- Delivery of our strategic regeneration frameworks and key growth projects.
- Development and delivery of our levelling up priorities, including Levelling Up Fund bids, and delivery of the Culture in the City project which will provide business start-up and talent development opportunities for local people from all backgrounds.
- Implement the Our Manchester Industrial Strategy and Powering Economic Recovery and Investment plan.
- 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
- Develop and deliver skills and labour market interventions for unemployed residents and those that have been adversely affected by the unemployment

crisis and connect residents to opportunities created through our approach to social value.

- Run a pilot project to gain Living Wage City Status, increasing the number of businesses paying the Real Living Wage and the number of Manchester residents earning at least the Real Living Wage.
- Develop a new Poverty Strategy for the city building on the strengths of the Family Poverty Strategy but extending its reach to all households, given the intelligence we now hold on poverty and inequality in the city.

3. Young People

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:

All children to have access to and be fully included in high-quality education:

- Ensure a sufficient range and choice of high-quality early years, school, and other settings that are graded as good or better for all children and young people
- Children's school attendance to be achieved and sustained at or better than pre pandemic levels
- Ensuring the education system meets the needs of all learners, is inclusive and promotes equality
- Increase the number of young people post 16 who engage in employment, education and training.
- Work with schools and settings to improve outcomes for all children and to mitigate the disproportionate impact of the pandemic on disadvantaged learners.
- 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:
- Develop and deliver 2022, Our Year: working in partnership to celebrate the success and resilience of Children and Young people, whilst creating opportunities to build a successful future and contributing to the overall aim for Manchester to be recognised by UNICEF as a Child Friendly City by 2024.
- Ensure that the voice of children and young people is heard and they are able to influence and shape service delivery.
- Ensure children and young people across the City have access to youth, play, leisure, and cultural opportunities
- Support and develop children's readiness for school through implementing the refreshed Start Well Strategy
- Continue to roll out and embed skills for life for children and young people.
- Reduce number of children needing a statutory service.
- Focus on prevention and timely intervention through the provision of early help to prevent the unnecessary escalation of children's needs, tackle the involvement in youth violence leading to the requirement of a statutory / specialist intervention

- Deliver children's services at a locality level with strengthened inter-agency working and a strengths-based approach to build the resilience of families; sustaining children in stable, safe, and loving homes (permanency).
- To further embed the Think Family approach through collaborative working and joining up children's services with mental health, adult services, health services and integrated neighbourhood teams.

4. Healthy, cared-for people

Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives:

Take actions to improve population health outcomes and tackle health inequalities across the city.

- Support the Manchester Partnership Board (MPB) to deliver the 8 health and well-being priorities for the city and enable an effective transition to Integrated Care Systems.
- Respond to the Building Back Fairer Marmot Report by developing and delivering an action plan focussed on the social determinants of health and tackling health inequalities in Manchester.
- Enable the supercharging of the Manchester Local Care Organisation (MLCO) as the delivery vehicle for improving population health and wellbeing and reducing health inequalities in the city.
- Support the continued response to and recovery from COVID-19 with all partners in the city. This includes the delivery of the Local Prevention and Response Plan, the city's 12 Point Action Plan, and the delivery of community testing and the city's mass vaccination programme.
- Support the next phase of health and social care integration in the city, including plans to supercharge Manchester Local Care Organisation.
- Support and enable the development of the MLCO and its focus on integrating health and care through the Future Shape programme and MLCO Accountability Board, ensuring this is a key component of the Council Operating Model
- Work with partners to support the flow of people through the Manchester Control Room through clear and agreed admission avoidance and discharge pathways (to ensure timely transfers between integrated care settings so that people are in the most appropriate care setting).
- Continue to develop the neighbourhood operating model and through the MLCO Integrated Neighbourhood Teams (INTs) ensure robust and community-specific communications and engagement approaches to understand and address the needs of local people.
- Enable delivery through the MLCO of the Adult Social Care (ASC) 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.
- Continue to drive forward the four initial workstreams through phase 2 of the programme, focused on 'maximising independence' through working with practitioners to take a strengths based approach, strengthening and improving

our 'short term offer', delivery our commissioning plan ensuring that we are delivering 'responsive commissioning' and continuing to strengthen our 'performance framework'.

- Deliver two additional workstreams through phase 2 as they will positively impact on our demand management strategy and improved outcomes:
 - Early Help/ASC Front Door
 - See and Solve (transforming Community Teams) with an initial focus on learning disability services.
- Ensure that as phase 2 is delivered we continue to work together with colleagues across MLCO to embed a strength-based approach across our services.
- Reduce the number of people becoming homeless and enable better housing and better outcomes for those who are homeless.
- Increasing prevention and earlier intervention to reduce the numbers of people becoming homeless.
- Reduce and eliminate the use and cost of bed and breakfast through the provision of self-contained accommodation and changes in systems to directly allocate properties.
- Reduction in number and cost of temporary accommodation by increasing access to more affordable temporary and permanent accommodation.
- Transformation of the customer journey to streamline processes and improve outcomes and reduce cost of the service.
- Continued spotlight on reducing the numbers of people sleeping rough through provision of appropriate accommodation and support.
- Collaboration with Central Government and GMCA to maximise income to the city through funding opportunities.

5. Housing

Ensure delivery of the right mix of good-quality housing so that Mancunians have a good choice of quality homes

Support delivery of significant new housing in the city, including through an effective recovery from COVID-19.

- Work with colleagues across Greater Manchester to ensure that the City's aspirations are reflected in the "Places for Everyone" Greater Manchester Joint Development Plan, which will be submitted to Government and subject to an Examination in Public in 2022.
- Deliver the City Council's Residential Growth Strategy which underpins the city's economic growth trajectory and will ensure the delivery of new housing.
- Work closely with Registered Providers to improve quality of existing housing stock, to deliver new housing on Council-owned land, and work with developers to deliver housing on privately-owned land.
- The Council is committed to accelerate and sustain the delivery of more housing and will intervene, where necessary, to speed up the delivery of housing across the city, including developing homes ourselves. To achieve this the council will establish a viable Housing Delivery Vehicle (This City) to deliver new housing.

- Work with Joint Venture partners to deliver large-scale regeneration schemes including Phase 1 of the Victoria North Joint Venture and commencing the next phase of the Manchester Life Joint Venture in Eastern Gateway, including the delivery of new housing, a public realm strategy and a Mobility Hub in Ancoats.
- Embed Zero Carbon ambitions in the future Housing strategy, planning and delivery including an approach to housing retrofit with housing partners and progress work for Northwards housing stock
- Implement the objectives within the Private Rented Sector Delivery Plan, which will help, amongst other things, to drive up quality in the Private Rented Sector
- 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.
- Deliver lasting service improvements to the Council's directly-managed homes.
- An improvement programme for housing tenants focused on the priority issues they have raised, including: repairs service; improved investment programme delivery; community safety and dealing with anti-social behaviour will also be developed and implemented.
- Continue to deliver affordable homes by 2025 building on the progress to date as well as progressing new Extra Care Housing schemes.
- The council will continue to drive forward building safety improvements especially in high rise buildings.
- The development of a new Housing Strategy in 2022 will be critical to reflect the changing nature of the Housing Service and new delivery model.
- Develop new housing operations strategy in line with Social Housing White Paper, emerging building safety and consumer regulations

6. Neighbourhoods

Work with our city's communities to create and maintain clean, safe and vibrant neighbourhoods that Mancunians can be proud of

Enable all our diverse neighbourhoods to be clean, safe, and vibrant.

Clean

- Develop a waste strategy which reflects the future requirements of the English Resource and Waste Strategy and the priorities for the city. Assess future delivery models around operational services, including the waste collection and street cleaning arrangements.
- Implement strategies and initiatives at a local level to target areas impacted by littering; recover and improve recycling levels; and reduce residual waste levels through increased participation and compliance. Promote legitimate waste disposal routes which prioritise re-use and recycling options, where possible, to reduce the associated environmental and financial costs.
- Building on the existing partnership work, strengthen intelligence sharing and engagement to tackle illegal waste activity, working jointly with the police and Environment Agency utilising the legislative framework provided by the Environment Act 2021.
- Safe

- Launch the refreshed Community Safety Strategy for 2022-25 and continue to work with our communities and partners in the Community Safety Partnership to deliver on the key priorities identified in the strategy.
- Work towards achieving the aims and ambitions set out in the Domestic Abuse Strategy that was launched at the end of 2021.
- We will continue to work with partners, VCS (Voluntary and Community Sector) organisations and communities to develop community led initiatives to address local priorities such as: to challenge hate, prejudice, and extremism; and to address serious violence.
- Implement an effective COVID Recovery Plan which supports residents, communities and businesses and the full resumption of services including addressing backlogs built up in key public health areas such as food hygiene. Continue to deliver COVID contact tracing in complex settings, outbreak control and provide covid secure advice and enforcement where required, in line with latest government guidance, to ensure businesses are compliant and safe for both customers and staff.
- Vibrant
- Continue to invest in neighbourhood and community assets including parks and leisure / sports centres, libraries, cultural and social infrastructure. New libraries are planned for Crumpsall, Gorton and investment in a transformed Chorlton Library, with refurb planned for Didsbury, Longsight, Newton Heath, North City and extension of the open libraries' pilots. New park and leisure facilities planned for Abraham Moss, Hough End and Wythenshawe Park, with refurb at the Manchester Aquatics Centre and the National Cycling Centre.
- Work with partners to establish a Manchester Major Events Commission with representation from key funding stakeholders to ensure we have a sector wide, long-term focus on developing the approach and bringing new events to Manchester, ensuring the programme is diverse and celebrates what is great about Manchester
- Embed neighbourhood working across the whole Council and our partners, and deliver services closer to residents.
- Through the Future Shape of the Council programme, we will embed a place-based approach through our systems, processes and decisions, ensuring we consider the role and needs of neighbourhoods in the way we deliver services; and, enable the workforce to understand the city, including the different characteristics of Manchester's neighbourhoods and use this knowledge to improve outcomes for Manchester residents.
- The Bringing Services Together for People in Places model will continue to develop; enabling an integrated model of neighbourhood working across core public sector service including Health, GMP, Housing, Children's and Adult services. This includes:
 - The development of an Early Help offer for Adults and an expansion of the Multi Agency Prevention and Support (MAPS) meetings to enable support to be provided to those who need at the right time;
 - Working with partners and the VCSE to ensure our communication and engagement with residents is joined up where appropriate;
 - Developing and delivering a shared set of priorities across partners within each of the 13 neighbourhoods;

- Review Local Community Safety Partnerships in order to ensure continued alignment with Bringing Services Together for People in Places programme.
- The Children's Reform Programme continues to focus on reforming Children's Services to deliver local, place-based services using the Shared Neighbourhood Delivery footprint. This has enabled services to align with Integrated Neighbourhood Teams (health and social care) and Bringing Services Together, with stakeholders working together in partnership to deliver effective interventions resulting in positive changes for Manchester children. It has also strengthened local partnerships, to work together in response to specific complexities of each geographical area across the city.

7. Connections

Connect Manchester people and places through good-quality roads, sustainable transport, and better digital networks

Improve public transport and highways, and make them more sustainable, whilst increasing walking and cycling.

- Continue to deliver against the Greater Manchester 2040 Transport Strategy (refreshed in December 2020) and the City Centre Transport Strategy.
- The quality of our highways and pavements, number of potholes repaired, and gully cleansing remains a priority for our residents. Having completed the previous 5-year highway investment programme, year 6 funding has been received so the programme can continue.
- Active travel through the prioritising of walking and cycling will continue and any external funding opportunities that can support delivery will be taken.
- The delivery of walking and cycling improvements funded by the Mayor's Challenge Fund will continue.
- Effectively enforce parking and bus lane restrictions to keep the city's roads moving and safe and reduce congestion.
- Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and a more economically inclusive and resilient city
- New Digital Team will begin to deliver on the action plan of the Digital Strategy around the 4 themes of Smart People, Digital Places, Future Prosperity and Sustainable Resilience.
- Through the rollout of audio video technologies ensure people can have face to face digital access to public services and gain essential digital skills, building on the Audio Visual pilot that commenced in Winter 2021.
- Working in partnership with other public services and VCSE organisations, continue to tackle digital exclusion, so that all of our residents have access to the benefits of online services and opportunities.
- Through the roll out of new network infrastructure (WAN (Wide Area Network), LAN (Local Area Network) and WiFi) ensure the continued provision of public WiFi across Manchester and continue to support digital and social inclusion.
- Work with partners to support residents, neighbourhoods and businesses connect to local, national, and international markets through enhanced digital infrastructure.

- Continue to support the integration of Health and Education, and Early Years systems with Social Care (such as Liquid Logic) through the work to embed and develop the EYES (Early Years & Education Management System) application.
- Developing consistently engaging digital content which will support the Council to be a trusted influencer and service provider by being an integral part of existing local community networks.

8. Equality, Diversity, and Inclusion

Deliver on our equality, diversity, and inclusion commitments to support Manchester's vision to be a progressive and equitable city.

Work together with Manchester's citizens and our partners to understand our diverse communities, improve life chances, and celebrate diversity.

- To strengthen our growing evidence bases through the delivery of a Communities of Identity Report to identify the different experiences of individual identity groups in Manchester.
- New strategies, policies, budget, service changes and new models of delivery across the council are underpinned by equality relevancy assessments and where appropriate full Equality Impact Assessments at the design stage.
- Continue to develop and implement social value and commitments to various charters and covenants that the Council has signed e.g., Care Leavers Covenant, Armed Forces Covenant.
- Become a White Ribbon organisation to help end gender-based violence against women and girls.
- Continue to coordinate, provide sponsorship, and deliver equality events in the city, promoting awareness of various identity groups, as well as celebrating diversity awareness through supporting national initiatives such as; Black history month, South Asian Heritage Month, Refugee Week, International Day of Disabled People, International Mother Language Day, Pride, International Womens Day, World Aids Day etc.
- Review and strengthen the partnership arrangements nationally, regionally and locally including exploring the appetite and feasibility of a new Manchester EDI officers network.
- As an employer, ensure a fair and inclusive working environment which recognises, values, and responds to the dynamics and opportunities of a diverse workforce.
- Focus on key areas and actions that will support the organisation to be a place where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels
- Attract, recruit, and select in a way that is inclusive and drives diversity at all levels e.g., better diversity on recruitment panels, and strengthening induction to communicate the importance of equality, diversity, and inclusion, and what is and is not acceptable.
- Educate, develop, and build talent in our workforce e.g., targeted Inclusive Leadership programmes and introduce a new equality, diversity, and inclusion 'Our Manchester behaviour'.
- Strengthen visibility and voice of staff networks, equality champions and allies

- Be clear in our zero tolerance to discrimination making any discriminatory behaviour grounds for gross misconduct (New disciplinary policy) and taking a zero-tolerance approach to any form of discrimination or harassment from the public (New Third-Party Abuse & Harassment policy).
- Set and monitor targets across a range of measures across the organisation and developing a framework for the senior leadership group to have an Equality Objective within their annual performance review.
- Create policies and processes that feel fair to everyone, including, but not limited to, working with the Business Disability Forum to develop a work programme to take the council to 'Disability Confident Leader' status.

9. Well-managed Council

Support our people to be the best and make the most of our resources

Implement the Corporate Peer Review action plan, deliver the Future Shape of the Council programme, along with budget reductions and savings.

- Implement the action plan that has been developed in response to the Council's Corporate Peer Review, covering key areas of improvement identified within the context of Manchester already being a 'first rate Council' in 'a city of firsts'
- Lead and coordinate the next phase of the Future Shape of the Council programme to ensure a coherent approach to the Council and its' partner's change programmes. This will support the delivery of the council's future operating model.
- Development and implementation of enabling corporate support functions to support the integration of the Manchester Local Care Organisation and Northwards Housing.
- Adoption of a Digital First approach in the Council. This will include piloting new technologies to make back-office processes more efficient, the development of a Data Management Strategy and standards and implementation of the Resident and Business Digital Experience Programme.
- Continue to deliver the Our Ways of Working programme supported by appropriate culture and technology. Adapt working environments to make efficient use of space and support our ways of working; including the delivery of key projects such as the refurbishment of Hammerstone Road, Gorton Hub, and support to the Our Town Hall Project.
- Produce and manage a balanced budget in 2022/23 reflecting Member priorities and the Our Manchester reset, achieving agreed budget reductions and savings.
- Effectively manage our resources, via budget management and planning, within our legal framework, and to support to managers and performance management.
- Develop a three-year Medium Term Financial Strategy that delivers a balanced budget focused that balances resilience with the delivery of council priorities.
- Develop an updated Capital Strategy to deliver key council priorities, maximising external funding and income generation and a sustainable way of prioritising use of council capital resources.

- Implement the Our Manchester Strategy Delivery Plan and Corporate Plan priorities and provide supporting intelligence to inform decision making and monitor performance, outcomes and impact.
- Monitor and identify changing demand on services via the development and use of demand/prediction models. Use these models alongside wider intelligence to inform service design and resource allocation decisions.
- Implement the Organisation Development plan, talent management plan and management accountability framework that are owned by Leaders of the Council.
- Two development programmes were launched in 2021 aimed at black, Asian and minority ethnic staff. Following evaluation agree the offer for 2022/23 and whether the programmes should be extended to other groups (e.g. disabled staff).
- Carry out the work required to transform our Corporate Core
- Design a new target operating model for the Core embedding the principles of Future Shape of the Council and the new Organisational Development Plan.
- Complete current service redesigns in the Core and align how we operate to the future operating model.
- Deliver an efficient, effective and financially sustainable legal service to the council and partners, working together to prioritise resources to support the delivery of key council priorities and ensure the council operates within its legal framework.
- Develop improved processes that improve employee experience and efficiency focusing initially on capital programmes, budget management and recruitment.
- Embed learning from process redesigns across the Core, adopting the digital first approach and enabled by the replacement of the SAP (HR and Finance) system.
- Implement improvements to decision making processes, with greater trust and accountability, good governance, and embedding climate change, inclusion and place from the start.
- Develop a clear approach to project management and how we implement change as an organisation.