

**Manchester City Council
Report for Information**

Report to: Neighbourhoods and Environment Scrutiny Committee
– 8 January 2020

Subject: Manchester Green and Blue Strategy and Implementation Plan,
including: Annual update and a report on the Tree Action Plan

Report of: Strategic Director, Development and Deputy Chief Executive

Summary

This report provides the annual update on the delivery of the G&BI implementation plan together with information on the delivery of the Tree Action Plan. The important role of our green and blue infrastructure in responding to the Council's climate emergency declaration and helping Manchester achieve a zero carbon target is also addressed in this report.

Recommendations

That Neighbourhoods and Environment Scrutiny Committee:

1. Consider and comment on the progress that has been made by both the Council and external stakeholders in achieving the actions in the G&BI Implementation Plan and the Tree Action plan.
 2. Consider and comment on the priorities for the G&BI and Tree Action Plan set out for the coming year
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Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Manchester's tree stock helps to capture and store carbon. Attractive green routes encourages walking and cycling, reducing reliance on cars with a consequent reduction in carbon emissions. Local green space, both public and private can be used to increase the amount of sustainable, locally grown food.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	A high quality environment, including trees and open spaces, increases the attractiveness of Manchester as a place in which to work and invest. Jobs are created in the environmental sector through the need to plant and manage the local green and blue infrastructure resource.

A highly skilled city: world class and home grown talent sustaining the city's economic success	Manchester competes on a world stage to attract skilled people. A high quality natural environment makes an important contribution to this.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	An attractive tree filled natural environment should be accessible to all communities within Manchester, offering the potential to gain health benefits through improved air quality and opportunities for relaxation and exercise and learning new skills through volunteering opportunities.
A liveable and low carbon city: a destination of choice to live, visit, work	The city's tree stock plays a valuable role in storing carbon and creating a liveable city. High quality multi-functional open spaces also improve the quality of life.
A connected city: world class infrastructure and connectivity to drive growth	Appropriate tree planting along transport routes can help mitigate poor air quality. Appropriately located and designed green infrastructure can also increase the permeability of the city reducing surface water flooding along transport routes.

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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.

- Manchester Green and Blue Infrastructure Strategy: report to Neighbourhoods Scrutiny Committee and Executive, July 2015, Manchester City Council
- Manchester Green and Blue Infrastructure Strategy: July 2015
- Manchester Green and Blue Infrastructure Stakeholder Implementation Plan: July 2015
- Our Manchester 2015-25
- Manchester G&BI Stakeholder Implementation Plan – Report on Progress: to Neighbourhoods and Environment Scrutiny Committee January 2018
- Tree Action Plan update: Report to Neighbourhoods and Environment Scrutiny Committee January 2018
- Manchester Residential Quality Guide
- Manchester G&BI Strategy 3 year review 2015-18
- Manchester City Council Climate Change Action Plan Update – Report to NESC CC Sub Group 22nd October 2019

1.0 Introduction

Manchester's Great Outdoors – A Green & Blue Infrastructure Strategy for Manchester, was originally approved in July 2015. This strategy, together with the accompanying and annually updated Implementation Plan, play a key role in delivering the Our Manchester vision for a world class city where residents from all backgrounds can live well. Attractive and multi-functional green and blue infrastructure has a vital role to play in creating a high quality, healthy and biodiverse environment with accessible opportunities for recreation and exercise. The report to Scrutiny last year also showcased the three year review of the Strategy. This summarised the cumulative work of the first three years of the Strategy and Implementation Plan, with headlines including 12,500 trees planted, £77million committed to G&BI projects, £800,000 worth of volunteer support, 1.7million people attending activities in our parks and open spaces.

Work to improve our green and blue assets also contributes towards the Council's zero carbon target by capturing carbon within our trees, helping to create attractive walking and cycling routes to reduce reliance on cars and encouraging sustainable food production. Planting in appropriate locations also contributes towards improving air quality and plays an essential part in helping our city to become flood and climate resilient.

This report provides the annual update on the delivery of the G&BI implementation plan together with information on the delivery of the Tree Action Plan. The important role of our green and blue infrastructure in responding to the Council's climate emergency declaration and helping Manchester achieve a zero carbon target is also addressed in this report.

2.0 Background

The G&BI Strategy and Implementation Plan in brief

- 2.1 The G&BI Strategy and Implementation Plan was prepared and is jointly owned by the Council and Manchester G&BI stakeholder Group on behalf of the wider city.
- 2.2 The vision and objectives of Manchester's Great Outdoors: A Green and Blue Infrastructure Strategy for Manchester are as follows:

By 2025 high quality, well maintained green and blue spaces will be an integral part of all neighbourhoods. The city's communities will be living healthy, fulfilled lives, enjoying access to parks and greenspaces and safe green routes for walking, cycling and exercise throughout the city. Green and blue infrastructure will be supporting Manchester's growth. Businesses will be investing in areas with a high environmental quality and attractive surroundings, enjoying access to a healthy, talented workforce. New funding models will be in place, ensuring progress achieved by 2025 can be sustained and provide the platform for ongoing investment in the years to follow.

The G&BI Strategy and Stakeholder Implementation Plan are based around the following four objectives.

- Improving the quality and function of Green and Blue Infrastructure to maximise the benefits it delivers,
- Using appropriate Green and Blue Infrastructure as a key component of new developments to help create successful neighbourhoods and support the city's growth,
- Improving connectivity and accessibility to Green and Blue Infrastructure within the city and beyond,
- Improving and promoting a wider understanding and awareness of the benefits that Green and Blue Infrastructure provides to residents, the economy and the local environment.

2.3 Under each objective is a series of Headline Actions with associated projects and activities which are being delivered or investigated by the council and external stakeholders as part of the Implementation Plan.

Manchester's Tree Action Plan

2.4 Trees are a major element of Manchester's green infrastructure and they are given a specific focus in Manchester's Tree Action Plan which sits under the G&BI Strategy and is appended to this report. The Tree Action Plan is structured around four objectives:

- Managing trees sustainably
- Planting trees appropriately
- Protecting trees strongly and
- Involving creatively

2.4 The G&BI Stakeholder Implementation Plan and Tree Action Plan are live documents which drive progress towards the objectives of the G&BI Strategy and the actions listed are not exhaustive. This approach provides the flexibility to respond to opportunities as they arise, maximising resources available to allow focus to be given to projects that will have the greatest impact.

Governance

2.5 The Action Plan is delivered by the Council and by external stakeholders. Progress against the Council actions is steered within the council by the G&BI Board which is currently chaired by the Strategic Director, Development and attended by relevant Heads of Service. This provides an opportunity to focus on the strategy objectives and add value to the way G&BI is delivered across the city. Ward Members and council officers are involved with many of the actions needed to deliver the G&BI Strategy and outlined in the Action Plan. Ward members are often best placed to know their local community groups and understand their communities' needs and opportunities.

Case Studies

2.6 Case studies on successful projects have been developed and are available through the council website, so that Elected Members can be involved in supporting the spread of best practice and helping to encourage successful projects to be replicated across the city. Six case studies highlighting activities through the last year are appended to this report. Information is also circulated via ward coordination about local initiatives relating to G&BI and tree planting.

3.0 Working in Partnership

3.1 The stakeholder group which partnered with the Council to produce the G&BI Strategy and Implementation Plan is known as the Manchester G&BI Group. It meets on a regular basis and is made up of a range of experienced practitioners and stakeholder organisations, including officers from the Council, Corridor Manchester, Manchester Climate Change Agency, Greater Manchester Combined Authority and Registered Housing Providers, statutory bodies such as the Environment Agency and Natural England, environmental charities like Groundwork, City of Trees, the National Trust, Wildlife Trust and RSPB, and academics from Manchester's Universities. It provides both a forum for sharing best practice and a catalyst for encouraging new partnerships for delivering action in line with the objectives of the G&BI Strategy.

3.2 The ethos behind the delivery of the G&BI Stakeholder Implementation Plan, together with the Tree Action Plan, reflects the strength-based and collaborative approach that sits at the heart of Our Manchester. The Council has an essential and active role to play in setting the agenda, bringing Partners together and supporting and facilitating activity across the range of stakeholders. The Council continues to have a key role regarding the city's parks, public realm and street trees, and in negotiating developments, but external partners have a significant role to play in delivering and managing many green and blue assets across the City. Many of the projects listed are being undertaken by a range of agencies including public, private and academic organisations, as well as wide scale activity by community and voluntary groups.

4.0 Response to the climate emergency

4.1 In July 2019 the Council declared a climate emergency with a target for the City to be zero carbon by 2038. A revised climate change action plan is being prepared, which will be brought to NESC and Executive in March 2020. Manchester's green and blue infrastructure has an important role to play in the action that we can take both to reduce carbon emissions and create a city that is more resilient and adaptable to climate change. G&BI is multi-functional and brings a variety of benefits. Many of these benefits, particularly those known as "regulating services" link directly with actions to assist with combatting the climate emergency:

- Storing carbon
- Helping to reduce flooding
- Improving air and water quality

4.2 Other relevant benefits include the local production of food (see appended case study Growing Manchester) and fuel, which can reduce transport related carbon costs and the creation of natural habitats which encourage greater pollination and biodiversity, both of which are being damaged by climate change. Certain projects listed within the G&BI Implementation Plan, have a particularly relevant and important role to play in bringing these benefits to local communities within Manchester.

I-Trees Eco Assessment

4.3 The GM i-Trees Eco assessment, the largest industry standard assessment undertaken outside of the USA, was undertaken using experts from Treeconomics. It was commissioned to provide much needed evidence on the extent, functional value, and key issues affecting trees across Greater Manchester. This information has been broken down to District level and Manchester’s headline figures from the assessment are set out in the table below. The study has estimated that Manchester’s 1,245,437 trees currently store 124,330 tonnes of carbon with an estimated value of over £27million. The annual carbon sequestration is estimated to be nearly 5,000 tonnes with a value of over £1million/annum. The full study has been used to create a draft Tree & Woodland Strategy for GM which has mapped broad areas with the potential for more tree planting and where this could provide the greatest range of benefits. More detailed, local consideration will be required to understand the potential for increasing tree planting as and where appropriate within Manchester. (See paragraph 6.3)

Manchester Headline Figures		
Total Number of trees	1,245,437	11% of Greater Manchester Tree Population
Leaf Area	8,550 ha	
Most common species	Alder, Sycamore, and Hawthorn	
Replacement cost	£405,348,413	
Species Recorded	70	
Values		
Annual Pollution Removal	84 tonnes	£1,746,210
Carbon Storage	124,330 tonnes	£27,376,740
Annual Carbon Sequestration	4,980 tonnes	£1,096,000
Annual Avoided Runoff	137,810 m³/yr	£208,970
Total Annual Benefits	£3,051,180	

GrowGreen

- 4.4 This exciting project, funded by the European Commission, is researching how Nature Based Solutions (NBS) can work towards a climate and water resilient, healthy and liveable city. It was launched in June 2017 and with Manchester as the lead partner, sees the collaboration of 23 partners including six European cities and the city of Wuhan in China on major new environmental research.
- 4.5 One of the key outputs for Manchester is the creation and evaluation of a new, accessible, multi-functional neighbourhood green space in West Gorton, which will help the climate resilience of this neighbourhood. Work on this is currently underway and is due for completion in spring 2020. At the same time, new approaches for delivering NBS through GI Strategies in all the partner cities is being developed. Manchester, one of the first cities to adopt a bespoke G&BI Strategy is leading the way, disseminating lessons learned. In turn, Manchester will be using the increased understanding shared by other partners on nature based solutions to combat climate change to refresh our G&BI Strategy Implementation plan in 2021.

5.0 Key delivery highlights from the G&BI Strategy on progress in 2019

- 5.1 **Objective 1:** The first of the four objectives of the Strategy is to improve the quality and functionality of G&BI across the city. Since January 2018 projects have included the following:

Improving the river valleys and canals

- 5.2 The new post of River Valley and Urban Countryside Lead supports the Park Strategy Team and will help to integrate the G&BI and biodiversity agendas into park development plans.
- 5.3 The role is already providing an improved focus around Sites of Biological Importance in parks, is establishing links with collaborative partnership projects such as My Wild City, and will support the delivery of new city wide river valley strategies.
- 5.4 Over the next twelve months River Valley Action Plans, focussed on the Mersey, Medlock, Irk and their tributaries, will be developed. This will be funded by the EU Horizon 2020 Research Project GrowGreen. It will help Manchester adapt to the challenges presented by climate change, using learning from the GrowGreen demonstrator projects about how more permeable, spongier landscapes can help reduce flood risk. The Action plans will recognise the unique character of each river valley and the full range of benefits that they bring to Manchester. An important part of the project will be to link with existing communities, partners and stakeholders working in and adjacent to the river valleys to create a vision and direction for multiple partners, helping to establish priorities, coordinate activity and support bids for funding.

- 5.5 A new programme and vision for city centre canals is being developed and will be delivered in partnership with BDP and the Canal & Rivers Trust. New focussed practical action around two city centre stretches of canal is also being delivered, involving environmental improvements and community engagement around the Rain bar area behind Whitworth Street.

Protecting Playgrounds

- 5.6 Linking with the Council's Clean Air priority, this project has involved the installation of three tredges (treed hedges) on the boundary of three Primary schools located adjacent to main roads. Each tredge is made up of different plant species and the three sites, plus a fourth as a control, are being monitored to understand the impact of planting on reducing particulate matter. The type of tredge that performs the best will be installed in the control school. Air quality monitoring has taken place in advance of installation in order to gauge the possible impact of planting. The findings from the project will be available in early 2020, and it is hoped that the learning from the project could be used to deliver replicable demonstrators elsewhere in the City if viable.
- 5.4 **Objective 2:** The Strategy and Implementation Plan's second objective is to ensure that green and blue infrastructure is well integrated within new development. This needs to happen at both the detailed, masterplan and strategic framework level.

West Gorton Regeneration

- 5.5 Already referred to earlier in the report a large new community park is currently being delivered through the GrowGreen project as part of a comprehensive neighbourhood regeneration. Work on site began in September 2019 and the park is scheduled for completion in Spring 2020.

Northern Gateway

- 5.6 A GI Forum has now been established to input and help guide this long term regeneration opportunity. The Northern Gateway initiative is one of the largest and most ambitious programmes of development and regeneration within the UK. The scale of development that will take place is the equivalent of a new town or large urban extension. The spatial masterplan vision for the Northern Gateway, as reflected through the Strategic Regeneration Framework, features a significant amount of new public realm and an ambitious network of green and blue infrastructure based around the Irk Valley and the City River Park. The size of the opportunity, together with the aspiration to create and improve large areas of green space linked by the Irk River Valley and existing public parks will catalyse the area to create a unique destination within the City Centre and physically link and connect the neighbourhoods of the Northern Gateway to each other and to surrounding areas. The design and function of the park, and indeed all of the green and blue infrastructure within the Northern Gateway area, has the potential to contribute to key Council objectives and provide significant benefits to the community in terms of

improved health and well-being as well as improved air quality, bio-diversity and rain water attenuation.

- 5.7 Delivering the river park is both an opportunity and a challenge of equal proportions and is something that needs to be tackled in collaboration with a range of key stakeholders and partners. The capital costs associated with delivering a park on such a large scale is likely to be significant with an annual maintenance budget match. Funding to deliver and manage new green infrastructure continues to be a challenge as the Council continues to operate in a constrained fiscal environment whereby revenue budgets have been reduced in recent years as a result of Government funding cuts. The Government's Housing Infrastructure Fund has been identified as the most significant potential source of funding that could be utilised to support a range of investment within major infrastructure projects - including green and blue infrastructure - to help accelerate and unlock housing delivery in the Northern Gateway. The Council has submitted a bid to the Housing Infrastructure Fund and is currently awaiting a decision from Government. If successful, provision will be made within this funding allocation to deliver the first part of the City River Park in the Lower Irk Valley with work anticipated to complete in 2024.
- 5.8 **Objective 3:** The third overall objective of the G&BI Strategy is **to improve accessibility to green space within and beyond Manchester**. Improvements to the transport network are helping towards achieving better accessibility across the city and out from the city centre, creating better links with the city's existing parks and open spaces.

Manchester Green Trail (formerly Green Corridor)

- 5.9 This extensive, accessible network of walking routes was successfully relaunched in July 2019, with 14 walking routes revisited and rebranded and maps available freely from the Rambler Association (RA) website. The trail has been co designed with officers from MCC including the parks team, TfGM, and with volunteers from the RA regularly checking and monitoring the routes for any access issues. The Green Trail is now being jointly promoted through social media, Manchester Active, Ramblers Association and GM Walking.

Bee network investment

- 5.10 A set of proposals to enhance the Rochdale Canal towpath was submitted to the Mayor's Challenge Fund at the beginning of 2019. The project was successful in securing programme entry to the Mayor's Challenge Fund (MCF). By gaining programme entry, funding became available to start design work on this important scheme. The scheme includes improved lighting, resurfacing of the whole route and improving access points with improvements to the paving and access controls. It is estimated that the works will cost in the region of £1.3M. Subject to approval of the business case, it is expected that this scheme will start on site in autumn next year.
- 5.11 The investment in the Rochdale Canal will see the route improved for both walking and cycling enhancing access to Manchester's waterways. When

complete the Rochdale Canal will provide a traffic free environment for local residents to walk and to take to their bikes. The project is important in not only providing a traffic free cycle link but also a route that will provide an excellent location for leisure cycling - it is routes like the Rochdale Canal that will help build interest in cycling and ultimately lead to the growth in utility cycling and deliver the Made to Move Strategy that seeks to make walking and cycling the preferred choice for short journeys.

- 5.12 **Objective 4:** The fourth objective is **to promote a wider understanding of the benefits that G&BI bring to residents, the economy and the local environment.**

Embed GI in key plans and policies

- 5.13 A new Biodiversity Strategy and Action Plan is being prepared as part of a four year partnership project between the Wildlife Trust and the council called My Wild City. This has been largely funded through the Esme Fairburn foundation. 2019 has seen the completion of an extensive and innovative public consultation campaign including an online survey which has received over 2,000 responses. Face to face engagement with interested groups has also been undertaken e.g. with Friends of Parks, My Wild Library Partnership through the Library Service and direct engagement activity with local groups/residents in Newton Heath and Rusholme. The results of the consultation will be used to provide an up-to-date strategy with focussed actions being delivered by the council and external stakeholders. It will also help to provide the evidence to underpin the biodiversity policy within the Local Plan.

Develop research into the benefits of GI to residents, the economy and the environment

- 5.14 The UK Office of National Statistics estimates that within 50 years around 1 in 4 people in the UK will be over 65 years of age. While many older adults currently live in coastal and rural areas, a growing proportion will live in urban areas. We face a particular challenge of how to ensure we provide the essential foundations for healthy ageing in our towns and cities and also make sure that the decisions we make today do not compromise the health and wellbeing of future generations.
- 5.15 Urban green infrastructure – the multi-functional network of ‘green’ and ‘blue’ spaces in our towns and cities – makes valuable contributions to human health and wellbeing for people of all ages. The **Green Infrastructure and the Health & Well-being of an Ageing Population (GHIA) project** report, sets out findings from a three year multi-disciplinary research project aiming to understand the benefits and values of urban green and blue spaces to older people and how green infrastructure attributes and interventions can best support healthy ageing in urban areas.
- 5.16 The report demonstrates some of the reasons:

- How and why the natural environment matters for healthy ageing in urban areas;
- Why urban nature and natural green and blue spaces are integral to what makes an urban area 'age-friendly' and;
- Why multiple perspectives are needed to understand what actions are required in a range of sectors of policy and practice.

5.17 **Raise the profile of Manchester as an attractive place to live with access to high quality GI within and beyond Manchester**

- **Manchester Festival of Nature (MFoN)** is a partnership between the Wildlife Trust, Manchester City Council, the RSPB, City of Trees and many others. Its aim is to create a united approach to the conservation of nature in Manchester and to engage people young and old in saving our wildlife. In June this year over 7,000 people attended the first Manchester Festival of Nature (MFoN) in Heaton Park, taking part in activities led by 22 environmental and related organisations.
- The **City Nature Challenge** weekend in April involved nine events in Manchester's Parks and green spaces. This was centred on Manchester and was the first time that Greater Manchester had entered this global competition to have the most recorders, recording the most species. Over 5,000 observations on our urban wildlife, with 100 recorders receiving training.

6.0 **Key Delivery Highlights from the Tree Action Plan 2019**

Managing Sustainably

- 6.1 City of Trees together with the District Councils across Greater Manchester commissioned and delivered the **i-Trees eco assessment** of tree cover across GM referred to earlier in the report. This has provided information on our tree stock, including our tree species composition, their condition and leaf area. The value of our tree stock has been quantified at £3.1mill/annum, with the most common species being Sycamore, providing 18% of our tree cover. The study, which uses nationally recognised methodology, also analyses some of the key benefits that our trees provide, per species, such as the annual removal of 84 tonnes of pollutants, valued at £1,746,210 and the avoided volumes of rainwater run-off, valued at £208,970, and which would otherwise have increased surface water flooding.

Planting Appropriately

- 6.2 Our overall target for tree planting has been exceeded for the last ten years with 2994 trees planted in 2018/19 including 3 orchards and 582 hedge trees. Although counting numbers of trees planted can be useful numbers don't always relate to need, want, feasibility or suitability. Planting ten very large standard trees can be more beneficial than planting a large number of small trees. The challenge for Manchester is that most large scale planting has already been undertaken. We have a maturing treescape where there is

opportunity for small scale tree planting in parks and open spaces and many opportunities in gardens, along streets and within woodlands particularly those that may be affected by Ash Dieback.

- 6.3 As part of both the Tree Action Plan and the Zero Carbon 2018 Action Plan we will look to identify funding to commission an assessment of tree planting opportunities. This will be used to underpin work at neighbourhood level, helping to identify local opportunities for planting and support funding bids.

Protecting Strongly

- 6.4 **Manchester's Principles of Tree Management** was brought to Neighbourhoods and Environment Scrutiny last January. Since then it has been circulated to all members and key officers. Manchester's Tree officers are using the document daily, and this approach has been picked up by housing providers and other tree officers across GM.

Involving creatively

- 6.5 The potential for trees to help in trapping air borne pollution has led to **the** collaborative project, Protecting Playgrounds, between Groundwork Manchester and the University of Lancaster. The purpose of the project, the first of its kind in the UK, has been to investigate the optimum vegetation structure for trapping airborne pollution before it reaches playgrounds and potentially harms the health of our children. Three Primary schools near to main roads have been identified and "tredges", treed hedges, have been installed at each one, along their boundary fencing. Each tregde has used a different species mix, density, height, and leaf shape in order to find the most effective, green infrastructure barrier for school boundaries. The approach is backed up by state of the art monitoring and evaluation in order to find the best tree species for hedges that can possibly help negate the effects of air pollution
- 6.6 **Woodland Futures** – A full case study is appended to this report.

7.0 Future Priorities

- 7.1 Work will continue on delivering the four objectives of our Green and Blue Infrastructure Strategy: Manchester's Great Outdoors, including the focused actions on trees. Projects will involve work undertaken by the council, by the council in collaboration with its many stakeholders and projects that are delivered directly and independently by those stakeholders. It is proposed that in addition to continuing and completing current actions, the key priorities for 2020 will be on the following:
- Strengthen links with the climate change agenda, ensuring that G&BI plays its full role in reducing carbon emissions, helping the city adapt to climate change, increasing biodiversity and local food production.
 - Development of River Valley Action Plans

- Continuation of My Wild City, integrating it into the park events programme and using it to encourage behaviour change to improve the biodiversity and climate resilience of gardens and building on the increased stakeholder involvement through My Wild City to develop the new Biodiversity strategy
- Tree opportunity mapping across the city, subject to identification of funding.
- Increasing the profile/activity around GI and health e.g. building on the “Planning GI for an ageing population” (GHiA) project results
- Undertaking focussed research around GI investment models for Northern Gateway using the £75,000 funding received through Climate Kick
- Completion of the new West Gorton Park, the Nature Based Solution demonstrator delivered through the GrowGreen project.
- Ongoing development of Bee Network programme to increase accessibility by walking and cycling
- Increased promotion of Green Trail network which increases accessibility to and between our parks.
- Using our increased understanding of Manchester’s G&BI to shape environmental policy within the Local Plan Review, including consultation with Manchester’s G&BI Group.
- Continued delivery of Park Strategy,

8.0 Recommendations

8.1 Recommendations appear at the front of the report