

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee - 18 July 2024

Subject: Progress update on the development of the Our Manchester Strategy 2025-2035

Report of: Assistant Chief Executive

Summary

This report provides an update on the development of a new Our Manchester Strategy 2025-2035. A project team and steering group was formed in late 2023 ahead of the phase 1 engagement being launched in early 2024. This report provides a summary of the approach to engagement, the overall phase 1 engagement reach and a summary of the findings that are most relevant to the work of the Committee.

Recommendations

The Committee is recommended to:

- Consider and comment on the information in this report to inform the next stages of the development of the strategy
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Wards Affected: (All Wards)

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city	None directly – however the new strategy will include themes and priorities relating to the city’s zero carbon target.
Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments	An equality impact assessment (EIA) has been completed for the development and engagement process with supportive feedback from the Equalities Team. A further iteration of the EIA will be completed to assess the equalities implications for the Our Manchester Strategy’s draft themes and priorities.

Manchester Strategy outcomes	Summary of how this report aligns to the Our Manchester Strategy/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	This report outlines the work completed to date for the new Our Manchester Strategy 2025 to 2035 and therefore covers all the five themes.
A highly skilled city: world class and home grown talent sustaining the city's economic success	This report outlines the work completed to date for the new Our Manchester Strategy 2025 to 2035 and therefore covers all the five themes.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	This report outlines the work completed to date for the new Our Manchester Strategy 2025 to 2035 and therefore covers all the five themes.
A liveable and low carbon city: a destination of choice to live, visit, work	This report outlines the work completed to date for the new Our Manchester Strategy 2025 to 2035 and therefore covers all the five themes.
A connected city: world class infrastructure and connectivity to drive growth	This report outlines the work completed to date for the new Our Manchester Strategy 2025 to 2035 and therefore covers all the five themes.

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.

Financial Consequences – Capital

None.

Contact Officers:

Name: James Binks
Position: Assistant Chief Executive
Telephone: 07809 688 290
E-mail: james.binks@manchester.gov.uk

Name: David Houlston
Position: Head of City Policy

Telephone: 07534 288 788
E-mail: david.houliston@manchester.gov.uk

Name: Lisa Turner
Position: Principal Policy Officer
Telephone: 07977 516 995
E-mail: lisa.turner@manchester.gov.uk

Name: Charlotte Moore
Position: Principal Policy Officer
Telephone: 0790 1528 661
E-mail: charlotte.moore@manchester.gov.uk

Name: Helen Burrows
Position: Performance and Insight Lead
E-mail: helen.burrows@manchester.gov.uk

Name: Yvonne George
Position: Communications Lead
Telephone: 07940 719 406
E-mail: yvonne.george@manchester.gov.uk

Name: Peter Norris
Position: Strategy and Economic Policy Manager
Telephone: 07798 656 012
E-mail: peter.norris@manchester.gov.uk

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.

- *A new Our Manchester Strategy 2025-203* – report to Resources and Governance Scrutiny Committee (February 2024)
- *Our Manchester Strategy – Forward to 2025*, Full Council (March 2021)
- *Manchester Strategy 2016 – 2025*, Full Council (January 2016)

1.0 Introduction

- 1.1 The Our Manchester Strategy 2025 is the ten-year strategy for the city. It shows where we want to get to and how we will get there. The current Our Manchester Strategy is due to expire in 2025. Officers have completed the first phase of development for the next Our Manchester Strategy for 2025 to 2035. This report provides an update on the activity undertaken to date, a summary of the outputs from the first phase of the development for the new strategy, and a summary of the next steps.
- 1.2 This report will be considered by six scrutiny committees in July 2024. Section 6 provides detail tailored to each scrutiny committee.

2.0 Background

- 2.1 The Our Manchester Strategy (OMS) was originally developed in 2015 and launched in 2016. It sets out the city's overarching 10-year vision and strategic priorities. The development of the OMS was overseen by the Manchester Leaders' Forum, now the Our Manchester Forum, a partnership board of 40 leaders from Manchester's public, private and voluntary sector. The Our Manchester Forum remains in place today to provide governance around the implementation and progress of the strategy.
- 2.2 In May 2020, the Executive agreed to undertake a reset of the Our Manchester Strategy 2016 – 2025. This was to reflect upon progress made in the first half of the Strategy's implementation, and to assess new and existing challenges. This work was also undertaken as part of COVID-19 recovery planning. The reset strategy, known as *Our Manchester: Forward to 2025*, was adopted by Full Council in March 2021. The main changes in *Our Manchester: Forward to 2025* were a renewed focus on inclusion, diversity and sustainability, and clear priorities relating to the existing five themes.
- 2.3 Since its adoption, *Our Manchester: Forward to 2025* has guided the city's overall direction including the development of new strategies and action plans, and delivery of all the Council's work. As the strategy is now approaching the end of its life, work has begun on the next Our Manchester Strategy with our partners, stakeholders, residents, and communities to create a new vision for the city for the next ten years to 2035.

3.0 Background to the Our Manchester Strategy

- 3.1 The OMS is the overarching strategy for the city, not just the Council, with the current version running to the start of 2025. It states what we want the future of Manchester to be, and how we plan to get there, with all people and organisations playing a role in making it happen. The current version of the strategy is structured into five themes:
 1. Thriving and sustainable
 2. Highly skilled
 3. Progressive and equitable

4. Connected
5. Liveable and zero carbon

3.2 Individual priorities under these themes are delivered by the Council and our partners and stakeholders around the city. For example, the Council's Corporate Plan and Business Plan describe the roles of the Council in delivering the strategy. The structure of the OMS provides the foundations for the Council's wider policy and strategy framework, with connections across one or more of these five themes. Recent examples include our Economic Strategy, Housing Strategy and Making Manchester Fairer.

3.3 As well as the strategy itself, Our Manchester describes a set of behaviours and an approach to working that is person centred, inclusive, collaborative, and trusting. The behaviours and approach describe how the Council and other key services in the city will deliver the strategy. The Our Manchester Behaviours are:

- We are proud and passionate about Manchester
- We take time to listen and understand
- We own it and are not afraid to try new things
- We work together and trust each other
- We show that we value our differences and treat people fairly

3.4 These behaviours have guided and underpinned delivery of the Our Manchester Strategy 2025 within the organisation and with some partners. The behaviours and approach will continue to be an integral part of delivering the Our Manchester Strategy 2025 – 2035, with the launch of the new Strategy providing an opportunity to revisit the approach. In addition, work being done on Public Service Reform and the principles being developed to guide this programme provides an opportunity to develop an Our Manchester workforce culture across the city.

3.5 An overview of the progress that has been made towards delivering the ambitions in the current Our Manchester Strategy is available in the report to Resources and Governance Scrutiny Committee (February 2024).

4.0 Development of the new strategy

4.1 Development of the new Our Manchester Strategy began in January 2024 and involved working closely with a range of internal and external partners. Between February and May 2024 large scale engagement activity took place across Manchester to inform the first phase of the strategy's development.

Engagement approach

4.2 Officers have undertaken a mixed methods approach to engagement that utilised extensive listening and engagement activity, supported by other research and analysis. The aims of the first phase of engagement activity, which took place between February and May 2024, were to run the best possible engagement process in terms of:

- The overall visibility and reach of the engagement campaign
- The response from diverse people and communities
- The quantity of responses
- The quality of responses

4.3 To do this we:

- Drew on the resources that were already available to us and our partners, including reviewing recent consultation and engagement work
- Had conversations directly with residents, partners and stakeholders in different settings and locations around the city. This included sessions that were offered to Councillors in all 32 wards, as well as a conversation at each of the Team Around the Neighbourhood (TANs) multi-agency meetings with partners to support engagement in those areas
- Made use of activities that were already planned, including those of our partners, to help us speak to more residents
- Equipped our partners and stakeholders with the tools to have conversations on our behalf
- Made the universal survey available online so that anyone could respond to at any time, alongside paper copies and translated versions
- Commissioned Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations with trusted relationships within communities to have Our Manchester conversations with residents
- Recruited volunteer Our Manchester Ambassadors
- Developed a range of a range of branded merchandise to support engagement activity, including water bottles, tote bags, pin badges, cups, and selfie frames and props

4.4 All engagement activity was supported by an ongoing, multi-channel communications campaign led by Corporate Communications. Engagement with residents consisted of both a universal and a targeted element, to ensure we were making it as easy as possible for residents to respond, whilst acknowledging that we need to work harder to engage with those communities who would otherwise be under-represented.

4.5 The engagement included broad and open-ended questions that asked respondents to consider what they think a future Manchester should be like. Questions included:

- What makes you proud of Manchester?
- What should Manchester do next – or do more of – to make its mark on the world stage?
- What do you want Manchester to be like in the future?
- If you could do one thing to make Manchester better, what would it be?
- How can Manchester make this one thing happen?

4.6 Before starting the engagement, an Equalities Impact Assessment (EIA) was conducted to identify potential disadvantages or discrimination in the proposed

activity. The EIA informed actions to mitigate any potential disadvantages or discrimination. Officers have maintained a live EIA document throughout phase 1, to ensure the engagement approach is regularly reviewed and that actions were taken to mitigate the risks, which included:

- Targeted engagement:
 - Commissioning VCFSE organisations to leverage existing connections into Manchester's communities and gather responses to the survey through direct conversations
 - Recruiting Our Manchester Ambassadors to volunteer as advocates for the engagement process within their communities
 - Seeking early feedback from those partnership boards and staff networks serving specific communities to shape our approach to engagement
- Inclusive materials:
 - Developing a suite of engagement materials, including an easy-read leaflet, a British Sign Language (BSL) video, and printed leaflets.
 - Providing translations of the universal survey in Manchester's top five spoken languages (Arabic, Urdu, Polish, Farsi, and Kurdish)
- Demographic data monitoring:
 - Regularly reviewing demographic data collected through the universal survey to identify underrepresented communities and target our resources accordingly.

Corporate approach to engagement

4.7 The ongoing development of the strategy is being overseen by a Corporate Steering Group made up of senior officers, together with direct input from the Leader and Chief Executive. The steering group has overseen the approach to engagement and ensured that it is in line with good practice and the following principles:

- **Promoting transparency throughout engagement.** Having a clear purpose for engagement, with those taking part understanding how their contribution will help shape the future strategy.
- **Ensuring a wide breadth of representation in Engagement.** Undertaking an approach that is inclusive, reflective of Manchester's population, and enables the Council to understand different perspectives.
- **Maintain relationships with residents and stakeholders.** Enabling a dialogue where the Council is able to foster and maintain relationships with key stakeholders and is able to feedback the results of the consultation with participants and explain how this has shaped the final strategy.

4.8 The Council is also progressing work to develop a set of quality standards for engagement practice, and this will strengthen and enhance our approach across the organisation and wider system. The learning from the approach to universal and targeted approach utilised throughout the Our Manchester strategy engagement will be considered as part of the standards development. A more detailed report on the development of the quality standards will be

presented to Communities and Equalities Scrutiny Committee in Autumn 2024.

5.0 Key outputs from the engagement activity

5.1 In total there were 10,124 responses to the first phase of the OMS engagement. The table below outlines a full break down of this figure:

Engagement activity	Total number of responses
Universal survey (including responses received online and via paper)	7,625
Direct in-person engagement with residents and communities	1,091
Responses received through the VCFSE commission	365
Networks	285
Internal events	164
Social media comments	594
Total	10,124

5.2 An additional 10,264 responses were also considered from other recent Council engagement and consultations, as listed later in this report.

5.3 During the first phase of engagement there were a wide variety of responses across the different types of engagement. Whilst there are slight nuances in terms of the top themes by engagement activity, analysis and grouping of these responses into themes have shown some key themes arising across all questions and engagement activities:

- People were most proud of the people of Manchester, their character and attitude. Other common reasons for this pride were Manchester's diversity and its community spirit. However, it was suggested that MCC could engage with its residents more effectively.
- Public transport was amongst the most common things that people were proud of. However, improving public transport was often suggested for the future of Manchester. Common suggestions included expanding public transport, improving bus routes, building an underground rail system, creating an orbital route, improving safety on public transport, a simpler ticketing system, and cheaper fares.
- A desire for improved green spaces and nature was expressed throughout the consultation findings. This includes creating more green spaces as well as improving the maintenance of existing green spaces. Common suggestions included planting more trees, not building on green spaces, encouraging biodiversity, and tidying grass.
- Many people said that Manchester should be cleaner. Common issues included litter, graffiti, fly tipping and dog fouling. Ideas for improvement included increased street cleaning and stricter enforcement and punishment for offenders.

- The consultation findings suggest that improving the safety of Manchester is an important issue. It was suggested that this can be done by investing in the police force, increasing the visible police presence, doing more to tackle or prevent crime and anti-social behaviour, and improving relationships between the police and communities.

Universal survey and promotion

5.4 The universal engagement approach was designed to maximise the numbers of people providing responses to the survey. Communications activity asked people to complete the survey on the Manchester City Council website. Key activity in the communications campaign included:

- An extensive social media campaign across social media channels including Facebook, Twitter, Nextdoor, Instagram, TikTok and LinkedIn. This included organic content (free content posted on MCC social media channels) and paid for adverts. Organic content created 76 posts in total which delivered 128,000 impressions¹ and reached 83,000 individuals. Through paid activity there were over 2,424,000 impressions, 594 comments, 466 reactions and over 10,600 link clicks.
- The production of two social media toolkits, which were shared widely with a range of partners and key stakeholders to give them the messages and assets needed to promote the survey online within their own networks.
- The delivery of three bespoke e-bulletins to the Council's main subscriber list, which has over 28,000 subscribers and generated 3,175 clicks. As well as promotion of the survey through other e-bulletins, including the Council News, Business, Age Friendly Manchester, Work and Skills, and Libraries bulletins.
- The use of advertising boards across the city centre and 26 other locations in high footfall neighbourhood locations such as shopping centres and supermarkets. Advertising boards at university locations were also utilised to support with in-person engagement activity.
- An extensive internal communications campaign to encourage staff to complete the survey and share it within their personal and professional networks. This included all staff comms, articles on the staff intranet, directorate specific broadcasts, and discussions at Staff Networks.
- Promotion of the online survey through the Business Rates mailout to 6,200 businesses across the city, and via Council Tax billing letters to 205,000 households.
- Support from partners to promote our media campaign, for example a member of the Age Friendly Board promoted the survey on Wythenshawe FM in March.
- Advertising with Heritage radio, South Manchester Reporter and Asian Leader.
- The distribution of paper copies of the survey, as well as translated versions in Manchester's top five languages (Arabic, Urdu, Polish, Farsi, and Kurdish).

¹ Impressions are the number of times a piece of content is seen by a user.

- The survey was also promoted during direct engagement activity with partners and partnership boards with a request that they promote and share it within their own networks. A full list of stakeholders engaged is outlined in Appendix 1.

Universal survey insights summary

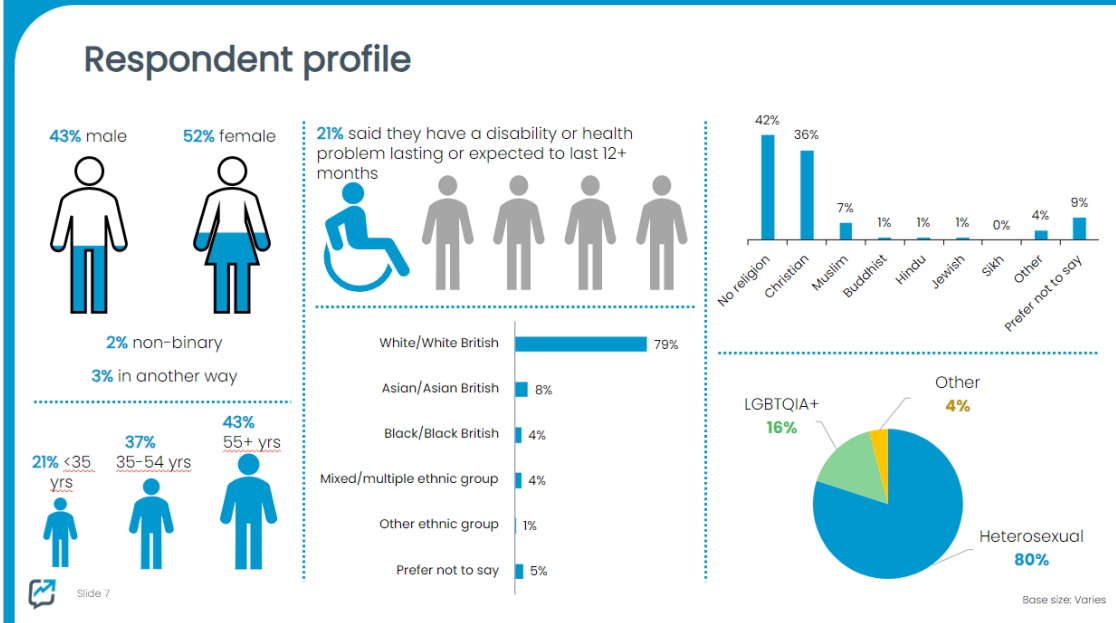
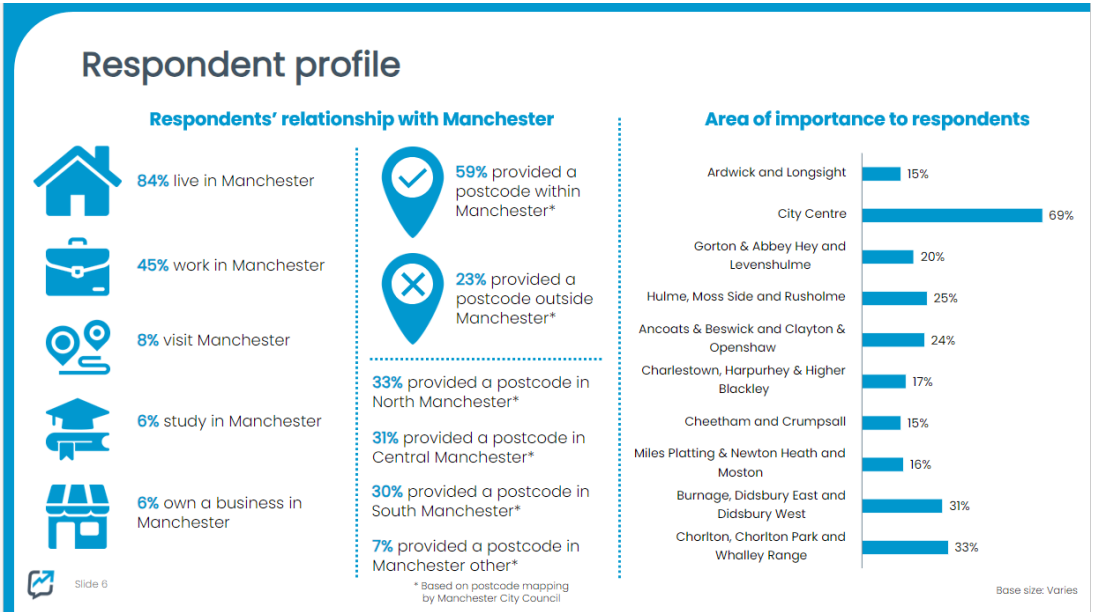
5.5 The universal survey ran from 1st February 2024 until 31st May 2024 and received 7,625 responses in total. The table below outlines the top three themes from the analysis of the open text questions asked in the survey. More details of the top ten themed responses for each question are included in Appendix 2.

Survey Question	Top 3 Themes
What makes you proud of Manchester?	<ul style="list-style-type: none"> • Manchester people, their attitude and character (30.8%) • Manchester's offering of history, arts, and culture (26.9%) • Diversity, multiculturalism, and cosmopolitan (20.5%)
<i>There was little difference in how people to responded to this question based on if they were a Manchester resident or from outside Manchester</i>	
What should Manchester do next – or do more of – to make its mark on the world stage?	<ul style="list-style-type: none"> • Cleaner and tidier, with less litter (18%) • Improve public transport and create more transport links (16.4%) • Focus on arts, culture, and events (16%)
<i>These top three themes for this question where slightly more important to Manchester residents than those responding from outside of Manchester.</i>	
What do you want Manchester to be like in the future?	<ul style="list-style-type: none"> • Cleaner and tidier, with less litter (25.7%) • Safer, less crime and better policed (21.8%) • Greener, more open space and more parks (20.1%)
<i>The top theme was more likely to come from Manchester residents' responses, but the other two themes were consistent from both groups.</i>	
If you could do one thing to make Manchester better, what would it be?	<ul style="list-style-type: none"> • Improve safety, better policing, reduce crime and anti-social behaviour (ASB) (13%) • Improve and expand public transport (12.1%) • Have more and better maintained parks/green spaces (11.6%)
<i>A larger proportion of Manchester residents wanted to improve safety and a larger proportion of respondents from outside Manchester wanted to improve and expand public transport.</i>	
How can Manchester make this one thing happen?	<ul style="list-style-type: none"> • Invest in and improve policing, safety, prevention of crime and ASB (9.8%) • Invest in and improve street cleaning, and better enforcement (8.8%) • Have better communication and engagement with residents (8.5%)

Respondents from Manchester were more likely to have stated there was a need to invest in improving policing and safety than respondents outside Manchester.

5.6 The survey had an optional section which asked respondents to provide demographic information about themselves. Of the 7,625 responses, over 6,000 respondents provided information on some or all these questions. Below outlines a summary of the responses to these questions from the universal survey. However, this does not fully reflect the whole demographic detail of all engaged due to not being able to collect this information in all forms of engagement, and some individuals opting out of sharing it.

5.7 Respondents also had the option to provide their postcode, this gives us the ability to understand the proportion of those who are Manchester residents, where possible. From the data available, 59.2% of postcodes were Manchester postcodes, 22.9% were from outside Manchester and 18% did not provide this information. Additionally, 84% of respondents stated that they were a resident of Manchester. The survey also asked what areas are important to the respondents to gain further context. The most popular area of importance was the city centre with 69% of respondents selecting this area (respondents could select more than one).



5.8 The table below shows the split of responses by ward of those respondents who have a Manchester postcode. The three areas with the largest responses were; Ancoats & Beswick (4.1%), Chorlton (5.2%) and Chorlton Park (4.1%). The areas with the lowest responses were Fallowfield (1.1%), Sharston (1.1%) and Woodhouse Park (1.2%). 19.3% are shown as 'Manchester Other' which were not possible to determine, for example if partial postcodes were provided.

Respondent ward

Based on postcodes provided (4,418)

Ward	Percentage of respondents
Ancoats & Beswick	4.1%
Ardwick	1.6%
Baguley	1.5%
Brooklands	1.9%
Burnage	3.2%
Charlestown	2.9%
Cheetham	1.6%
Chorlton	5.2%
Chorlton Park	4.1%
Clayton & Openshaw	2.7%
Crumpsall	1.9%
Deansgate	2.9%
Didsbury East	3.2%
Didsbury West	2.9%
Fallowfield	1.1%
Gorton & Abbey Hey	2.7%
Harpurhey	3.0%
Higher Blackley	2.9%
Hulme	2.4%
Levenshulme	3.6%
Longsight	1.9%
Miles Platting & Newton Heath	2.4%
Moss Side	2.0%
Moston	2.6%
Northenden	1.9%
Old Moat	1.9%
Piccadilly	2.9%
Rusholme	1.8%
Sharston	1.1%
Whalley Range	3.0%
Withington	2.7%
Woodhouse Park	1.2%
Manchester Other	19.3%

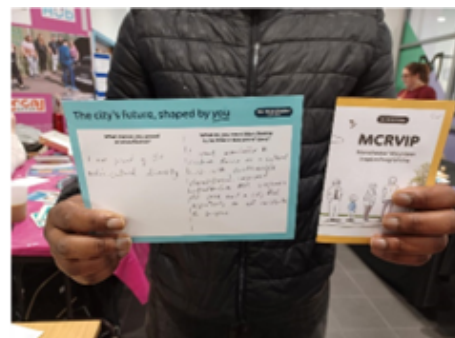
Targeted engagement

5.9 The approach to targeted engagement recognised that a universal survey may not effectively reach all places and people in Manchester. The targeted engagement was informed by the ongoing review of the EIA, and the monitoring of the response levels to the universal survey compared to the demographics of Manchester's population. As a result, our targeted engagement remained flexible and was adapted throughout the engagement period to create more opportunities for responses from:

- Residents of North Manchester and Wythenshawe
- Younger residents, aged 25 and below
- Residents from Black African and Pakistani communities
- Residents of Muslim faith

5.10 Targeted engagement activities were designed and delivered in a way that was culturally competent and sensitive to the circumstances of residents and communities. A key element of the targeted engagement was direct in-person engagement with residents and communities. This included:

- Attending over 150 locations and events across Manchester, engaging a total of 1,091 people. This included job fairs, Iftar gathering, stay-and-play sessions at Children's Centres, attending schools and colleges, as well as large-scale community celebrations like Africa Day, Eid in the Park, and Mersey Fest.
- Placing post boxes and postcards at key community locations across the city, including libraries, leisure centres, parks, and cafes.
- Conversations with over 175 residents across neighbourhoods, targeting places where people would ordinarily be, such as supermarkets, local businesses, tram stops, and community centres.
- Appendix 3 provides a list of the locations and events attended.



5.11 A small commissioning exercise was undertaken to identify voluntary and community sector (VCFSE) organisations with trusted community relationships to engage the residents they work with, specifically focusing on those groups identified as under-represented through the universal survey. Organisations were provided with a small amount of funding to support their engagement activities. Funding was tiered according to capacity of the organisations to engage with their communities, and a fee was provided for organisations to

attend a briefing and for their time to feedback their findings. As a result of this exercise, an additional 365 residents were engaged by ten VCFSE organisations.

5.12 Officers also engaged with 285 people at partnership boards and network events across the city to gather their views. For example, officers attended the Age Friendly Assembly, Youth Council, Be Proud Awards, and North Manchester Business Network.

5.13 Our approach to targeted engagement was supported by:

- **Conversations with elected members** – feedback was gathered at the start of the development process from elected members to inform our approach to engagement and identify local community assets to be targeted.
- **Conversations at Team Around the Neighbourhood (TANs) meetings** – officers attended TAN meetings to raise awareness of the development of the new strategy and invite members of the TAN to support our engagement by promoting it within their networks and identifying opportunities for in-person engagement which supported our targeted approach.
- **Our Manchester Ambassadors** – are residents with strong connections into Manchester’s communities who have volunteered to support and raise awareness of the OMS engagement. Ambassadors were recruited via a programme that was widely advertised through professional networks, including via Neighbourhood Teams, VCSFE partners, and at key stakeholder meetings, targeting recruitment to those groups underrepresented in the universal survey.
- **Internal colleagues** – were invited to support the OMS engagement by attending in-person engagement events, raising awareness of the engagement within their networks, and identifying opportunities for targeted in-person engagement. Colleagues were provided with a full briefing and an engagement toolkit to support them with this work.



Targeted engagement insight summary

5.14 Analysis of the responses from different forms of targeted engagement shows there is significant consistency across the top key themes, but also some differences, as summarised in the table below.

Survey Question	Targeted engagement Type	Top 3 Themes
What makes you proud of Manchester?	Organisations	<ul style="list-style-type: none"> • Diversity, multiculturalism, cosmopolitan • Community spirit, coming together • Arts and culture offering/history
	VCSFE	<ul style="list-style-type: none"> • Diverse, multiculturalist, cosmopolitan • The people, their character, their attitude • Arts and culture offering and its history
	In person engagement	<ul style="list-style-type: none"> • The people, their character, their attitude • Diverse, multiculturalist, cosmopolitan • Community spirit/coming together
What should Manchester do next – or do more of – to make its mark on the world stage?	Organisations	-
	VCSFE	<ul style="list-style-type: none"> • More arts, culture and events • Friendly, welcoming and inclusive city • Diverse, multiculturalist, cosmopolitan
	In person engagement	<ul style="list-style-type: none"> • Cleaner and tidier, with less litter • More parks and green space <ul style="list-style-type: none"> • Improve safety, better policing, reduce crime and anti-social behaviour
What do you want Manchester to be like in the future?	Organisations	<ul style="list-style-type: none"> • Cleaner environment, green, cleaner air and less pollution • Equal, inclusive, respectful • Safer and more policing • Better quality housing, new builds, affordable housing • More support for vulnerable/disadvantaged groups
	VCSFE	<ul style="list-style-type: none"> • Inclusive, equality, free, unrestricted, all rights protected • Safer, better/more policing • Cleaner environment, greener, cleaner air, less pollution
	In person engagement	<ul style="list-style-type: none"> • Safer, better/more policing, less crime • Cleaner environment, greener, cleaner air and less pollution • More community spaces

If you could do one thing to make Manchester better, what would it be?	Organisations	<ul style="list-style-type: none"> • Improve/expand public transport • Improve safety/better policing • Improve street cleaning and appearance of areas
	VCSFE	<ul style="list-style-type: none"> • Improve safety, better policing, less crime • More/better support for children and young people • More community/social hubs, spaces and projects
	In person engagement	<ul style="list-style-type: none"> • Cleaner and tidier, with less litter • Improve safety, better policing, reduce crime and anti-social behaviour • Address the housing crisis
How can Manchester make this one thing happen?	Organisations	<ul style="list-style-type: none"> • Support and improve community spirit and pride • Better communication and listening to residents • Increase revenue & budgets and secure investments • Influence behaviour change/educate the public
	VCSFE	<ul style="list-style-type: none"> • Support/improve communities, build community spirit & pride • Better communication and engagement with residents • Promote community involvement & volunteering,
	In person engagement	<ul style="list-style-type: none"> • Improve safety, better policing and reduce crime • More affordable/social housing/ rent controls • Cleaner, tidier and less litter

Review of recent consultations and engagement

5.15 To avoid repeating previous engagements, the results of engagement activities from a number of strategies and consultations between 2022 and 2024 have also been factored into this work. This includes feedback from a total of over 10,000 responses, as set out below.

5.16 A summary of the key engagement activity considered is as follows:

Year	Strategy / Consultation	Number consulted
2023	Economic Strategy	792
2022	Anti-poverty Strategy	187
2023	Cultural Strategy	1,326
2023	UNICEF Child Friendly City Discovery Phase	4,643

2023	Building Stronger Communities together	441
2023	Moston Lane Neighbourhood Development Framework	494
2022	Work and Skills Strategy	149
2022	Active Travel Strategy	964
2023	Gorton Framework	268
2023	Chorlton Shopping Centre First Phase	1,000
	Total	10,264

5.17 These consultations and strategies fit within the current Our Manchester Strategy framework. Where a different approach was taken to engagement (e.g. the Age Friendly strategy was developed with the Age Friendly Board, and through consultation events rather than surveys), these have also been taken into account. A full list of the area based and thematic consultations considered as part of this process is available in Appendix 4.

5.18 Previous consultations have provided a strong base in terms of what is important for people. And the priorities delivered across these strategies should inform the overarching Our Manchester strategy going forward, in particular where a vision has been articulated for a specific place, community or age-group.

5.19 Common themes that have emerged through this exercise include:

People

- Pride in place
- Supporting people where it is needed (i.e. cost of living and health)
- Employment and training
- Opportunities for leisure and things to do
- Respecting people's dignity and right to equality at all stages of life

Place

- Safety and security
- Cleanliness and improvements to neighbourhoods
- Housing – affordability, availability, different tenures
- Transport – active travel, access to public transport, and facilities for cars
- Green spaces
- Community facilities

City

- Investment in facilities and services
- Pride in Manchester
- Things to do across all of Manchester and not just the city centre
- Transport

6.0 Key considerations for Resources and Governance Scrutiny Committee

6.1 The work undertaken during the first phase of developing the OMS considered responses from consultations and engagement undertaken between 2022-24,

which is outlined in paragraph 5.16 of this report.

6.2 Officers will continue to work closely to ensure that the development of the OMS 2035 aligns with the MCC Corporate Plan themes:

1. Growth shared by all
2. Fight climate change, so that all can thrive in a fair, healthy city
3. Improve equality, diversity, and inclusion
4. Safe, happy future for young people
5. Improved health and wellbeing for all
6. Great places that work for all of us
7. A well-run Council

6.3 A number of the key themes from phase 1 of the engagement outlined in paragraphs 5.5 and 5.14 align with the priorities of the Corporate Plan.

6.4 The case studies below provide some examples of the approach taken for the targeted engagement to generate opportunities for more responses from residents who were underrepresented through the universal survey.

Case Study 1 – VCSFE Commission

Through the Our Manchester commissioned activity with targeted VCSFE organisations, Our Manchester conversations took place with a range of diverse communities in accessible, culturally appropriate and engaging ways.

For example, Cancer Care Diaspora were advised of the opportunity by the African Caribbean Sounding board, part of the community Health Equity Manchester Board. Cancer Care Diaspora promote the health of the public through provision of information and raising public understanding of the nature, causes, diagnosis, prevention and cure of all forms of cancer. They also promote research and provide practical support to people including children and young people affected by cancer. The organisation predominantly works with Black Asian and Minority Ethnic communities. Through their regular and established support groups with service users, they engaged 77 people by providing support to complete Our Manchester postcards and surveys. They reported that their members were most interested in access to health care, including mental health support, promoting healthy lifestyles, improving educational opportunities and affordable housing and transport.

Manchester People First were made aware of the engagement opportunity via the Adult Social Care Team. They are a self-advocacy organisation run by and for Learning Disabled adults in Manchester and aim to give their members the confidence to be able to speak up and speak out to make services better for all people with learning disabilities in Manchester and beyond. The group carried out a bespoke session with 22 of their members using speech bubbles based on the Our Manchester questions. Key themes raised by Manchester People First members included importance of a clean and safe city, affordability and accessibility of homes and services, understanding, tolerance and respect, digital inclusion, employment opportunities for disabled people and the importance of listening to people.

Case Study 2 – Faith Engagement

The ongoing monitoring of the responses to the universal survey and the EIA identified the importance of carrying out targeted work to reach communities of all faiths across the city. Advice was taken from the Manchester Interfaith Network to guide this work.

Officers worked with the British Muslim Heritage Centre for advice and guidance on engaging with the communities they serve. Two key events were highlighted to support meaningful engagement. In May, officers attended afternoon Friday Prayers at the Heritage Centre where approximately 1,000 people attended. 52 Our Manchester postcards were completed, and many more people were given leaflets with the QR code to complete the survey at home. The survey deadline was extended to accommodate attendance at this event. Alongside many of the common themes raised at other events, (safe, clean communities with affordable housing) issues raised at this event included more integrated cultural festivals, more affordable community events, and increased opportunities for diverse and cohesive neighbourhoods.

On 17 June 2024, the Eid in the Park organisation hosted Eid Al Adha. This was an important event to reach a variety of Manchester’s Muslim communities and has supported an ongoing relationship with the organisers and communities. 67 people provided direct feedback at this event, and highlighted that recycling and waste management, and crime rates and youth provision were of particular importance to them.

A variety of work with other faiths was also undertaken. For example, flyers promoting the survey were distributed to the Jewish Museum and promoted to their staff and visitors. Engagement resources were also distributed to churches to reach diverse communities across all neighbourhoods of the city.

7.0 Conclusion and next steps

7.1 The table below outlines the next steps in developing the Our Manchester Strategy 2035 with the formal launch planned for early April 2025. The Committee will have an opportunity to scrutinise the draft strategy during the October 2024 meeting which will inform the production of the final version.

Date	Activity
July 2024	<ul style="list-style-type: none">• Production to begin on the early themes and priorities• Meet with stakeholders to test out draft themes and priorities
August 2024	<ul style="list-style-type: none">• Complete the first draft of the strategy’s themes and priorities

August – September 2024	<ul style="list-style-type: none"> • Design and launch a further universal survey to consult on the draft themes and priorities • Design and launch a resident facing engagement campaign • Engagement with partnership boards across the city to test the themes and priorities
September 2024	<ul style="list-style-type: none"> • Production of the first draft full strategy
October 2024	<ul style="list-style-type: none"> • Draft strategy to be discussed at all 6 Scrutiny Committees
November – December 2024	<ul style="list-style-type: none"> • Further meetings with stakeholders to test out the draft strategy including the Our Manchester Forum and partnership boards.
January 2024	<ul style="list-style-type: none"> • Final drafting of strategy • Design work on final strategy and any accompanying materials • Executive approvals process begins
February - March 2025	<ul style="list-style-type: none"> • Final strategy to be submitted to Executive and Full Council for adoption
April 2025	<ul style="list-style-type: none"> • Launch and celebration event

8.0 Recommendations

The Committee is recommended to:

- Consider and comment on the information in this report to inform the next stages of the development of the strategy.

9.0 Appendices

Appendix 1 – Stakeholder list

Appendix 2 – Summary of initial analysis of the universal survey

Appendix 3 – In-person engagement list

Appendix 4 – Consultation analysis