

**Manchester City Council
Report for Information**

Report to: Children and Young People Scrutiny Committee - 4 December 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 the new Our Manchester Strategy for the city covering the period 2025 to 2035. It builds on a previous report to Scrutiny Committees in July 2024. This report summarises the second round of engagement activity, the findings that are most relevant to the work of the Committee, and includes an overview of the new strategy.

Recommendations

The Committee is recommended to comment on the work to develop a new Our Manchester Strategy for the city.

Wards Affected: All

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 (EqIA) has been completed for the development and engagement process as part of the Phase 1 engagement with supportive feedback from the Equalities Team. A second EqIA is in development which will assess the finished Our Manchester Strategy 2035.

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 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 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 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 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 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.houlston@manchester.gov.uk

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

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

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.

- *Progress update on the development of the Our Manchester Strategy 2025-2035*- report to (CESC, CYPSC, ENCC, ERSC, HSC, RGSC) Committee (July 2024)
- *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. Introduction

- 1.1. This report is an update to the report presented to all six Scrutiny Committees in July 2024 and includes an overview of the draft strategy.
- 1.2. 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 (OMS) is due to expire in 2025. Officers have completed the second phase of development for the next OMS for 2025 to 2035. This report provides an update to the July report, a summary of the outcomes from the second phase of the engagement, an overview draft of the text for the new strategy, and a summary of the next steps.
- 1.3. This report will be considered by six Scrutiny Committees in December 2024. Section 8 provides detail tailored to each Committee.

2. Background

- 2.1. 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 on 18 July 2024.
- 2.2. The aims for our citywide engagement activity have been 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

3. Phase 1 engagement

- 3.1. Development of the new 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.
- 3.2. For the first phase of engagement, officers undertook a mixed methods approach to engage people who live, work in and visit Manchester, supported by other research including analysis of responses to other recent strategies and consultations.
- 3.3. All engagement activity was supported by an ongoing, multi-channel communications campaign. Officers undertook universal and targeted engagement with people who live, work in and visit the city to making it as easy as possible for people to respond, whilst acknowledging that we need to work harder to engage with those communities who would otherwise be under-represented.

- 3.4. Full details of the first phase engagement were reported to Scrutiny Committees in June 2024 and informed the design of the second phase engagement, detailed below.

4. Phase 2 engagement activity

- 4.1. Following the completion of phase 1, analysis of all of the feedback informed the development of the draft priorities for the new strategy. The phase 2 engagement campaign then took place between 8 September and 13 October 2024.
- 4.2. This second phase has further tested the 12 draft priorities that were developed based on phase 1 to ensure they reflect people's priorities and check if any key issues have been missed.
- 4.3. The 12 draft priorities were structured under the themes People, Neighbourhoods and City and were:

Our people will:

- Be as healthy and happy as they can be.
- Be free to be who they are, feel valued, included and respected.
- Be supported to participate, engage and influence decisions about their communities and neighbourhoods.
- Have the best start in life and the chance to learn new things.
- Be able to get a good job and earn more money.
- Be safe in person and online.

Our neighbourhoods will:

- Be attractive places with good homes, facilities and green spaces.

Our city will:

- Become zero-carbon and protected from the harmful effects of climate change.
- Have brilliant things to do, showing our talent for sport and culture, both here and on the global stage.
- Have transport that gets you where you want to go quickly, cheaply and cleanly.
- Have a growing economy that provides opportunities for everyone.
- Use technology effectively to improve services and make life better

- 4.4. The priorities have now been restructured and redrafted based on feedback received during phase 2, as set out below.

5. Phase 2 engagement process

- 5.1. The survey asked people whether they agreed or disagreed with the twelve proposed priorities. If they disagreed, they were invited to provide a free text comment to explain why this was the case. An additional free text question asked

if anything important had been missed and this has been coded into themes. Respondents were also invited to complete several optional questions about themselves.

5.2. As well as the online survey, four in person engagements events took place as follows:

- Wednesday 25 October, 9:30am to 6pm, Gorton Hub, Garratt Way, Gorton, M18 8HE
- Tuesday 1 October, 10am to 6pm: Manchester Central Library, St Peters Square, Manchester, M2 5PD
- Wednesday 2 October, 10am to 6pm: Abraham Moss Library and Leisure Centre, Crescent Road, Crumpsall, M8 5UF
- Thursday 3 October, 10am to 5:30pm: Wythenshawe Forum, Simonsway, Wythenshawe, M22 5RX

5.3. These events were attended by officers from the Council who spoke to a large number of residents.

5.4. In addition, a series of 'pop up' information stalls were available in community venues and libraries as set out below. The details of the in-person events and 'pop ups' were shared on the online survey page and via email with stakeholders. These stalls included printed surveys, leaflets, posters, QR codes to the online survey, summary leaflets, and easy-read documents. Translated summaries were available upon request. Staff at venues were requested to signpost the survey for the duration of the consultation. The locations of the pop ups are set out in the below tables.

North Manchester

Ward	Venue
Crumpsall	Abraham Moss Library
Higher Blackley	Avenue Library and Learning Centre
Ancoats and Beswick	Beswick Library
Charlestown	Boggart Hole Clough Park Café
Miles Platting and Newton Heath	Miles Platting Community Library
Miles Platting and Newton Heath	Newton Heath Library
Moston	New Moston Community Library
Harpurhey	North City Library
Cheetham	Wai Yin

Central Manchester

Ward	Venue
Levenshulme	Arcadia Library and Leisure Centre
Piccadilly	Central Library
Hulme	Hulme High Street Library
Longsight	Longsight Library and Learning Centre
Moss Side	Moss Side Powerhouse Library
Rusholme	Platt Fields Park – Lakeside centre

Ardwick	St. Thomas Centre
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South Manchester

Ward	Venue
Chorlton Park	Barlow Moor Library
Brooklands	Brooklands Library
Burnage	Burnage Library, Activity and Information Hub
Whalley Range	Carlton Club
Didsbury East	Didsbury Library
Didsbury West	Hough End Leisure Centre
Northenden	Northenden Community Library
Chorlton	The Edge Theatre
Woodhouse Park	The Forum Library
Fallowfield	The Place
Old Moat	Withington Baths
Baguley	Wythenshawe Park Horticulture Centre

5.5. Phase 2 also included engagement with various partnership boards and stakeholder groups:

- Manchester Food Board
- Manchester City Council Strategic Management Team meeting
- Age Friendly Board
- Manchester City Council Corporate Joint Consultative Committee
- Manchester Housing Providers Partnership (MHPP)
- Work and Skills Board
- Making Manchester Fairer Task Force
- Neighbourhoods Strategic Leadership Team
- Our Manchester Investment Board
- Disabled People's Sounding Board
- Children's and Young People's Board
- Our Manchester Business Forum
- In Our Nature Steering Group (Manchester Climate Change Agency)
- Community Health Equity Manchester Strategic Group
- Challenging Hate Forum
- Manchester Climate Youth Board
- Community Safety Partnership Core Group
- Manchester Climate Change Partnership

5.6. Translated leaflets were provided in a number of commonly spoken language (Cantonese, Polish, Punjabi, Spanish, Arabic, Bengali and Urdu) as well as a British Sign Language video and easy-read version.

6. Results from phase 2 engagement

Engagement activity	Total number of responses
Online Survey	2,309
In person events and pop ups	382
Social media survey feedback in comments	15
Total	2,706

6.1. Phase 2 received a good number of responses given that the aim was to re-test the priorities from the very extensive phase 1 engagement, and given that it only lasted for five weeks.

Priority	% Agree	% Neither Agree nor Disagree	% Disagree	Number of responses
Our people will be free to be who they are, feel valued, included and respected.	80.4%	12.3%	7.4%	2641
Our people will be supported to participate, engage and influence decisions about their communities and neighbourhoods.	79.8%	12.8%	7.5%	2643
Our people will have the best start in life and the chance to learn new things.	81.2%	12.2%	6.7%	2645
Our people will be able to get a good job and earn more money.	80.9%	12.0%	7.1%	2644
Our people will be safe in person and online.	76.1%	14.8%	9.1%	2643
Our people will be as healthy and happy as they can be.	77.9%	11.5%	10.5%	2637
Our neighbourhoods will be attractive places with good homes, facilities and green spaces.	82.2%	8.4%	9.4%	2651
Our city will become zero-carbon and protected from the harmful effects of climate change.	64.5%	22.1%	13.5%	2647
Our city will have brilliant things to do, showing our talent for sport and culture, both here and on the global stage.	79.6%	15.6%	4.8%	2643
Our city will have transport that gets you where you want to go quickly, cheaply and cleanly.	83.8%	8.7%	7.5%	2646

Our city will have a growing economy that provides opportunities for everyone.	77.7%	15.2%	7.1%	2641
Our city will use technology effectively to improve services and make life better.	76.2%	17.9%	5.9%	2642

6.2. It is positive that between 75% and 85% of respondents agreed with 11 of the 12 priority statements and the percentage of respondents disagreeing with these were very low. . The most popular priorities were the ones on transport, neighbourhoods and best start in life. The least popular was the statement on climate change. This was mainly due to some people disagreeing with the science of climate change and/or Manchester’s ability to impact on global emissions.

6.3. On the question about what had been missed, the top five themes are set out below, note there were fewer than 100 responses for each:

- Comments about the survey and the drafting of the priorities
- More green spaces
- Litter, graffiti and other neighbourhood issues
- Comments about the Council and delivery of the previous strategy
- More affordable housing

6.4. The feedback from phase 2 has been very useful in terms of reviewing and redrafting the priorities. An overview of the draft strategy is set out in Appendix 1.

7. Demographics of phase 2 respondents

7.1. As reported to Scrutiny Committees in July 2024, there was significant work in phase 1 to target communities that would otherwise be under-represented including through 157 targeted face to face engagement events.

7.2. Phase 2 responses did include under-representation of some groups and a series of mitigating actions were undertaken to address this/ In terms of age, there was an under-representation of young people such as 20–24-year-olds, and an over-representation of 50–59-year-olds.

- There was under-representation of people from African and Pakistani backgrounds.
- There was under-representation of those who identify as Muslim compared to other religions/beliefs.
- Steps were taken to address these gaps in the targeted engagement, by identifying areas of interest for these groups of people, alongside arranging pop-ups/ stalls in highly frequented local locations. It has also been possible to analyse the different results for people with different characteristics and use this analysis to inform future work.

7.3. An Equalities Impact Assessment (EqIA) has been completed for the process of developing the strategy. This EqIA resulted in officers making changes to the

phase 1 engagement process so that we would do more work to speak with and listen to people who we know were likely to be underrepresented in our engagement activity. This resulted in the project team achieving some of the highest numbers of responses ever recorded for these groups. A second EqIA is in development which will assess the finished Our Manchester Strategy 2035.

8. Key considerations for the Children and Young People Scrutiny Committee

- 8.1. Many residents spoke to us about the things they feel are important for children and young people in the city and we also undertook direct engagement with children and young people themselves. Key considerations relevant to children and young people in the engagement work include the following points.
- 8.2. Respondents to Priority 3 - Our people will be supported to participate, engage and influence decisions about their communities and neighbourhoods (81% agreed) – included the following points:
 - Where engagement has taken place it has not always been able to influence decisions
 - Some communities felt forgotten and needed to more things to do and be included in decisions about their local area.
 - Some residents felt they hadn't previously been listened to and that this needed to be at the heart of decision making.
- 8.3. Respondents to Priority 4 - Our people will have the best start in life and the chance to learn new things (80% agreed) – included the following points:
 - Responses have been focused on children
 - Improvements to schools and the education needed, including safety and security in schools
 - Concern on how to fund this priority due to cuts
 - Cost-of-living and inequalities were mentioned as barriers to achieving this priority.
- 8.4. Respondents to Priority 6 - Our people will be safe in person and online (77%) – made the following points:
 - Concerns that Manchester isn't safe, and that the council cannot successfully address this priority.
 - Mention of in-person safety connected to knife crime, drugs, and anti-social behaviour
 - Request for more police and community services.
 - Where a place was mentioned as being unsafe the focus was Piccadilly Gardens.
 - Concerns for young people's safety but also about crimes committed by them.
 - Concerns around online safety such as cyber-bullying and scams

8.5. Respondents to Priority 9 - Our city will have brilliant things to do, showing our talent for sport and culture, both here and on the global stage (79%) – had the following points:

- There needs to be more things to do for young people at a local level
- Showcasing of sports/culture needs to be for local people
- This shouldn't be a priority given the cost-of-living crisis
- Concern about a lack of jobs opportunities for all with some feeling jobs went to those outside of Manchester before residents.
- The need to improve wages, especially for Manchester's young people.
- The cost of living is seen as something that would make this priority unachievable and
- Further investment is needed for adults in Manchester residents in learning skills

9. Overview of the new strategy

9.1. The new strategy has been drafted to make it meaningful and accessible to Manchester residents. It is deliberately concise and we have made every effort to avoid jargon or overly technical language so that it speaks to as wide an audience as possible. Taking on board feedback, we have created a structure that is based upon three overarching themes. These themes are intended to make it clearer what their twelve constituent priorities are focused on – our people, our different neighbourhoods and the city.

9.2. We have also taken the opportunity to use the new strategy to reflect on events and progress made over the last ten years together with highlighting the many positive comments that were received over the engagement process. While we often tend to focus on the things people have raised as issues or causes for concern, it is worth noting that a great many responses to our engagement highlighted things that people like or are proud of about the city.

9.3. Officers are working on the final section of the strategy, which will provide extra detail on what each of the twelve priorities means for the city and what their delivery will look like in practice. An example of what this will look like is included in the section titled "What these priorities mean in practice". The overall look and feel will retain many of the features of the current strategy, which are well known and recognised. Full design work on the strategy will take place following any final changes to the text and before the strategy progresses to Executive and Full Council. A mock-up of the new strategy is included in appendix 2.

9.4. Appendix 1 includes an overview of the new strategy.

10. Next steps

- Finalise the draft strategy and complete design work
- This report will be presented at Executive on 19 February 2025.
- This report will also go to Full Council meeting on 19 March 2025.
- Planning for launch events for the strategy, expected in April 2025, alongside State of the City 2024 that will include a look back at the last 10 years

- Planning for embedding the strategy within the Council, its Corporate and Business Plan, and similarly with our partners.
- Implementation and governance arrangements.

11. Recommendations

The committee to comment on the work to develop a new Our Manchester Strategy for the city.

12. Appendices

Appendix 1: OMS Overview

Appendix 2: OMS Mock Up