

**Appendix 1:**

## **Manchester City Council Summary Business Plan 2024/25**

### **Theme 1: Inclusive economy where every resident shares in the prosperity of our growing economy**

Create a resilient and sustainable economy that is thriving, creates great opportunities and increases social mobility for our residents, attracts the best talent, has excellent national and international transport connections, and is resilient to future shocks.

**Priority:** Use investment and development to drive inclusive growth by maximising the scale, quality, and density of schemes in the city centre and surrounding areas. Ensure that large-scale developments outside the city centre include economic assets to help neighbourhoods to thrive.

**Activities:**

Successfully deliver “Investing in success: An Economic Strategy for Manchester” which aims to ensure that the city’s economy is high performing and more inclusive.

Protect the unique economic function of the city centre as Greater Manchester’s productive core by taking a place-based approach to commercial and residential development, complemented by appropriate amenity and public space. Ensuring that new developments in the city centre maximise their economic potential in terms of scale, quality and density.

Maintain Manchester’s position as the most attractive UK destination for foreign direct investment outside of London and increase the volume of investment into Manchester to expand the business base and provide a range of high-quality property types and employment opportunities.

Make best use of Manchester City Council and other public sector land assets to drive and anchor new development.

Ensure that large-scale redevelopment projects outside of the city centre include economic assets that help new and existing neighbourhoods to thrive, such as the Southern Arc area comprising Manchester Airport, Airport City, Wythenshawe Civic Centre and Wythenshawe Hospital, North Manchester and the Eastern Gateway.

Create a framework for new development to ensure all major projects become inclusive exemplars economically, socially and environmentally, both in construction and in their end use, including creating good-quality employment paying the Real Living Wage.

**Priority: Create the economic conditions that nurture thriving, productive and innovative sectors that provide good quality jobs and pay for Manchester residents.**

**Activities:**

Utilise levers and incentives (Investment and Growth Zones) to attract businesses and help them to engage with support including enhanced training/recruitment, infrastructure or networking.

Grow and promote knowledge-intensive sectors, such as AI, Cyber, FinTech and genomics through the expansion of Manchester's most innovative places, such as Airport City, and the Oxford Road Corridor including Manchester Science Park and ID Manchester.

Grow the city's tech and creative industries ecosystem, including providing good-quality and affordable work, production and collaboration space, such as at Enterprise City, Camfield's, the Manchester Digital Security Hub (DiSH) and Manchester Technology Centre.

Expand potential clusters of related businesses around North Manchester General Hospital and Wythenshawe Hospital.

Deliver our local levelling up priorities, including the Culture in the City Levelling Up Fund Round 1 project to provide business start-up and talent development opportunities for local people from all backgrounds, use of UK Shared Prosperity Fund and the regeneration of Wythenshawe Civic Centre.

Deliver the Strategic Regeneration Frameworks (SRFs) to underpin planned development, support job growth and opportunities for local people.

Work with Greater Manchester's inward investment promotion agency (MIDAS) and other partners, to attract inward investment into the city.

Work with developers and businesses to maximise apprenticeships, training, and job opportunities for local people, including through social value frameworks.

Increase the number of community and democratically owned businesses in Manchester.

Ensure quality business support is available for businesses and start-ups via the business support ecosystem, such as the Business Growth Hub and the Business and Intellectual Property Centre (BIPC).

**Priority: More Manchester residents and young people benefit from economic opportunities by tackling poverty, supporting people to live well and equipping them with the skills to succeed and access to good quality, secure work.**

**Activities:**

Implement the Work and Skills Strategy 2022-27 to use learning and employment so more of our residents are benefit from our city's success.

Deliver the Anti-Poverty Strategy, the Making Manchester Fairer (MMF) Action Plan and labour market interventions to mitigate the impact of poverty and reduce the number of people experiencing poverty, given the effects of post covid pandemic and the cost-of-living crisis. This includes people who are economically inactive, in work on low incomes, young people, older people, people experiencing racial inequality, and disabled people including long term health conditions.

Develop integrated employment, health and wellbeing services for people who are out of work or at risk of being out of work due to physical or mental ill-health, through the MMF Kickstarter project.

Connect residents to opportunities created through investment via our approach to social value, working with other anchor organisations and other levers.

Deliver the Living Wage City action plan, increasing the number of businesses paying the Real Living Wage and the number of Manchester residents earning at least the Real Living Wage.

Continue to operate and invest in the Manchester Cost of Living Response group, ensuring that the most vulnerable residents are supported with the basics of food, shelter, and warmth.

Improve skills development required for businesses and support pathways for residents into those jobs through the Manchester Adult Education and Skills Plan, Adult Education Budget and Manchester Adult Education Service (MAES).

Strengthen partnerships with the private sector, to increase work placements, education and training opportunities for year 10/11 students and 16–17-year-olds.

Maximise the benefits of Aviva Studios Factory International as a major cultural, creative and technological hub, with the Academy and Factory Futures skills programmes delivering sustainable jobs and employment opportunities.

**Priority: Develop world class infrastructure to attract new entrants into the city, support the visitor economy and provide safe, accessible transport connections for residents to access jobs and enable the city's economy to thrive.**

**Activities:**

Provide excellent national and international connections via rail and air travel.

Develop a rail strategy for the city during 2024, as part of our overall infrastructure planning, working with TfGM, Network Rail and Transport for the North.

Advocate for the rail infrastructure to improve connectivity from Manchester to major cities in the North and Midlands. Work with TfGM and DfT to develop the proposals within Network North to maximise the benefits to the city.

Enhance the current rail network to improve people's day to day journeys and make it easier for residents to access job opportunities. Working with TfGM to implement the Bee Network to connect more people to employment and training opportunities via sustainable and active travel

Deliver the 2040 City Centre Transport Strategy to improve Manchester's city centre stations and improve connectivity and passenger experience for local residents and workers.

Deliver and raise the profile of Manchester's Digital Strategy 2026 and Smart Cities work.

Tackle digital exclusion so that our residents have access to online services and opportunities.

Support residents, neighbourhoods and businesses connect to local, national, and international markets through enhanced digital infrastructure.

Deliver the 2022 Green and Blue Infrastructure Plan to create great places for health and recreation, havens for wildlife and a backdrop for investment.

Refresh the Manchester Local Plan to include appropriate policies that links future infrastructure requirements to the planned key locations for development across the city. Ensuring that new development includes the right social, transport, energy and digital infrastructure.

## Theme 2: Tackling climate change and create a healthy, green, socially just city where everyone can thrive

Lead delivery of the science-based target approach for Manchester to become a zero-carbon city by 2038 at the latest and remain within a carbon budget of 15 million tonnes of carbon for the period 2018-2100.

**Priority: Deliver the Council's leadership role in reducing citywide CO2 emissions, using Council levers such as the development of the Local Plan, and planning for physical and green and blue infrastructure and adaptation and resilience. Influence city-wide partners to take urgent action and deliver specific Council owned actions within the Manchester Climate Change Framework.**

### **Activities:**

The Council will work with the Manchester Climate Change Agency and Partnership to deliver the Manchester Climate Change Framework (2020-25) 2022 Update.

Develop a new City Council Climate Change Action Plan for 2025-30 and deliver citywide actions to ensure progress towards decarbonisation of transport and buildings, and that the city adapts to future climate changes. This includes supporting the delivery of new low carbon housing and housing retrofit.

Maximise funding and investment opportunities and explore place-based models of investment to deliver zero carbon projects across the city.

The Manchester Local Area Energy Plan (LAEP) will inform how to implement a range of measures to improve energy efficiency and reduce reliance on fossil fuels.

Support residents, communities, and wider stakeholders (including schools through the Bee Green Strategy and businesses) to play their full part in tackling climate change and improve air quality, potentially learning new skills through engagement and opening up employment opportunities.

Deliver a Green Skills Action Plan as part of the Work and Skills Strategy.

The refresh of the Local Plan will provide the framework and approach to zero carbon construction and pave the way for delivering a Manchester standard for net zero construction, within the context of updated national building regulations and the outcome of consultation on the Future Homes Standard.

Developing a climate change risk and vulnerability assessment and Manchester Adaptation Plan to ensure that the city and its infrastructure is resilient to current and future climate change impacts.

### Priority: Prepare for and support the delivery of the new GM Clean Air Plan.

#### Activities:

Develop and deliver 'The Greater Manchester Clean Air Plan' to reduce harmful Nitrogen Dioxide (NO<sub>2</sub>) levels at the roadside and be compliant with statutory requirements by 2025 at the latest. Ensure this clearly communicated to Manchester residents, businesses, and other stakeholders.

Ensure clear proposals to transition to low emission vehicles, including securing funding to improve emissions for private hire vehicles and Hackney cabs; and reviewing the vehicles emissions licensing policy, bringing forward the date of emissions compliance by 3 months, to 1 January 2026.

Raise awareness and reduce emissions from domestic solid fuel burning.

### Priority: Deliver the Council's Climate Change Action Plan 2020-25 to reduce the Council's own direct CO<sub>2</sub> emissions to remain within the Council's allocated Carbon Budget in line with our science-based targets developed by the Tyndall Centre for Climate Research.

#### Activities:

Progress the Large-Scale Renewable Energy Generation project through a direct renewable Power Purchase Agreement (PPA).

Reduce carbon emissions and generate renewable energy through the Estates Carbon Reduction Programme and deliver an approach to retrofit and decarbonising the Council's Housing benefitting Council tenants by creating warmer homes and reducing energy bills.

Further transition to electric vehicles within the Council fleet and increase the provision of electric vehicle charging infrastructure.

Embed the Sustainable Staff Business Travel Policy and review ways of working, for example Manchester Local Care Organisation (MLCO) to mobilise and measure the impact of changes to route mapping.

Deliver and monitor the impact of 10% environmental procurement weighting effectively.

Deliver the plan to reduce avoidable Single Use Plastics across the Council.

Raise the profile and importance of climate action amongst staff and behaviour change approaches, for example through carbon literacy training.

## Theme 3: Advancing Equality, Diversity, and Inclusion

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

**Priority:** Promoting inclusive community involvement and engagement in the planning, design, and delivery of interventions to; build trust, share, and amplify community voice to provide insight; be led by data; and work in collaboration and partnerships.

**Activities:**

Targeted programmes to positively engage our communities who experience racial inequality to gain and act on community insights and engender trust and confidence.

Strengthen the role of the Manchester Disability Collaborative to redress existing barriers in public services and social life to advance disability equality in the design and delivery of services for residents.

Improve services ensuring we meet the needs of our LGBTQ+ communities through engagement and providing ongoing feedback.

Develop an engagement and involvement infrastructure with a focus on communities' experience discrimination and disadvantage. E.g. CHEM accessible cross the council and MLCO.

Strengthen our evidence base by improving the collection, analysis, and application of quantitative and qualitative equalities related information, insight and learning to enable targeted action.

Deliver the recommendations identified Communities of Identity Report and the LGBTQ+ deep dive.

Strengthen the approach to integrating community intelligence into accountable decision making.

Apply the equality data monitoring standards and develop capabilities to understand intersectional data to improve outcomes in service provision and decision making.

Develop an approach that will evidence improved outcomes for communities most likely face barriers accessing our services, have a poorer experience and outcomes as a result of systemic and institutional discrimination.

Develop a robust measurement framework to track progress that will help us to establish what works both systemically and across our locality in addressing causes of persistent inequity.

A refreshed approach to key events that celebrate Manchester's Diversity focusing on; Black History Month, South Asian Heritage Month, Disability History Month, Pride, LGBT history Month and International Women's Day.

**Priority:** Deliver inclusive and accessible services that meet the needs of our diverse communities; through greater accountability; building capabilities and confidence across the workforce to recognise and mitigate disparities experienced by protected and marginalised groups and their intersectionality across all our services.

**Activities:**

Develop an integrated approach to Equality and Engagement pooling resources across the Council and Health to better tackle inequalities in both commissioning and service provision.

Use our Equality Impact Assessment (EIA) process to strengthen our focus addressing inequality and engaging with communities when we are making changes to our services and considering new policies.

Develop a model to ensure that equality and human rights check and challenge is integrated into our design, assurance and approval of the policies and practices.

Maximising the impact from social value and implement commitments to various charters and covenants that the Council has signed for example the Care Leavers Covenant, the Armed Forces Act, and the protected status decision for care leavers.

**Priority: Improve representation across all levels of the organisation; provide an accessible and inclusive working environment and culture enabling the Council to become an employer of choice where all people can flourish.**

**Activities:**

Refresh the Council's Workforce Equality Strategy and Action Plan to have a workforce that reflects our communities. Ensure ownership is embedded across the organisation and effectively monitor progress through setting and monitoring targets.

Deliver the Council's Talent Plan which sets out how we will attract, develop and retain diverse talent. Strengthen our relationships with local communities and School, Colleges and Universities to attract local diverse talent.

Complete a corporate review of our end-to-end recruitment process to ensure it is inclusive. Review our senior recruitment offer to improve how we attract diverse talent to senior leadership posts.

Deliver positive action programmes to support the development and progression for employees experiencing racial inequality and disabled employees including long-term health conditions.

Deliver the Disability Action Plan and formally launch the Workplace Adjustment Hub by May 2024.

Become an Age Friendly Employer through the delivery of a co-produced age friendly action plan.

Deliver the actions within the trans and non-binary inclusion action plan.

**Theme 4: Children and Young People enjoy a safe, happy, healthy and successful future**

From day one, support Manchester's children to be safe, happy, healthy, and have a successful future,

**Priority: Work with UNICEF UK to support Manchester be recognised as a UNICEF UK Child Friendly City.**

**Activities:**

Co-produce with young people city-wide development plans and monitoring framework to deliver our chosen badges: Safe and Secure, Healthy, Equal and Included, Place, Culture, Communications, Co-operation and Leadership.

Establish a network of ambassadors to support and promote the successful delivery of the city-wide development plans.

Establish Youth Area Forums and governance structure which will support, coordinate and oversee the delivery of the development by 2025/26.

Deliver a programme of children's rights training so leaders and our workforce know about and respect children and young people's rights.

Ensure that information about children's rights is shared with children, young people and adults in different ways and people know when important decisions affecting children, young people and families are made.

**Priority: All children to have access to and attend high-quality educational settings, which are inclusive and promote good attendance**

**Activities:**

Ensure a sufficient range and choice of high-quality early years provision, schools, post 16 settings, and care and supporting accommodation.

Deliver refreshed Inclusion Strategy to drive continuous improvement in children's school attendance.

Launch and deliver Manchester's Education Strategy.

Increase the number of young people including those with SEND post 16 years to be engaged in employment, education, and training.

Work with schools and settings to improve outcomes for all children and to mitigate the impact of disadvantage and socio-economic factors.

**Priority: Support and promote children to have the best possible start in life, be ready for school and adulthood and have developed skills which equip them for life. This includes ensuring any additional needs are quickly identified, responding to and they are involved in decision making processes, their views and needs are understood and increasing equitable access to youth, play, leisure, employment, training, and cultural opportunities.**

**Activities:**

Embed a child rights-based and co-productive approach to enable children and young people to influence decisions services that impact their lives. ensure their voice is heard, and that they are able to shape service delivery.



Deliver the new three-year strategy and action plan for youth, play and participation. Develop a strong youth and play offer and levels of participation through commissioning and additional capital investment.

Deliver, review and evaluate the Early Years and Key Stage 1 MMF Kickstarter project to address the impact of the pandemic on the development of our youngest children.

Ensure children and young people across the city have access to youth, play, leisure, education, employment, training, and cultural opportunities.

Establish 5 Family Hubs aligned to early help, years, Special Educational Needs and Disability (SEND) and Youth Offer to deliver an integrated and efficient service.

Deliver SEND/Alternative Provision (AP) Plan as Regional Lead for the Change Programme.

Review and relaunch Manchester's 'Skills for Life' programme.

### Priority: Reduce number of children needing a statutory service.

#### Activities:

Invest in prevention and early help to improve outcomes for children and their families and prevent the unnecessary escalation of children's needs and reduce demand for statutory services.

Evaluate and strengthen Manchester's services designed to provide targeted help and avoid children becoming unnecessarily cared for by the council.

Deliver Manchester's 'Thriving Families' multi-disciplinary practice intervention within Children and Families social work teams.

Deliver and evaluate the impact of initiatives (SAFE/AP taskforce etc) to divert children from the criminal justice system and/or being remanded to custody; further strengthening preventative interventions.

Strengthen children's services delivery at a locality level through strengthened inter-agency working to build the resilience of families and support children have a stable, safe, and loving homes (permanency).

### Theme 5: Improving Health and Well Being for all

Work with partners to enable all people to be healthy and well, improving health equity and narrowing the gaps between the healthiest and the least healthy. Target the amount and type of support according to need, working with people and communities to improve their lives.

**Priority:** Deliver services, schemes and initiatives that improve population health outcomes and protect Manchester's residents from threats to their health. Work with partners to tackle the root causes of health inequalities, focussing on the social determinants including actions to prevent and reduce poverty, reducing poor air quality, tackling poor housing standards and reduce the impact of structural discrimination on health.

**Activities:**

Deliver the Making Manchester Fairer (MMF) action plan for tackling health inequalities focused on the social determinants of health, delivery of the Anti-Poverty Strategy and ongoing targeted cost-of-living support.

Deliver and monitor the impact of the funded MMF Kickstarter projects.

Strengthen public health commissioned services to meet the needs of the population.

Support and enable actions through Manchester's health and care provider collaborative (including the Local Care Organisation and Manchester University NHS Foundation Trust) to reduce healthcare inequalities.

Lead local prevention, preparedness and response work for health protection situations, including surges in infectious diseases, local outbreaks, and emergency preparedness for unexpected events.

Embed our approach to secure frontline-led service change and improvement: align See and Solve and Community Health business change approaches to develop one change process in the MLCO and work with partners to agree system transformation resilience

**Priority:** Support the Manchester Place Based Health and Care Integration ambitions and develop joint commissioning and investment opportunities.

**Activities:**

Enable the Manchester Partnership Board (MPB) to deliver the health and well-being priorities for the city, and to support the transition to the revised NHS Greater Manchester operating model.

Implement the locality integrated care delivery plan to achieve the health and well being priorities.

Build on the aligned commissioning model in the MLCO to support the operation of the integrated commissioning function for Manchester Integrated Care Partnership and support the development of a joint commissioning plan in areas such as Chronic Health Conditions, Learning Disability, Autism, Mental Health, Discharge to Access beds and Children and Young People services.

Deliver and evaluate impact of Moving and Handling pilot and progress options to explore blended roles with community services in Homecare.

Develop a Manchester Care Home strategy to secure care market sustainability: review care market framework rates and support providers with recruitment and retention, implement Real Living Wage and increase Extracare provision.

Evaluate Hospital at Home phase 1 (2023/24) and monitor the impact in hospital site plans to agree business case and mobilise phase 2.

Retendering of commissioned contracts, including homecare and supported accommodation.

**Priority: Consolidate the leadership role of the MLCO (Manchester Local Care Organisation) in the Manchester integrated health and care system, including delivery and commissioning of Adult Social Care, Community Health, and Children's Services over the next five years.**

**Activities:**

Review and develop a service strategy for equipment services in the city.

Design and mobilise an integrated Learning Disability service model through an aligned commissioning and service plan and mobilising the Learning Disability change programme - My Life, My Way

Review Supported Accommodation, Day Services and Short breaks and transport services.

Develop an options appraisal to secure a distributed model of care that improves the health and wellbeing of the residents of North Manchester in the context of a redesigned hospital.

Strengthen the transition for Children into Adults Services through the 'preparing for adulthood' Programme.

Outline a programme to grow reablement and ensure a 'Reablement first' approach to discharge and community step up pathways.

Lead the design of service pathways with a Home First ethos such as mobilising Hospital at Home and Single Point of Access; Review MLCO approach in discharge pathways

Continue to work with the VCSFE sector to support patients leaving hospital to receive a high quality, supportive and practical offer focused on preventing readmission and improving health and wellbeing.

Implement a core Community Health service offer.

Develop an MLCO Prevention strategy to support independence.

Transform Safeguarding into a system that supports people in a timely manner, so that people feel safe and secure where they live.

Work with GMMH to deliver their improvement journey into becoming a safe, effective and innovative offer.

## **Theme 6: Inclusive Communities, Thriving Neighbourhoods**

Create great places to live, work and travel to, with the right mix of good-quality housing, clean and vibrant neighbourhoods, excellent, sustainable local transport infrastructure, and better digital networks.

**Priority: Ensure inclusive access to housing by the provision of enough safe, secure, affordable and energy efficient homes across all tenures**

**Activities:**

Embed A Place Called Home strategy for our Council managed homes focusing on: Resident led services, putting residents at the heart of everything we do; High quality housing services and home improvements for secure, warm, sustainable homes; and the delivery of a high-quality repairs service for our residents. Ensure a timely and successful transition from Equans in Housing Operations.

Enhance the safety and satisfaction of our residents by embedding the new social housing regulatory framework, consumer standards and building safety.

Improve the quality of our homes and ensure we meet the Decent Homes Standard through the delivery of the capital programme.

Lead the HRA Community Living Fund to support residents impacted by the cost-of-living crisis.

Implement the objectives of the new 10-year Housing Strategy which includes the aims of addressing inequalities, creating neighbourhoods where people want to live, and improving the safety, quality and management of private rented sector homes. Particular attention will be paid to addressing damp and mould across all housing tenures working closely across housing, health, social care and education.

Deliver Housing Strategy commitments for 36,000 new homes by 2032. 10,000 will be affordable, and 3,000 of these will be in the city centre.

Drive forward building safety improvements, especially in high rise buildings.

Work 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 has established a Housing Delivery Vehicle (This City) to deliver new housing. Consult on the draft Manchester Local Plan to deliver key housing growth locations across the city and deliver the city's aspirations in the Greater Manchester Places for Everyone Joint Development Plan.

Deliver a range of regeneration schemes, through our Strategic Regeneration and Neighbourhood Development Frameworks, to create new and varied housing including Victoria North (1,000 new homes) Phase three of the redevelopment of Ancoats; the first phase of redevelopment at Mayfield; and the next phase of New Jackson, (1,300 homes are under construction)

**Priority: Make Homelessness rare, brief, and unrepeatable through the increase in prevention and delivering better life outcomes for those at risk or who are homeless.**

**Activities:**

Deliver to the strategic objectives set out in the Homelessness & Rough Sleeping Strategy 2024-2027.

Increase prevention and earlier intervention to reduce the numbers of people becoming homeless.

Ensure that bed and breakfast for families is only used on an emergency and short-term basis.

Secure more affordable good temporary and permanent accommodation, allowing people to retain their priority on the social housing register and improving prevention.

Improve access to the homelessness service through improved telephony performance.

Focus on reducing the numbers of people sleeping rough through provision of appropriate accommodation and support.

Support migrants living in the city to improve their independence and find alternative accommodation, so they do not need to present as homeless.

Maximise income to the city through funding opportunities to support homelessness interventions.

Reduce the impact of homelessness on diverse communities, as part of the MMF Action plan.

### **Priority: Ensure that the city is cleaner, greener, and well maintained.**

#### **Activities:**

Develop a Waste Strategy which reflects the future requirements of the English Resource and Waste Strategy and the priorities for the city. Work with the collections provider to implement the service improvement plan.

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.

Strengthen intelligence sharing and engagement to tackle illegal waste activity, utilising the legislative framework provided by the Environment Act 2021.

Take enforcement action where efforts to achieve compliance have not been successful.

Effectively utilise £1.5m of additional funding to deliver improvements to cleaning the city.

Deliver the £5m Neighbourhood Infrastructure Renewal Fund to enable small-scale asset renewal and across all Wards e.g. bollards, benches, tree guards, fencing, bins etc.

### **Priority: Through volunteering, and participating with community groups, voluntary organisations, culture, leisure, libraries, and major and community events all residents can access, benefit from and contribute to vibrant neighbourhoods.**

Invest in neighbourhood and community assets including parks, leisure and sports centres, libraries, cultural and social infrastructure.

Deliver a new library for Crumpsall, and investment in a transformed Chorlton Library, with makeovers for Didsbury, Longsight, Newton Heath, North City and an extension of the 'Open+ Libraries' offer (out of hours self-serve access) at three additional sites.

Deliver new park and leisure facilities for Abraham Moss, Hough End and Wythenshawe Park, with refurbishments at the Manchester Aquatics Centre and the National Cycling Centre.

Develop plans for how we use space at Manchester Art Gallery and Platt Hall.

Establish a Manchester Major Events Commission 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.

Further develop and grow MCRVIP to encourage participation and volunteering in the city.

**Priority: All residents can access coordinated services in their neighbourhood through strengthening the Manchester neighbourhood approach: bringing services together for people in places including Health and Social Care (through the Integrated Neighbourhood teams (INTs)), Greater Manchester Police (GMP), Housing, and Children's Services.**

**Activities:**

Embed a place-based approach through our systems, processes and decisions, ensuring we consider the role and needs of neighbourhoods in the way that we deliver services.

Enable the workforce to understand the city, including the different characteristics of Manchester's neighbourhoods, and use this knowledge to effectively support residents to navigate our systems to improve outcomes for Manchester residents.

Develop a model of VCSE engagement and empowering community voice to inform decision making and future service design.

The Bringing Services Together for People in Places model will continue to develop, with activities including the city-wide expansion of the Early Help offer for Adults and Multi Agency Prevention and Support (MAPS), supported by Changing futures and MMF Kickstarter funding and linked to the Adult Social Care 'Front Door' redesign.

Ensure our communication and engagement with residents is joined up by working with partners and the Voluntary, Community and Social Enterprise (VCSE) sector.

Develop and deliver a shared set of priorities and principles across partners within each of the 13 neighbourhoods documented in Neighbourhood plans.

Through the next stage of public service reform, working with partners and existing reform programmes we will develop a system wide approach to prevention and greater connectivity between services to create a better experience for our residents.

Support GMP to align with neighbourhood boundaries enabling greater synergies in neighbourhood and place-based working and support the implementation of the Right Care, Right Person Programme.

The Children and Young People Reform Programme will continue to reform Children's Services to deliver local, place-based services using the shared Neighbourhood Delivery footprint. The programme will continue to focus on integrating partnership working arrangements by prioritising early intervention, and prevention and embedding the 'Think Family' approach and the role out of family hubs.

Mobilise and realise opportunities following the review of Community Health services, scope out the delivery programme for 2024/25 and ensure redesign of health and care pathways for Manchester residents based on our understanding of the need at neighbourhood level.

### Priority: Our residents feel safe in our city and our neighbourhoods

#### Activities:

Deliver the priorities outlined in the Manchester Community Safety Strategy (2022-2025) including work on Prevent, Serious Violence, Hate Crime, Safety of Women and Girls.

Support businesses to be safe, compliant, and well-regulated through planning, licensing and environmental health.

Work towards achieving the aims and ambitions set out in the Domestic Abuse Strategy.

Implement compliance with Serious Violence Duty that was introduced in January 2023 and improvements in Joint Targeted Area Inspection.

Deliver a prevention and early intervention approach for community safety.

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

#### Activities:

Deliver against the Greater Manchester 2040 Transport Strategy and the City Centre Transport Strategy.

Delivery of local improvement schemes identified as ward priorities. Ensure the quality of our highways and pavements, the number of potholes repaired, and gully cleansing which remains a priority for our residents.

If Manchester is granted powers to enforce Moving Traffic Offences we will use this to reduce congestion, improve road safety and support Active Travel and Air Quality improvements.

Complete delivery of £37.2m programme of walking and cycling improvements, deliver the Active Travel Strategy and Investment Plan and explore opportunities for external funding.

Effectively enforce parking and bus lane restrictions to keep the city's roads moving and safe and reduce congestion.

## Theme 7: Well-managed Council

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

**Priority: Deliver the Future Shape of the Council Transformation plan to achieve a digital first approach, to ensure we are responsive to businesses, residents and colleagues and we are future ready, efficient and resilient.**

### **Activities:**

Lead and coordinate the Future Shape of the Council programme to be a digital-first council, working in a human-centred way.

Implement the internal Digital Strategy Delivery Plan with clear prioritisation, timescales and impact measures.

Support the implementation of the MLCO digital improvement and transformation plan.

Deliver a secure, reliable and easy to use network for our staff, partners and residents to continue to support digital and social inclusion, through the Council Network Refresh Programme.

Successful implementation of a new HR and Finance System to improve organisational efficiency and effective performance management (completion in 25/26)

Successful implementation of the Resident, Digital Experience Programme (RBDxP) to improve the customer experience for residents, businesses and councillors.

Deliver a clear Our Ways of Working (OWOW) plan including effective use of the council corporate and community health services estate.

Deliver the core target operating model, embedding the principles of Future Shape of the Council and the Organisational Development Plan, to achieve the identified service improvements and efficiencies.

**Priority: Effectively manage our capital and revenue resources, via effective budget planning and management.**

### **Activities:**

Update the three-year Medium Term Financial Strategy to keep the Council on a sustainable footing and ensure financial resilience to facilitate 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.

Produce and manage a balanced budget in 2024/25 reflecting Member priorities and the Our Manchester Strategy, achieving agreed budget changes and efficiencies.



Identify, understand and mitigate budget pressures and risks through the year through effective budget monitoring and management.

Monitor and identify changing demand on services via the development and use of demand and prediction models. Use these models alongside wider intelligence to inform service design and resource allocation decisions.

Initiate future budget planning for 2025/26 earlier in the year (May/June) to allow additional time for planning and mitigation proposals for future challenging budget pressures.

**Priority: Ensure the Council has the right capacity, capability, and diversity to deliver great services to residents, through strategic workforce planning and effective productivity and performance management.**

**Activities:**

Deliver the Council's Workforce Plan to attract, develop and retain talent at all levels; Be an inclusive employer which represents the communities that we serve at all levels; Develop world-class leaders and managers; High performing workforce that delivers great services for our city; and Be a thriving a healthy workforce.

Deliver the Health & Wellbeing Plan to improve the wellbeing of our workforce and address our key challenges (e.g. sickness absence, mental health, cost of living).

Deliver Talent Plan to attract, develop and retain diverse talent at all levels of the Council.

Deliver the outstanding actions in the Workforce Equality Strategy and to refresh this strategy, which is scheduled to be launched by May 2024.

Deliver the Organisation Development Plan (2023-25) to improve the effectiveness and performance of the workforce through four priority areas: leadership, decision & risk, performance development and recognition & staff voice.

Deliver the next phase of the performance and development priority of the Organisation Development Plan which focuses on helping the organisation to overcome some of the challenges around time, prioritisation and accountability at all levels.

Improve support for line managers to manage well through a programme of engagement, development and clear expectations & guidance; that are centred around the Good Manager Guide's.

Strengthen the strategic workforce planning to ensure we have the right people, in the right place, with the right skills and at the right time; and to plan for what services will look like in the future.

Maximise opportunities to integrate and optimise our approach to managing our collective health and care workforce and further community-based recruitment.

**Priority:** The council remain strategically focused, maintains good corporate governance, operates within its legal framework and embraces a culture of transparency and accountability.

**Activities:**

Refresh of the Our Manchester Strategy for 2025 focusing on delivering the best outcomes for our residents and our city.

Actively monitor the Corporate Plan priorities, our performance in delivering these, and the impact on budget pressures.

Improve Legal services operations through the successful embedding and development of a new case management system.

Deliver a whole service legal department supporting good governance, and decision making within our legal powers across the whole Council.

Strengthen the organisation's approach to risk and resilience planning through embedding operational approaches in service plans.

Improved support arrangements for Member Services, the Council Leader and Executive team.

Drive improvements in corporate governance through the annual service level assessments of compliance and improvement, and by delivering the activities set out in the action plan of Governance Challenges in the council's Annual Governance Statement.

Support the Local Care Organisation to review governance arrangements following the establishment of the Integrated Care Board.

Through good intelligence and evaluation of impacts, monitor and identify changing demand on services to inform service design and resource allocation decisions.

Implement the council data management strategy including improving data quality, ownership and governance to ensure effective use of systems and intelligence led decision making.