

**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 25 June 2020

Subject: COVID-19 - Update

Report of: Strategic Director (Neighbourhoods)

Summary

In light of the current national and international public health emergency situation, Manchester and Greater Manchester (GM) declared a major Incident on Friday 20 March 2020. This activated the multi agency response arrangements in line with the GM generic response plan and the pandemic flu plan. The Prime Minister's unprecedented announcement at 8.30 pm on Monday 23rd March set out the seriousness of the situation and the expectations of all residents, businesses and public services. Reports to Executive on the 6 May 2020 and on 3 June 2020 set out in detail the Councils response to this crisis. Over the last days and weeks, the lockdown guidance has eased and a number of further specific guidance notes have been received which are informing our actions and response.

This note is intended to provide Scrutiny with a brief summary of the current situation in the city in relation to COVID-19 and an update on the work progressing in Manchester in relation to areas within the remit of this committee. Further detail on specific issues will be available as required.

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 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	This unprecedented national and international crisis impacts on all areas of our city. The 'Our Manchester' approach has underpinned the planning and delivery of our response, working in partnership and identifying innovative ways to continue to deliver services and to establish new services as quickly as possible to support the most vulnerable in our city.
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

Contact Officers:

Name: Fiona Worrall
Position: Strategic Director (Neighbourhoods)
Telephone: 0161 234 3926
E-mail: f.worrall@manchester.gov.uk

Name: Angela Harrington
Position: Director of Inclusive Economy
Telephone: 07788 978 809
E-mail: a.harrington@manchester.gov.uk

Name: Shefali Kapoor
Position: Head of Neighbourhoods
Telephone: 07534 398 594
E-mail: s.kapoor@manchester.gov.uk

Name: Sam Stabler
Position: Community Safety Lead
Telephone: 07879 436 103
E-mail: s.stabler@manchester.gov.uk

Name: Neil MacInnes
Position: Head of Libraries, Galleries and Culture

Telephone: 0161 234 1392
E-mail: n.macinnnes@manchester.gov.uk

Name: Neil Fairlamb
Position: Head of Parks, Leisure, Events and Youth
Telephone: 07798 947 609
E-mail: n.fairlamb@manchester.gov.uk

Name: Michael Salmon
Position: Programme Lead - Our Manchester Funds
Telephone: 07984 158 643
E-mail: m.salmon@manchester.gov.uk

Name: Keiran Barnes
Position: Equality, Diversity and Inclusion Manager
Telephone: 07989 148 324
E-mail: keiran.barnes@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.

1. Purpose

- 1.1 In light of the current national and international public health emergency situation, Manchester and Greater Manchester (GM) declared a major Incident on Friday 20 March 2020. This activated the multi agency response arrangements in line with the GM generic response plan and the pandemic flu plan. The Prime Minister's unprecedented announcement at 8.30 pm on Monday 23rd March set out the seriousness of the situation and the expectations of all residents, businesses and public services. Over the last days and weeks, the lockdown guidance has eased and a number of further specific guidance notes have been received which are informing our actions and response.
- 1.2 This note is intended to provide scrutiny with a brief summary of the current situation in the city in relation to COVID-19 and an update on the work progressing in Manchester in relation to areas covered within the remit of this committee. Further detail on specific issues will be available as required.

2. Public Health

- 2.1 As of Sunday 14th June 2020, there were 1,671 confirmed cases of COVID-19 in Manchester, a rate of 305.1 per 100,000 population. There were 362 registered deaths involving COVID-19 up to 29th May 2020 amongst Manchester residents and of these 73, or 20.2%, had occurred in care homes. The infection rate and the number of deaths involving COVID-19 in Manchester is continuing to fall. This is evidenced by the fact that there is now 48.1% capacity in Manchester hospital mortuaries and the planned additional mortuary capacity has been stood down.
- 2.2 The national contact tracing service (NHS Test and Trace) was launched on 28th May and people who test positive for COVID-19 are now automatically referred into the service. Local Authorities (LAs) have started to receive daily data reports on the number of residents who have been contacted. A national £300 million ring fenced fund has also been made available to LAs to support the development of local COVID-19 Management plans. The confirmation of the Manchester allocation has now been received, however, further discussions are taking place with Greater Manchester (GM) colleagues to consider the resources needed at a GM and locality level.
- 2.3 Greater Manchester (GM) has been selected as one of 11 national Beacons (pilots) for Test and Trace and Tameside will be the host authority. This is in recognition of the work that has been undertaken to develop a GM model that is aligned to the national service.
- 2.4 The Director of Public Health (DPH) at the City Council will lead the development of the Manchester COVID-19 Management Plan with local partners. The plan will cover the management of outbreaks in all settings including care homes, schools and the workplace. In Manchester there will also be a focus on groups that may be at particular risk, such as the homeless

population. The Plan will be signed off by the Leader of the Council and Chief Executive on 30 June 2020.

- 2.5 The national service will undertake contact tracing by phone and work closely with local teams in Manchester and Greater Manchester (Public Health England) to respond to outbreaks in various settings and deal with more complex cases.
- 2.6 The success of the service will be dependent on an effective testing strategy and Manchester has made excellent progress on this to date . Manchester, along with Trafford implemented a local policy to test all hospital patients prior to discharge to care homes, well in advance of the national directive.
- 2.7 Manchester key workers also have very good access to the regional testing centres at the Etihad and Airport and the Army Mobile Testing Units (MTUs) . However, it will be important for data from these centres and MTUs to be made available to the GM and Manchester teams. This is so that appropriate trace and isolate actions can be taken and outbreak plans implemented.
- 2.8 Similarly the new national model for Care Home testing needs to give more control to LAs through the DPH and Director of Adult Social Services. This will ensure that as laboratory capacity becomes available, repeat “whole home testing” for care homes can be delivered effectively
- 2.9 The governance of the Manchester Plan will be through the Health and Wellbeing Board, chaired by the Leader of the Council and will be part of the portfolio of the Executive Member for Adult Health and Wellbeing.
- 2.10 The Public Health England report: COVID-19: review of disparities in risks and outcomes was published on 2 June 2020. The report confirmed that the impact of COVID-19 has replicated existing health inequalities and, in some cases, has increased them particularly in relation to Black Asian and Minority Ethnic communities as well as those with disabilities. The recommendations relating to the report are expected to be published in mid-June and will be considered by the Manchester ‘Addressing Inequalities’ workstream of the Manchester COVID-19 Response Group. This Group, chaired by the Director of Public Health, will collate local data and intelligence and ensure that local action is taken across all partner agencies.

3. MCC Financial Impacts

- 3.1 To date £33.756m of emergency grant funding has been received from the Government for Council related costs and income losses arising from COVID-19, of this £389k was applied to costs in 2019/20 leaving £33.367m for 2020/21.
- 3.2 From April 2020, every Local Authority has been required to submit monthly returns to MHCLG setting out the forecast financial implications of COVID-19. The second return for the Council was submitted on 15 May, and for 2020/21 includes an estimated £40.7m of additional costs of which £7.8m is expected

to be funded by the CCG or GMCA and £2m relates to the HRA, leaving £30.5m against the Council's mainstream budget.

- 3.3 Alongside this there is a forecast loss of income totalling £139.6m of which £3.5m will fall to other preceptors in relation to the loss of Business Rates and Council Tax, with the remaining £136m relating to the Council. The overall net impact on the Council is £166.5m (including £0.4m from 2019/20). The impact on the budget will fall in both 2020/21 and 2021/22 due to the way the Collection Fund operates for Business Rates and Council Tax whereby in year losses (or surpluses) are not applied until the following year, the Airport dividend is applied a year in arrears and Bus lane and parking lane enforcement income shortfall impact the level of reserves rather than the current year budget.
- 3.4 Taking into account the grant and the adjustment between financial years, together with expected continuing pressures which will arise it is currently forecast that there will be a budget gap of c£33m in 2020/21, rising to £157m in 2021/22. This report sets out the details behind these figures.
- 3.5 The additional costs/income shortfalls reported for 2020/21 against the grant to the Council of £33.756m are as shown in the table below. Whilst the total reported pressures are £180.3m this includes costs which are being funded by other sources including the ring-fenced HRA, CCG funded support for discharge/admission prevention via specific COVID-19 grant to CCGs and funding from the GMCA for some homelessness costs. In addition £3.484m of the income loss against business rates and council tax relates to precepts due to GMCA. The net effect on the Council's general fund is £166.931m.
- 3.6 This represents a **shortfall of £133.2m** for the Council against the General Fund (£135.2m including the HRA) after the MHCLG grant of £33.7m has been applied.

	MCC General Fund Only	HRA	Other (CCG/ GMCA)	MHCLG Return*
	£m	£m	£m	£m
2019/20 cost pressures	0.389			0.389
2020/21 forecast cost pressures*	30.499	1.965	7.847	40.311
Total forecast cost pressures	30.888	1.965	7.847	40.700
Forecast Income Shortfalls	136.043	0.040	3.484	139.567
Total	166.931	2.005	11.331	180.267

- 3.7 The table below shows the breakdown of the overall £40.3m additional costs (including those funded by others) reported for 2020/21, and the table is

followed by further details of the additional costs for services within the remit of this Committee.

Section B1			
Breakdown for MHCLG Return (inc CCG and GMCA funded):	April 2020 £'m	May 2020 £'m	Forecast Cost £m
1a - Adult Social Care - additional demand	0.561	0.652	9.624
1b - Adult Social Care - supporting the market	0.351	0.784	2.467
1c - Adult Social Care - workforce pressures	0.030	0.137	0.479
1d - Adult Social Care - other (including PPE)	0.289	0.356	4.722
Adult social care total	1.231	1.929	17.292
2a - Children's Social Care - workforce pressures	0.019	0.019	0.23
2b - Children's Social Care - residential care	0.240	0.440	1.494
2c - Children's Social Care - care leavers	0.017	0.017	0.208
2d - Children Social Care - other	0.504	0.704	3.504
Children's services - total	0.780	1.180	5.436
3a - Education - SEND			
3b - Education - Home to school transport	0.072	0.072	1.465
3c - Education - Other	0.044	0.029	0.145
Education - total	0.116	0.101	1.610
4 - Highways and Transport	0.193	0.175	0.573
5 - Public Health		0.191	0.596
6a - Housing - homelessness services			

6b- Housing - rough sleeping - accommodating and supporting those brought into alternative accommodation	1.09 9	1.09 9	6.78 6
6c - Housing - other excluding HRA			
Housing total excluding HRA	1.09 9	1.09 9	6.78 6
7a - Cultural & related - Sports, leisure and community facilities	0	0.65 4	0.87 2
7b - Cultural & related - other			
Cultural & related total	0	0.65 4	0.87 2
8a - Environmental and regulatory services (including excess death management)	0.02 8	0.28 1	0.51 9
8b - Environment & regulatory - waste management			0.61 8
8c - Environment & regulatory - other			
Environment & regulatory - total	0.02 8	0.28 1	1.13 7
9 - Planning and Development			
10 - Police, Fire and rescue			
11a - Finance & corporate - ICT, remote working	0.21 6	0.11 1	1.14 5
11b - Finance & corporate - Revenue & benefits expansion	0.00 5	0	0.04 2
11c - Finance & corporate - other	0.16 5	0.09 9	0.58
Finance & corporate - total	0.38 6	0.21 0	1.76 7
12a - Other - Shielding	0.00 0	0.15 7	1.02 8
12b - Other - PPE (non-Adult Social Care, HRA)			
12c - Other - costs associated with unachieved savings/delayed projects	0.08 3	0.08 3	1.25
12d - Other - excluding service areas above			
Other total (includes Shielding)	0.08 3	0.24 0	2.27 8

TOTAL SPENDING PRESSURE (General fund)	3.91 6	6.06 0	38.3 47
13a - Housing Revenue Account (HRA) - workforce pressures			
13b - HRA - supplies and materials including PPE			
13c - HRA other	0.29 1	0.29 1	1.96 5
<i>HRA total spending pressure</i>	0.29 1	0.29 1	1.96 5
Total General Fund (inc CCG/GMCA funded costs) + HRA	4.20 7	6.35 1	40.3 12

Additional Costs incurred in response to Covid-19

Cultural and Leisure Related (£0.872m)

- 3.8 Costs are included for additional financial support to the Leisure Services provider GLL to cover their loss of income that is used to fund the ongoing operating costs of the leisure facilities, including for Ghyll Head. It has been agreed to provide support of upto £0.654m to cover these costs for April - June. The projected £0.872m covers the cost of extending the support for a further month until the end of July only. Depending on the phasing of the relaxing of the lockdown and the timing of which activities are opened first the financial pressures on GLL could increase.

Reduced Income

- 3.9 In addition to the increased expenditure set out in the above paragraph, there has also been a significant reduction in the forecast level of external income that will be received in the current financial year across a range of services. Details of the lost income for services within the remit of this committee are set out in paras 3.10 - 3.13. below:-

Cultural and Related Services (£2.202m)

- 3.10 Due to the lockdown there are currently no customers permitted to galleries, libraries or leisure centres which has meant the usual sales income has not been generated. Although planning is underway to prepare for reopening of venues this will depend on whether the Government's recovery pathway can be achieved, but once they are able to open the enhanced requirements for social distancing will continue to affect the income levels.
- 3.11 £0.818m Libraries and Galleries - the loss of income is predominately from customer sales (£238k from galleries and £298k from libraries) and a reduction in the forecast contribution from the galleries trust (£282k) due to reduced cafe sales and venue hire. Although it is anticipated that the venues

could see a phased opening from July, the likely volume of venue hire bookings will continue to be reduced throughout the remainder of the year.

- 3.12 £0.641m Leisure - The leisure income is reduced because of the inability to provide school swimming lessons (£280k), and £214k reduced parking at the Aquatics Centre and £147k reduced rental income from the Etihad.
- 3.13 £0.744m Parks and Events - The main reduction in income to Parks is from the cancellation of the June Parklife festival (£375k). In addition to this there are a number of commercial income streams that include trading concessions, ice cream concessions, fun fairs, tree top trek and the income is unlikely to be achieved due to reduced trade. Originally pay and display parking was considered a high risk but given that the parks have been open and visitors paying, that risk has reduced. Income was down in April but the impact has lessened with the recent easing of the lockdown restrictions.
- 3.14 Whilst work is ongoing to identify options that can support the budget from 2021/22 onwards work has been undertaken to look at the 2020/21 budget's and an updated budget report will be presented to the Executive on 29th July. This will take into account the COVID-19 related spend and associated income losses and also include any identified in-year savings and efficiencies that can be offset against the identified pressures as the government funding to date is insufficient to meet the overall impact.
- 3.15 In total the additional net savings and further income identified for 2020/21 is £21.1m of which £8.9m are Directorate related savings, with the remainder including income from interest on commercial loans, additional grant funding and savings negotiated corporately, e.g. utilities, which will be offset against the associated cost reductions within services. The ones relevant to this committee are set out in the table below. The position, alongside the use of reserves, will be reviewed as the financial impact becomes clearer. It should be noted these do not require any reductions in service at this stage, but include sensible and practical measures such as identifying forecast savings from likely timescales for undertaking any external recruitment to vacant posts, and also any budgets whereby there are likely to be savings due to the current lockdown requirements. These have been developed following a line by line budget review with Heads of Service, and identified staff savings are net of the increased vacancy factor approved as part of the 2020/21 budget process.

2020/21 In Year Savings Identified

Description of Efficiency/Increased Income	2020/21 £000	2021/22 £000	FTE
Community Safety			
Staffing - assumed October recruitment to vacant posts	165		8
Running Costs	4		
Parks			
Staffing - assumed October recruitment to vacant posts	100		13
Savings from cancelled events not proceeding due to social distancing requirements	45		
Running costs	7		
Events			
Staffing - assumed October recruitment to vacant posts	21		1
Libraries			
Staffing - assumed October recruitment to vacant posts	199		19
Reduced in year book fund spend	100		
Savings through moving events programme on line.	20		
Galleries			
Staffing - assumed October recruitment to vacant posts	97		6.4
Running costs	11		
Grand Total	769		47.4

3.16 The staff savings are based on the estimated time required to recruit externally to posts in the current situation. It is assumed that most posts will not be filled with any external recruitment until at least October. The impact is being managed with prioritisation of essential requirements.

3.17 The measures required to address the longer term financial position, some

of which may need to be introduced in this financial year, are being developed for Executive Members to consider in the Autumn. This work will include the scrutiny process and involvement of elected members as well as other key stakeholders.

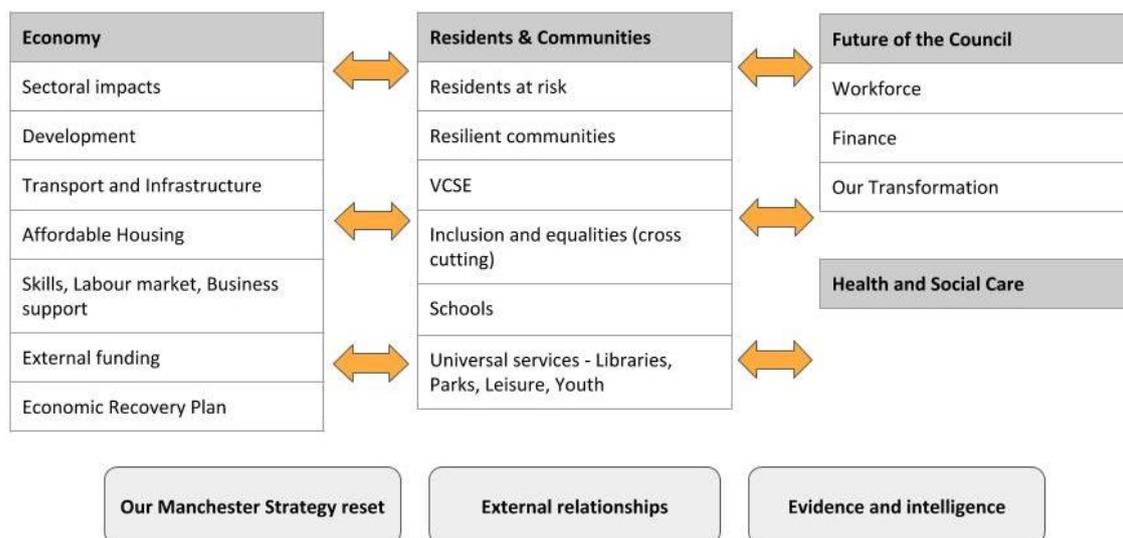
- 3.18 It has been reported that the government will deliver a 'mini budget' in July which is likely to include measures to boost the economy and may include further support for local government. The Council will continue to work with Core Cities and GM Authorities to make representations to the Government to seek solutions to address the funding shortfall.

4. Response and planning ahead for the recovery

- 4.1 The Covid-19 crisis has had a very significant impact across the City of Manchester. The initial focus was on the immediate coordinated response to support the city during the lockdown period. Although the response work will continue for some time, preparations are now underway to manage the phased opening up of the city, and to plan ahead for the longer term challenges that will begin to become clearer as we emerge from the lockdown period.
- 4.2 This forward planning work will help to plan for the city's recovery including its economy, residents and communities, as well as the impact on the Council including its services and finances. This work will be undertaken with key stakeholders in the city in order to develop the best possible joint plans.
- 4.3 Four workstreams are being progressed in order for the City and the Council to prepare effectively for the recovery. These are highly interdependent with each other, as illustrated in the diagram below. Each workstream involves a significant portfolio of work, and each is in the process of identifying short, medium and longer term priority actions. The workstreams are:
- Economy
 - Residents and Communities
 - Impact on the Council / Future Council
 - Health and Social Care

Underpinned by:

- Evidence base and impact for each of the above workstreams
- External relationships with a range of key partners
- Reset of the Our Manchester Strategy



5. Our Manchester Strategy reset

- 5.1 There is a need to review and reset the Our Manchester Strategy 2016-2025 for the City, to respond to the post-COVID-19 challenges the city now faces. The forward planning work will start this reset with a consultation that is firmly rooted in the Our Manchester approach, addressing the significant challenges but also some of the opportunities over the next five. This work will be led by the Our Manchester Forum and will conclude in February 2021.
- 5.2 The global, national and local context in 2020 is very different to 2015-2016 when the strategy was developed. As well as the highly uncertain impacts of the COVID-19 pandemic, the need to tackle climate change has become even more urgent and is one of the defining challenges for the city's economy, transport, energy, buildings, and green and blue infrastructure. Inclusion and equalities is also expected to be a key theme in the strategy reset, heightened by the disproportionate impact that COVID-19 has had on different groups across the city.

6. Support to Residents who are at Risk during COVID 19

- 6.1 A key strand of our work in both the response and recovery phases has been to ensure as far as possible we have been able to meet the needs of Manchester residents who are at risk and further disadvantaged by Covid-19. At the heart of this was to ensure that the offer is appropriate, joined up and sustainable, using Government and MCC data and intelligence to inform our approach and interventions. The key elements of this support has been through the establishment of the Manchester hub and the response service which has ensured that 13,448 medically & financially vulnerable residents have been supported to receive food or medicines during this period.
- 6.2 A neighbourhood led approach has been a key part in the city's response, recognising the strength in the response being led by a group of professionals who not only know the area but have built up strong relationships enabling

them to connect residents to local assets. Working in this way has enabled a joined up approach, reduced duplication and supported the development of local solutions to local problems.

- 6.3 Using the intelligence available and experience of delivering the services outlined below, this work stream has also started to focus on the recovery and what the response will need to be for those residents in the City who present risk factors - health, economic or social. Work is underway to map the numbers of residents who are vulnerable & experience overlapping risk factors and to model what the longer term requirements in this area might be.

Residents that are Shielding

- 6.4 Those that are categorised as clinically extremely vulnerable or 'shielded' are included within the Manchester categorisation of residents at risk. Initially there were 12,425 Manchester residents on the NHS shielded list but the list was updated in May, as a result of clinical input and there are now 21,508 residents on the list. A national offer has been in place to provide food and medicines to shielded residents, where needs haven't been able to be met from the national provision e.g. culturally appropriate food, Local Authority support has been provided.
- 6.5 GPs in Manchester have taken the lead in contacting shielded Manchester residents, including directing residents to the Community Response Hub if they need further support. Adult social care has followed up with safe and well calls to those who are known to social care and are shielding. GM Fire and Rescue Service have supported home visits to those people who have not been able to be contacted by the Government (this is due to phone numbers that have been provided being unobtainable). They have made visits to 175 households to ensure those residents are safe and well. In addition, a small team is calling those residents who have not registered for support on the national website but where the correct phone details are available but contact has not been successful by the National Shielding Team (eg no answer, phone has been hung up). To date, 1200 residents have been contacted in this way.
- 6.6 Recovery planning for the shielded group will include:
- Providing a sustainable support offer for residents on the shielded group recognising the significant impacts shielding will have had on many people
 - Working with supermarkets and volunteers through MCRVIP to step down and mainstream the approach to contact and distribution of food and medicine
 - Effective use of data and intelligence to identify those at high risk but outside the shielded group, work jointly with partners
 - Understand how demand is changing on different services across the city as we enter the recovery phase

Manchester Community Response

6.7 The Manchester Community Response service is a telephone helpline supporting vulnerable residents with COVID 19 related issues. The helpline has been resourced by colleagues who were not able to carry out their own roles due to lockdown and who volunteered to operate the helpline. This has been supported by the contact centre. Requests are passed through to the neighbourhood teams who make the appropriate referrals to support services and other partner organisations. Since the helpline opened on 30th March (and up until 13th June), it has received over 16,000 calls. The table below illustrates the call volumes over the 11 week period, from Monday 30th March to Saturday 13th June.

<i>Date</i>	FOOD	FUEL	HOMELESS	LONEL	MEDICATION	OTHER	Total
Week 11	126	10	5	2	42	361	546
Week 10	166	11		6	32	444	659
Week 9	188	15	3	1	44	528	779
Week 8	290	10	4	9	56	524	893
Week 7	345	13	4	10	65	506	943
Week 6	384	24		5	49	428	890
Week 5	625	16	7	11	72	513	1244
Week 4	707	25	16	11	75	118	952
Week 3	616	14	17	7	92	19	765
Week 2	712	12	24	10	93	25	876
Week 1	974	48	20	26	98	64	1230

6.8 The table illustrates that a significant proportion of people calling the helpline, did so for a different reason than the main advertised offers of support. The freephone number provides an easy and fairly accessible entry point for residents for issues in relation to wider welfare support. Examples of these other reasons include council tax, caller from another authority, waste collection. These calls have all been signposted appropriately and no follow up action is needed by the Community Response Team.

6.9 The table shows that numbers calling the helpline have been decreasing each week, however the main reason for residents calling in relation to CV-19 has consistently been to access food support. The support for food has been led by the food response team. For medicine requests, robust systems have been put in place with the MHCC Medicine Optimisation Team to ensure patients are able to access the medicines they need in an expedient manner and if someone calls in to seek support for loneliness they are connected into local VCSE support. E.g Good Neighbour groups.

6.10 Aside from calls to ask for support, the helpline has also received calls from residents to thank the Council for all of their support and the work of individual officers who have spent time listening and talking to them and providing them with the support that they require.

Food Response

6.11 The request for food response not only comes through the Community Hub but other trusted partners and referral agencies too. From Mon 30 March up to and including 1 June, the food response team received requests to support over 13,448 residents with food provision. Of these, 79 % requested support for a prolonged period of time. Currently, 4929 residents are in receipt of ongoing support and currently receive food delivered to their doorsteps every three days. Of the total requests, 13% are requesting pre-prepared meals, 81% groceries and the rest (6%) are happy to receive either meals or groceries.

6.12 The Council is working with a partnership of over 40 food providers, which is continuing to expand, to ensure that we work with and build on the local provision that was in place prior to the Covid-19 pandemic. Due to the nature of demand and constraints of lockdown, the model had to move quickly from collection at food banks and community organisations to very largely doorstep delivery. As demand has grown exponentially and in order to enable an emergency food provision, a food operation was set up at New Smithfield depot from Easter weekend. On the team's busiest day the partnership delivered food to 3271 residents in the city. In total, 65,719 deliveries have been made. Early analysis indicates that there is a strong correlation between food delivery locations and levels of deprivation, free school meal entitlement and residents aged over 70.

6.13 Generous cash donations from businesses through the Lord Mayor's Charity We Love Mcr and the City Council's Local Welfare Scheme have contributed to the funding the food provision alongside donations of food, volunteers and vans. However, these funds have now been spent and there is a requirement to purchase food to ensure that our most vulnerable residents continue to receive this support over coming months.

6.14 Work is underway to carry out a series of personalised calls with all residents who have accessed food support to help them consider other available options. These include a range of community support, including volunteers to help support with shopping and accessing priority supermarket slots (400,000 nationally) for non shielded vulnerable people who need food delivered and can afford to pay for it. Whilst this approach leads to a longer term solution for some residents, it is very resource intensive and intelligence is emerging to illustrate that there will still be groups of residents for whom other solutions do not meet their needs.

6.15 A working group has been established to consider the current and anticipated need across the city, and to recommend a package of provision that could provide the appropriate solutions (deadline end of June 2020). It is envisaged

that a transition from the emergency Food Response to a longer term approach will slowly start to take place from July onwards. This will be informed by the recommendations of the working group. However, this will need to be agile to respond to the changing needs of residents over future months which will be influenced by both health and economic issues.

Free School meals and Local Welfare Provision.

- 6.16 Manchester City Council introduced a number of initiatives to support residents at risk during the Covid crisis.
- 6.17 The Manchester Temporary COVID Free School Meal Scheme paid £10 per week for each child in the family who was eligible for free school meals. The scheme operated from 23rd March to 17th April 2020 although applications were considered until the end of May to allow for late requests. In total, the City Council received over 6809 applications and approved 4,330 number of grants, paying out £233,910 in total. All schools in Manchester transferred to the Government's voucher scheme from Monday 20th April. The national scheme has run across the Easter and May half term holiday and will now run through the summer holiday following the Prime Minister's announcement on 16th June.
- 6.18 A scheme for carers commenced on 12 May. The Emergency Fund for Unpaid Carers offers support to those looking after their loved ones with illnesses or disabilities in Manchester. Grants are available for transport costs (including taxis) or fuel, furniture, emergency food deliveries etc. To date 174 applications have been received, with 92 requests approved to the value of £6,527 based on the needs of the applicant (beds, bedding, cash, utilities, white goods). There is also a Covid-19 support fund which received 425 applications and approved 216 requests to the value of £10,920.
- 6.19 The Council has also been closely monitoring the numbers claiming housing benefit and Council Tax Support during this period. Following a period of high demand, the number of new claims is falling to pre-Covid-19 levels. However, as unemployment levels rise, we anticipate further increases in demand over the coming months.

Domestic Violence & Abuse

- 6.20 As a city we are acutely aware that the measures put in place to control the spread of Covid-19 mean that many people will be spending more time at home with an abusive partner, and that their usual sources of support may no longer be available. Therefore all domestic abuse services are still open for information, advice and support; providing telephone, email & online chat services in the absence of face to face provision. The City Council DV team is in regular contact with all of our providers and receives weekly updates on the volume and nature of enquiries to their services.

- 6.21 In terms of demand for services during this period, GMP analysis shows that domestic abuse offenses have seen a relatively level trend compared with other offences. The gender relationship profile (70% female victim & male perpetrator) is the same as pre-lockdown. However, there has been a small change in the age relationship profile, with a higher proportion being committed by younger adults over the age of 18 who are between 21 and 30 years younger than their victim.
- 6.22 Manchester Women's Aid has not seen a significant increase in referrals for its community based outreach services and compared with last year they have reduced from most sources apart from Early Help and GMP. However, after an initial dip calls to the Helpline are increasing. Call volumes are now relatively higher than pre-Covid 19 rates and they are starting to pick up on potential unmet need. In general, callers are requesting advice & information, help to leave abusive relationships and emotional support. Important to note that 54% of callers reported that Covid-19 lockdown has made an abusive situation worse and 59% were for refuge space.
- 6.23 The number of complex cases of domestic abuses saw a significant increase over the past year, with over 1,800 cases heard at the three Manchester MARACs during 2019/20, which is an increase of 400 cases from the previous year. This pattern has continued during the Covid-19 crisis. The IDVA service provides telephone support to high risk victims referred to the MARAC process and in partnership with Manchester Women's Aid ensure that all victims are contacted within 48 hours to receive advice and appropriate safety planning. If the number continues to rise, there is a risk that the IDVA service will be unable to meet demand, increasing the risk for victims and adversely impacting the staff team.
- 6.24 During the lockdown period, MCC and our partners have initiated an awareness raising targeted campaign in supermarkets, local shops and businesses that have remained open in the hot-spot areas. This has been supplemented by a regular programme of messaging through the City Council's and Community Safety Partnerships social media channels at neighbourhood and city-wide levels. The team has also negotiated with the pharmaceutical network to cascade information about local domestic abuse services to all community pharmacies in the City. MCC's website domestic abuse pages have been updated to include specific information relating to Covid-19, as have those of the Manchester Safeguarding Partnership.
- 6.25 The Government has made a number of announcements since lockdown about funding for domestic abuse support and services, which has been shared proactively with partners. In addition the We Love Mcr Charity has provided funding to a number of local domestic abuse services in response to Covid-19.
- 6.26 The Domestic Abuse Partnership is now embarking on recovery work, in anticipation of the impact of coming out of lockdown and an anticipated rise in requests for support and services. The City Council team is working closely

with partners to develop appropriate responses and will be learning from and adapting the new ways of working adopted during the Covid crisis.

Digital Exclusion

6.27 What has become apparent through all of the above responses, is that many of our residents who are vulnerable or at risk, are also digitally excluded. Lack of access to technology or the skills to use it have further disadvantaged these residents through the covid-19 crisis, ranging from not being able to access the protected supermarket slots for online shopping through to feeling isolated because of not being able to keep in touch with family and friends. The digital inclusion project run by the Work & Skills & Libraries teams has worked with the contact centre and provided tablets and wrap around support to provide the basic skills to use if for some residents. There is the potential to do more but a lack of funding for technology and data for adults. Government schemes have been targeted at young people in schools and colleges.

6.28 Throughout this period the Council have set out a clear offer of support to those in high risk groups. As we move forward into recovery there are a number of steps that will now be taken to enable a planned approach to support over the coming months. This includes :-

- Undertake a comprehensive analysis on shielded and other high risk groups at citywide and at neighbourhood level to inform response and recovery and better understand how demand for services is changing;
- Monitor the impact of contact tracing & the status of the shielded group on volumes of calls & requests for services coming through the community helpline, as well as patterns of usage;
- Continue to contact residents who receive food response on an ongoing basis offering step down options including the protected supermarket slots and using Manchester VIP volunteers to shop locally;
- Work with the food response partners to secure funding & resources to maintain food response at the level needed over the next few months, as furlough comes to an end, as well as a plan for recovery;
- Domestic Violence & Abuse Partnership continue to plan for recovery, with a view to moving to new forms of delivery, as business as usual from October;
- Further develop proposals for access to technology and skills for residents at risk who are using services & support because of lack of access to technology.

Update on other areas within the remit of this committee

7. VCSE sector

7.1 The Council continues to work closely with MHCC, Macc, Manchester Housing Providers (Partnership), Young Manchester and other key partners to provide a coordinated and practical support offer to the Voluntary, Community and Social Enterprise (VCSE) sector. The work is focused on:

- Providing information, advice, guidance and support (through our VCSE Infrastructure Service and existing funding arrangements).

- Capturing and connecting the response of the VCSE sector to Covid 19
- Reviewing the impact on the VCSE sector in order to develop short, medium and longer term plans
- Funding and wider support needs, including the development of a Manchester VCSE Funding Strategy and partnership group.
- Ongoing communication and engagement with the VCSE sector

7.2 The Council is using its existing relationships via the Our Manchester Voluntary and Community Sector (OMVCS), Culture and extended arrangements with Young Manchester to provide reassurance and flexibility within its existing funding and monitoring requirements. This is further supported by work with the VCSE sector in areas such as Homelessness, Carers and Neighbourhoods and directly with Macc (VCSE Infrastructure Service) which provides ongoing communication and engagement around the Covid 19 response and recovery planning.

7.3 Work with the We Love Manchester charity has also seen over £0.75m invested to date into the VCSE sector to provide emergency covid response activity. With a further £250k invested into the VCSE sector in Manchester via Forever Manchester for similar Emergency response activity.

7.4 Whilst the VCSE sector continues to make a significant contribution to the city, adapting and in some places developing new activity and services to reach local residents and communities; the communication and engagement with the sector is telling us that this is not without its challenges, particularly the pressures around medium to longer term funding.

7.5 A VCSE Funding Strategy Group has been established to develop a strategy to address these issues and to mitigate the risks as much as possible. It met for the first time on the 2 June 2020 and was chaired by the Exec lead member for the VCSE sector. Membership currently includes:

- MCC
- MHCC
- The National Lottery (Community Fund)
- One Manchester (on behalf of Manchester Housing Providers)
- Greater Manchester Mental Health Trust
- Forever Manchester
- We Love Manchester

7.6 The group and work in this area will be progressed over the coming months, aligned to the Wider Residents and Communities workstreams and Covid 19 reporting structures. The group role will be focused on:

- Alignment: To enable collaboration between existing and new funders and to ensure that all elements of the strategy are funded.
- Additional funding: To identify sources of and raise additional funding and to act as a conduit for additional funding
- VCSE needs assessment: To carry out/bring together needs assessment to inform each element of the strategy.
- VCSE Communications: to consult with and inform the VCS sector about the work of the partnership

- Legacy: To create an ongoing mechanism for funders to develop a joint strategic approach to funding Manchester's VCSE sector beyond the aftermath of the Covid-19 crisis.

8. Community Safety

- 8.1 This section looks at the impact of the Covid-19 pandemic on some key Community Safety Partnership priority areas including anti-social behaviour (ASB) and Domestic Violence and Abuse.
- 8.2 Included are details of just some of the partnership activity that has been taking place to respond to emerging issues and concerns. It is recognised that partners that make up the Community Safety Partnership (CSP) have undertaken significantly more activity in response to the challenges presented by the pandemic, but this report seeks to highlight some specific areas of challenge to the partnership.
- 8.3 The Community Safety ASB and Prevent Team have continued to provide a business as usual service as most of their work is able to be done from home and ensuring the statutory functions are being delivered. The team is also supporting the GMP Key Task Management Hub which includes regular communications and resourcing key tasks.
- 8.4 From the outset of the lockdown, a considerable challenge has been the response to the street based population. The Council has accommodated over 250 people who were sleeping rough or at immediate risk of doing so. This has been done through the identification of a number of hotels or other units which can support self-contained accommodation, either directly by MCC or in partnership with GMCA. GMCA have established a direct contracting relationship with a number of hotels across Greater Manchester, although we have sourced a range of units independently. Allocations are managed in partnership and we are working with voluntary sector partners to maintain a qualified and consistent level of support staffing and a food offer to enable self-isolation and social distancing.
- 8.5 Learning from the work of the Street Engagement Hub has been crucial to delivering this work, through engaging with those on the street, accessing drug treatment services, linking to the referral process for accommodation, transporting people to hotels and accommodation and also supporting people within that accommodation to avoid them returning to the city centre or other areas. This work has required a flexible and robust response from the partnership of GMP, Anti-social Behaviour Team, Licensing Out of Hours, In-reach Out-reach Team and Change, Grow, Live (CGL). While some placements have not proved successful, there have been some more positive outcomes for individuals who have accessed drug treatment and reduced begging and anti-social behaviour. Work is underway to further develop a mobile Street Engagement Hub that will continue the work across the city and support the approach into the exit plan that is being developed with partners.

- 8.6 The Anti-social Behaviour Action Team team have seen consistent levels of reported ASB with a spike in cases over the Easter weekend, and around the early May Bank Holiday a significant proportion of these reports relate to social distancing and contravention of Covid legislation. Officers have been working with our Licensing Out of Hours Service, Greater Manchester Police (GMP) and registered providers to respond appropriately to these reports
- 8.7 GMP have reported that their response to resolving problems is to communicate clearly and encourage people to behave responsibly. Guidance is for officers to follow 'the 4 Es': Engage. Explain. Encourage. Enforce. First try to engage with someone, explain how they are breaking the rules, and encourage them to change their behaviour to reduce the risk to public safety and health. If people still do not follow the rules then appropriate enforcement may be considered.
- 8.8 Partnership work has also been developed in response to the new legislation around business compliance and gatherings both on street and in properties. The CSP analysts have provided regular information and analysis that has helped to clarify areas of high demand and threat. Officers from MCC and GMP have liaised to identify appropriate responses, be it single agency activity, partnership patrols or enforcement to address crime or anti-social behaviour. The link to the GMP Bridge (GMPs Covid coordinating hub) has helped to coordinate and target activity across the whole of the City of Manchester.
- 8.9 Concerns have been expressed nationally about an increase in domestic violence during the Covid-19 lockdown.
- 8.10 As a city we are acutely aware that current measures in place to control the spread of Covid-19 mean that many people will be spending more time at home with an abusive partner, and that their usual sources of support may no longer be available. Measures necessary to control the spread of the virus, such as social distancing, isolation and working from home, can reinforce the power that an abuser may have over their victim.
- 8.11 We know that someone experiencing domestic abuse may not be able to safely access information about support that is available to them. Our domestic abuse services are still open for information, advice and support. While face to face contact is not available, our providers are operating telephone, email and online chat services and are adapting to new ways of working.
- 8.12 We are in day-to-day contact with all of our providers and receive regular weekly updates on the volume and nature of enquiries into their services, so that we can monitor any emerging and developing trends, and any issues of capacity that may result. We also receive weekly incident and demand scanning reports from our analysts that help us to maintain an informed and dynamic view of where we may need to target awareness raising and resource provision.

Communication

- 8.13 In response to some reductions in reporting seen during the first few weeks of lockdown, and localised trends becoming apparent from our incident data

analysis, we have been working with neighbourhood based colleagues on a campaign of awareness raising. This targeted campaign is aimed at supermarkets, local shops and other businesses that are still open in our hot-spot areas. We are able to widen these targeted campaigns into other areas of the city as and when our data tells us there is a need to do so.

- 8.14 These targeted local initiatives are being supplemented by a regular programme of messaging through the City Council and Community Safety Partnership's social media channels, at city-wide and neighbourhood levels. Along with this we are amplifying messages from local, regional and national providers and from the Government on our output on the MCC Facebook and Twitter feeds, and on the Community Safety Partnership's Twitter, which is @SaferManchester.
- 8.15 We have negotiated with the pharmaceutical network to cascade information about local domestic abuse services to all community pharmacies across the city and have delivered posters for them to display. This is in addition to the national #UKSAYSNOMORE campaign developed by the Hestia charity and involving Boots and Superdrug. We are now also in conversation with the emergency dentist service so we can provide them with similar information for them to promote at locations where they are offering their service.
- 8.16 Information relating to domestic abuse has been provided to each of the Community Hubs and a comprehensive weekly domestic abuse update is being circulated to all partner agencies. This includes a summary of all the local and national range of awareness raising and support information available from agencies such as Respect, SafeLives and the LGBT Foundation, along with updates on announcements and funding releases from the Government.
- 8.17 At a Greater Manchester level, GMP has been putting messaging out via their social media channels, including promotion of the Greater Manchester Community Hubs, amplification of national Home Office output and promotion of the Silent Solution facility when ringing emergency services for help. The Combined Authority's output is also now live, promoting the Greater Manchester Victim Services hub as a contact option for victims of any sort of crime or abuse. This includes a radio campaign that has been running for the past two weeks on Hits Radio.
- 8.18 Manchester City Council's website domestic abuse pages have been updated to include specific information relating to Covid-19 and domestic abuse, as have those of the Manchester Safeguarding Partnership. We have also adapted previous training materials used in our Cut it Out initiative with hair and beauty salons to produce a power point aimed at briefing and informing universal front line services who may have cause to speak to or visit victims of domestic abuse in the course of their duties.

Financial Support

- 8.19 The Government has made a range of announcements since lockdown of funding for domestic abuse support and services and we have shared that information proactively with our local service providers and will work with them to support any applications. The We Love Mcr charity has also provided funding to a number of local domestic abuse services in response to the additional pressures of Covid-19 and, as mentioned earlier, we are in weekly contact with those providers to identify any further issues that may arise.
- 8.20 Accommodation- In the city we have six refuges and we have ensured that women in those refuges have been given additional priority to enable move on, identifying with housing providers that this group of women will be considered for priority lettings at a time when general lettings are not taking place. This will help with freeing up much needed refuge space for other women. Since the onset of Covid-19 Manchester Women's Aid have increased their refuge space by 1 to make a total of 31 units. Any vacancies are allocated on the basis of risk and need.
- 8.21 Outreach Support Manchester Women's Aid (MWA) had not seen a significant increase in referrals for community based outreach services, however, more recently MWA have reported that referrals are now starting to rise across all services. Compared to the same period last year it would appear that referrals have reduced from all sources, although, there has been an increase in referrals from Early Help and GMP. This is in part due to the new contracts focussing on Early Help and Prevention which has seen MWA dialling in to the daily risk meetings and allocations process.
- 8.22 MWA are reporting an increase in complexity of cases which is having an impact on case length in service and they attribute this to difficulties involving signposting and accessing complimentary services.
- 8.23 All domestic abuse providers are anticipating an increase in referrals when lockdown measures are lifted. This has been identified as a risk across all services.
- 8.24 Domestic Abuse Helpline The Helpline continues to have 2 lines covered for 100% of the week, including calls for the community language service, and a full time LGBT Independent Domestic Violence Advisor (IDVA) in place. After an initial dip, calls to the Helpline are increasing. Call volumes are now relatively higher in comparison to pre-Covid-19 rates and they are starting to pick up on potential unmet need. The Helpline is now exploring bringing in some additional paid staff-cover both to provide some additional capacity and, from a wellbeing point of view, to allow staff some time away from the Helpline and take leave.
- 8.25 The Helpline has conducted a 20 minute interview with Asian Sound Radio which was broadcast on Monday 4th May to promote the Helpline and LGBT+ IDVA service and to give general domestic abuse advice. The Helpline number was then promoted throughout the rest of the day. Daily social media posts,

using a range of messages and styles, continues to get good response/traction and the End the Fear website had 467 visits from users looking for support around domestic abuse.

- 8.26 In general victims are phoning for advice and information, help to leave the abusive relationship, and emotional support. Agencies are predominantly phoning for refuge space 54% of callers reported that Covid-19 lockdown has made the abusive situation worse. 59% of calls were for refuge space.
- 8.27 The LGBT IDVA accepts referrals for medium and high risk victims. There has this week been a noticeable change with the balance of cases shifting to 70% at high risk (usually there's more of a balance between high and medium risk). The service is identifying more lesbian bi-abusive relationships where individuals do not want to leave the relationship.
- 8.28 The IDVA service continues to provide telephone support to high risk victims referred into the Multi Agency Risk Assessment Conference (MARAC) process. Referrals to MARAC remain high in volume and Manchester Women's Aid are working in partnership with IDVA to ensure all victims are contacted within 48 hours and receive advice and appropriate safety planning.
- 8.29 In 2019/20 over 1,800 cases were heard at the three Manchester MARAC's, an increase of 400 from the previous year. April 2019 saw 105 cases heard across the city with April 2020 hearing 163 cases.
- 8.30 The Emergency Delivery Model implemented at the start of lockdown has had some teething problems with some agencies not following the agreed process and either not providing information or not doing so within the agreed timeframe. This has caused additional pressures on both the case management team (GMP) and the IDVA service. This has been raised at the recent Domestic Abuse Strategy group
- 8.31 There is a concern that if the volume of referrals continue to rise the IDVA service will not be able to meet the already increasing demand and this is a significant risk factor for both victims and the effect this may have on the staff team and their wellbeing. MCC Adult Social Care has prioritised resources for increasing staffing levels within the IDVA service to meet the current and any increase in demand post lockdown.
- 8.32 Probation services have also supported partnership work in response to proposed prison releases and work to address risk around domestic violence and abuse. This has been delivered through identification of high risk offenders, liaison with partners and developing communication and support.
- 8.33 Operation Encompass - A new notification process for schools to provide to support to children was implemented earlier this year. The centralised approach to processing notifications is working considerably better and generating a total of over 500 notifications in the first eight weeks, more than was generated in the first 12 months of the previous way of working.

- 8.34 There has been a gradual increase in the number of incidents generating notifications since lockdown, with the weekly average settling at around 90-100 a week compared with 50-60 beforehand.
- 8.35 Teachers and Designated School Leads (DSLs) are now able to access a national Operation Encompass helpline that is open every weekday morning, for advice and support about issues during lockdown. This initiative has been supported by DfE funding and it is hoped that if it proves its value it will be able to continue on to at least the end of the calendar year. More locally, teachers and DSLs continue to get information, advice and support through the Safeguarding in Education Team and their regular network meetings and newsletters.

Recovery

- 8.36 The partnership is now embarking on recovery work in anticipation of the future impact of coming out of lockdown and how this may result in an upsurge of requests for support and the service response.
- 8.37 We will be working with our partners closely to develop any approach and will be learning from and adapting new ways of working as appropriate and this work will be shared in further communications.
- 8.38 Representatives from Community Safety are actively involved in the work of the Residents at Risk Planning for Recovery work group.

9. Parks, Leisure and Events

- 9.1 Since March the Parks, Leisure and Events Team has been engaged in a wide range of activities including: demobilising and remobilising services; halting and reviewing capital projects; managing non compliance in parks; generating fund raising activities; distributing grants to voluntary sector organisations; assisting with financial hardship; supporting the sector with advice and guidance; holiday hunger initiatives; youth nuisance; keeping residents active with access to online resources; and, assisting health colleagues with work in the community. Many of the contractual arrangements which underpin the operation of services (from major contacts in leisure to cafe operations in parks) have ceased operation. As many of restrictions begin to lift, the service will be focused on supporting many of the contractors to recover from the loss of trading and to remobilise services in line with current guidance.

Parks

- 9.2 The Parks team have been engaged in a wide range of activities as well as managing non compliance in parks and ensuring our parks remain open as safe places to support residents in taking their daily exercise. Whilst there have been examples of non-compliance with social distancing, in the main these were isolated examples during the lockdown phase from March through to mid May.

- 9.3 Following the Prime Minister's decision to ease lockdown measures on 10 May, the Parks Team have worked with colleagues in Legal, MCRactive and across the sector to interpret the guidance issued and develop a phased approach to remobilising facilities incrementally whilst continuing to protect the health and safety of staff and visitors.
- 9.4 The guidance from the Government in relation to Parks has continually evolved and the environment in which Parks operate is open to many influencing factors like the weather and visitor behaviour. There has been a marked increase in the use of parks, whilst this has been welcome it has been challenging for the workforce to respond to every issue, across every park. In this context, the status of facilities has been under constant review with the ability to flex the approach when required, reopening has been and continues to be assessed against the following criteria:
- Is Government guidance and sector / governing body guidance in support of remobilisation and can the facility or service remobilise safely?
 - How will remobilisation of the facility and service impact the wider Park, can social distancing continue to be maintained, will there be a greater demand on other services such as litter clearance and cleansing?
 - Are resources available to manage the impact of remobilisation.

The following facilities began to reopen from Wednesday 13 May 2020:

- Tennis courts, multi use games areas, BMX and skate parks.
 - Angling / fishing.
 - The golf course and Hidden Gem Garden Centre at Heaton Park.
- 9.5 Some facilities in Parks remain closed at this stage, with athletics tracks, ice cream and catering being considered in the next phase of remobilisation in July. The Team are also exploring opportunities for volunteers to work in isolation and for groups of 6 with social distancing measures in place, initial feedback from volunteers is that this is being well received.

Leisure

- 9.6 The MCRactive team have played a key role in supporting the Council's emergency response to the pandemic to ensure services continue where appropriate, albeit in a different way. The key focus throughout quarter one has been:
- Ensuring residents remain active – mainly through the provision of digital content, using online internal and external resources and campaigns. Pushing over treble content across digital platforms leading to a 37% increase in followers 412% increase in engagements. Welfare and update calls have been made to participants from targeted initiatives and activities.
 - Demobilising leisure centres, services and activities followed by the need to carry out a detailed review of the facility contracts and negotiate the financial consequences.
 - Reviewing the capital programme including both the capital and revenue impact.

- Monitoring and supporting the sports events programme. Many events have been cancelled but the majority have been postponed whilst event owners look for new dates or options for staging 'behind closed doors'.
- Manchester is home to a number of elite sports teams that are supported through central government. MCRactive have been working with our venue operators and sport governing body representatives to enable them to safely return to training.
- Supporting and assisting sport, physical activity, community and SME's with financial hardship leading to successful grant awards of over £395k.
- Supporting key stakeholders through redeployment of two-thirds of the MCRactive workforce to the city-wide community response ensuring neighbourhoods are working together to keep residents safe.

9.7 In addition to the above, Manchester City Football Club have been an exemplary partner who have provided free use of the Etihad Stadium to the NHS with security and catering. The Stadium has been used for a range of NHS training including inductions and the issuing of accreditation for staff working at the Nightingale Hospital. The NHS has negotiated an arrangement with Morrisons for NHS staff to be able to purchase shopping baskets of groceries and basic household goods which are being distributed from the Etihad Campus. A Rest and Relaxation Centre for NHS and Adult Social Care staff has been developed at the Manchester Regional Arena and National Squash Centre. The Centre has grown steadily busier and receives excellent feedback from users. The Etihad Campus Carparks hosts the largest DHSC Covid-19 Testing Centre in the UK delivering up to 1,600 tests per day.

9.8 The sharing of knowledge, information and collaborative working has been demonstrated at a local, regional, national, and international level as the sport and physical activity sector responds to the crisis. The learning for this has been used to shape the Recovery Plan, which includes: preparing teams for reopening both in part and eventually in full - understanding the financial considerations associated with this and measures that will be needed to prevent the further spread of COVID-19; working with event companies to reschedule events where possible and to modify events to respond to both the challenge of maintaining public engagement in accordance with PHE guidance and delivering within a revised financial budget; working with the voluntary sector and suppliers to ensure they are prepared for mobilisation; and, working with service delivery providers to ensure they have appropriate measures in place and are able to resource services appropriately.

9.9 Following the easing of restrictions that enabled some outdoor sports facilities to reopen last month, along with the return to training for some of Manchester's national sports teams such as British Cycling and GB Taekwondo, detailed preparations are now being made in anticipation of the government's announcement for the reopening of leisure centres in July to the general public. Options for this are currently being considered with the expectation that venues and services will be mobilised on a phased approach, ensuring there is sufficiency of provision with consideration of the following factors:

- (a) a good geographical spread of provision;
- (b) equality of access for protected groups;
- (c) financial affordability;
- (d) risk of both staff and customers; and
- (e) social impact. To ensure the safety of both staff and customers, enhanced levels of cleanliness and materials are being factored in along with some modifications to facilities, activities and equipment.

- 9.10 The financial impact of the pandemic has had a significant detrimental impact on the sport and physical activity sector. Across all cities, leisure providers such as GLL are facing significant financial challenges. These organisations have held many of the fixed costs, but are not in receipt of any trading income. An agreement has been reached between the City Council and GLL until the end of June, which ensures the Council funds the fixed costs associated with closure. Financial support beyond June to support the operators is currently being reviewed and discussed.
- 9.11 As we move into a phased mobilisation for the wider sector, the availability and deployment of the workforce is being considered, as many staff are currently redeployed to support critical services across the city, some continue to shield and many have childcare responsibilities. In addition, the impact of Covid-19 on the mental health of the workforce is not to be taken lightly and it is recognised that some staff may require additional support over the coming period.
- 9.12 There is evidence emerging to demonstrate that many residents have continued to stay active during lockdown and intend to return to leisure centres in the near future, and in some cases, the unique opportunity has been utilised to increase fitness levels and change behaviors positively. However, early feedback from health colleagues is already being received indicating that activity levels and general health in some areas may have declined, particularly for those with long-term conditions and that Covid-19 may directly or indirectly widen health inequalities in both physical and mental health, worsening the poor health outcomes already prevalent in the City.
- 9.13 In terms of opportunities, many have been identified and numerous work groups have already been established to progress from an ideas stage and initial conversations. These include (a) new ways of working - such as efficiencies, savings, flexible working, carbon reduction, new operating models and office requirements; (b) enhanced and new partnerships and relationships at a local level; (c) champion active travel alongside active design; (d) reframe the working day as a 24 hour period, excelling the pace of which the active workforce agenda was taking; (e) build upon the strength of the community that has been gained as a result of the virus; and (f) enhancement of speed and capability of the existing digital project across sport and physical activity in Manchester.

Events

- 9.14 During this initial period to the response in March, the City Council's Events and Commercial Team were focused on cancelling, postponing or curtailing events. In early April much of the team were redeployed to facilitate business support offers, heighten support to the We Love MCR Charity and to manage the delivery logistics of the Food Response operation - coordinating the volunteer driver requirements to collect and deliver food parcel support (from a standing start the service currently supports deliveries to between 800 and 1,400 households per day).
- 9.15 The impact of COVID-19 on the events sector continues to be significant with large numbers of staff furloughed and some sections of the industry anticipating that it is unlikely that large scale events will happen again until 2021. UK Music Live estimates that the Live Music sector alone is expecting to suffer £900m in losses this year (81% of its annual contribution to the UK economy). There has also been a significant impact on the Council's income streams as a result of cancelled events in public squares and spaces, parks and at the Etihad Campus.
- 9.16 The City Council's approach to date has been to curtail all outdoor, venue-based event activity and commercial activity on public squares and to support event organisers to postpone or cancel all programmed public space events through to the end of August 2020 (incl. Community events such as St Georges Day, Gobe Fest, Manchester Mega Mela, Manchester Day, Caribbean Carnival, Festival Of Manchester, Manchester Pride, etc) and to date this has assisted to protect the financial position of the majority of our event partners.
- 9.17 To provide ongoing support to the community events sector, a level of events funding to support the development of a partner organisation or to invest in content for 2021 will be committed where appropriate. The next event programme period – September to December 2020 – is being reviewed in line with any updated Public Health England/ Government guidance and the Events and Commercial Team are developing options to support the potential delivery of socially distanced events that will support the City's approach to recovery.
- 9.18 Over the coming months it is anticipated that a number of sporting events will start to commence, albeit these will be undertaken behind closed doors with strict screening and social distancing measures in place for players, officials and staff. Premier League football will recommence on 17th June and other sports are set to announce dates from the beginning of July.

Support to We Love Manchester Charity

- 9.19 As the impact of COVID-19 started to unfold and the country moved towards a national lockdown, the Parks, Leisure, Events and Youth team intensified the support to the We Love MCR (WLM) Charity. The Charity anticipated that there would be a significant and rapid increase in the need to support

Manchester residents. In readiness, it very quickly released funds from its reserves and established the WLM COVID-19 Community Response Fund. The fund launched on 24 March and is administered by the small team of charity staff that are strategically managed within the Service. The Community Response Fund invited frontline community groups, organisations and charities to apply for funds up to £3k and targeted groups up to £30k to relieve problems arising from, or exacerbated by, the pandemic to address urgent needs across 4 core themes; Food Poverty and Distribution, Advice and Protection Services (focusing on vulnerable children, victims of domestic violence and tenants at risk of eviction), Positive Engagement of Children and Young People and Mental Health & Wellbeing in Isolation.

- 9.20 The Charity's established process to approve decisions within 24 hours of receiving applications, placed a high emphasis on the urgency of response to its crisis management and in most cases, applicants received their approved funds into their account within 5 working days of approval, enabling organisations to deliver their vital work in communities with immediate effect.
- 9.21 In addition to the charity itself releasing £350k from its reserves the Community Response Fund received two major donations from The Hut Group and the Savannah Wisdom Charitable Foundation, as well as numerous public donations and fundraising contributions to its fundraising campaign creating a Fund of just over £0.97m by the 10th week of its appeal.
- 9.22 In just a short 10 week period the Community Response Fund has played a critical role in supporting vulnerable and at risk individuals and families in Manchester by awarding over 220 grants totalling almost £0.75m in a short but extremely busy period of time. Administering funds to frontline organisations has provided hope, comfort, support food and access to vital services, offering a lifeline to residents who need it most.
- 91 applications totalling £333k awarded to tackle Food Poverty and Distribution.
 - 40 applications totalling c.£138k to aid Advice and Protection Services.
 - 42 applications totalling c. £92k awarded to Mental Health and Well Being Services.
 - 43 applications totalling £173k to fund Positive Engagement Initiatives with Children and Young People.
- 9.23 As the Community Response Fund heads into week 11, the charity has just over £220k left in its funds, £110k of which has been ring-fenced to support Food Poverty and Distribution and Mental Health and Well-Being, resulting in just over £100k remaining. The charity will continue to liaise with Council colleagues and the VSCE sector to access intelligence regarding services and supply and demand across the city for food supplies to ensure that remaining funds reach where they are needed the most and to discuss medium to long term plans for recovery. The Charity is continuing to heighten the profile of its work and share it's impact whilst at the same time appealing for more corporate and public donations to raise the vital funds needed to continue its work.

- 9.24 WLM Charity also recognises the impact of COVID-19 on the VCSE sector, and is a key stakeholder to the newly established MCR VCSE Funding Partnership, to support the sector to adapt and develop to become more resilient and to emerge effectively from the crisis.

10. Libraries, Galleries and Culture

- 10.1 Since March the Libraries and Galleries teams have been focusing on developing an enhanced on-line presence as well as looking at different ways to support our residents and communities whilst our doors have been closed. The team have also been supporting the wider cultural sector and offering advice, guidance and signposting to organisations. Libraries are now working on plans to re-open a limited number of libraries subject to agreement and full risk assessment, towards the beginning of July. Manchester Art Gallery is working on remobilisation plans (following national sector-specific guidance) to allow some staff to return to the gallery buildings in July, and looking to reopen to the public in September.

Libraries

- 10.2. All libraries closed week beginning 23rd March including the HMP Manchester Prison Library and our Books to Go service, however this service for housebound residents was restarted on 9th June 2020. The vast majority of staff are working from home with some being redeployed. Whilst our buildings are closed, library staff are making contact with local residents and the groups that used the library, many of these residents live alone and have no digital access so library staff are signposting them to MCC hub for advice and food. Library staff continue to offer an enquiry service via email, and library phones have been diverted to mobiles with calls continuing to be answered. Although the Archives at Central Library have been obviously unavailable for this period, we have continued to operate an enquiry service via email.
- 10.3 All existing library loans have been extended to ensure that no one will incur library fines during this period and this will continue as we start to re-connect libraries with their communities.
- 10.4 Customers have been accessing many library services online. We've worked with our suppliers to remove joining restrictions to non library members in Manchester so they can get temporary membership to allow access to e-books, e-audio-books, e-newspapers and e-magazines.
- 10.5 Our staff are still on the front line supporting our communities, and not just in ways people would traditionally think. Library staff have been phoning residents who are digitally excluded to offer 1-1 advice over the phone, enabling them to access on-line shopping, banking, stay connected with family and friends, and often most importantly our staff are taking the time to listen and chat. They are a friendly voice at the end of the phone, often the only voice that person has heard all week. To date staff have helped 51 residents and dealt with almost half of all referrals to this service - digitalinclusion@manchester.gov.uk

- 10.6 Lockdown has also helped unleash the multi-faceted creative talents of our staff. We have produced a number of brilliant videos of children's craft activities and Storytimes, which have been picked up and shared by schools as well as by families and children.

<https://www.youtube.com/channel/UCOV9hZgzBO3hMPmZp8JPlcA/videos>

- 10.7 One of our staff has written and illustrated a children's book about lockdown, which she recorded as a storytime on youtube.

<https://www.youtube.com/watch?v=jBXVCN3uX0M&t=27s>

- 10.8 Our staff are showing that libraries can continue to be the beating heart of our communities until our physical spaces return.

www.youtube.com/watch?v=aQpnYAWfGnM&t=5s

- 10.9 The library service is now focussing on demand led content and then planning for recovery and renewal.

- 10.10 We are using the MancLibraries blog <https://manclibraries.blog/> to promote libraries online services, and we have now started targeted themed comms with residents. We have sent Children and Families newsletters each week <https://manclibraries.blog/2020/04/01/new-childrens-families-newsletter/>, and a fortnightly newsletter for adult customers.

- 10.11 We have developed a Manchester Libraries #LibrariesFromHome programme of virtual activities and events, mostly delivered from the Manchester Libraries Facebook page, using videos uploaded to Manchester Libraries Youtube Channel. There are regular events each day such as Lego club, virtual storytime, craft activities, memory boxes of local areas, plus one off events such as reading groups and author events.

- 10.12 This year's Summer Reading Challenge, which is our flagship event to engage children with reading, will be run as an exclusively digital challenge. We will host and run daily activities from the Manchester Libraries Facebook page.

https://secure.manchester.gov.uk/news/article/8446/time_to_join_the_silly_squad_for_this_years_digital_summer_reading_challenge

- 10.13 The Business and IP are developing their on-line presence to support businesses, and our first webinar was held this week and was extremely successful. The Business and IP Centre team are also progressing working with the PPE supply chain to use our 3D printers to print component parts for visers/masks which are badly needed to support the crisis.

- 10.14 We are working with Work and Skills and GMCA to look at how we can support vulnerable residents who are digitally excluded. We have implemented 2 initiatives to support people to become confident Internet users to stay connected during lockdown.

- 10.15 Firstly we are providing free tablets with free data to a number of vulnerable residents across the city as part of a national initiative, 20 tablets have been delivered so far, with more to follow soon.
- 10.16 Secondly we are working with some of the city's 3rd Sector organisations, Citizens Advice Manchester and MAES in an Our Manchester approach, to offer telephone support to vulnerable residents with their use of technology. Residents contacting the Council's response hub or being referred from organisations will receive phone calls to help them use the Internet from home effectively, to connect them with friends and family, access information and do things such as shopping online or booking an appointment with their GP. Twelve libraries' staff are amongst those offering the calls. Calls can be offered in 14 languages.

https://secure.manchester.gov.uk/news/article/8429/vulnerable_residents_to_get_digital_help_through_manchester_community_response_hub

- 10.17 Access to on-line resources to improve digital skills are being promoted to all residents <https://manclibraries.blog/2020/04/02/improve-your-computer-skills-and-get-connected/>.
- 10.18 Express Yourself is a 10-week creative challenge brought to you by Longsight, North City, and Wythenshawe Forum Libraries as part of the Creative Spaces programme. The initiative enables our Creative Spaces libraries to continue its programme and engage its audiences, whilst lockdown is in place. And, in particular, create positive opportunities for creative expression and youth voice. The different weekly themes include strength, self, empathy and community, as well linking to the Skills for Life initiative. Launching on May 4th, this will be available on-line and as a physical booklet.
- 10.19 Archives+ is collecting Mancunians experiences of Covid, collecting their writing, drawings, photos, audio and video files, which could form part of future exhibitions about life during the COVID-19 lockdown. This is a vital piece of contemporary collecting and will tell stories to future generations

https://secure.manchester.gov.uk/news/article/8440/help_archives_centre_chart_life_during_lockdown_in_manchester

Libraries - Recovery Planning

- 10.20 Libraries are also working up a three stage plan consisting of the following:
- 10.20.1 Recover – in response to Covid-19 measures being introduced (current phase) - Libraries have always had a strong online presence. The Recovery Phase sees us putting greater emphasis on these channels to provide an engaging, accessible and informative service. Staff are also maintaining contact with community groups and individuals that regularly used our spaces, to check in, provide support, direct people to the Community Response Hub and generally be a friendly ear.

- 10.20.2 Reconnect - As measures are relaxed by the government and communities begin to emerge from self isolation key library sites will reopen as trusted spaces where communities can reconnect with vital services and each other. This phase will also continue with all elements outlined as part of Recovery.
- 10.20.3 Refresh - As measures are lifted by the government we will work with key partners and community groups to make citywide library service available. The focus will be on refreshing services in support of rebuilding communities and the economy in the wake of Covid-19. This phase will also continue with all elements outlined as part of Recover and Reconnect.
- 10.21 Government has announced libraries may reopen from 4 July as part of Step 3 of the Government's recovery plan, if the R number (rate of infection) is low enough. With the safety of our customers and staff as the priority, we have begun work to plan a phased reopening in line with government guidance, health and safety advice and best practice, and learning from the experience of colleagues across the UK and Europe. The current proposal is to initially reopen a number of libraries in the city, with reduced opening days and hours. Library managers are completing risk assessments and building checklists to review how we would operate limited access to those libraries and ensure social distancing is maintained to ensure the safety of library and staff and customers. Libraries will be meeting with Trade Unions and HR/OD to discuss these proposals and a number of risk assessments are underway.

Galleries

- 10.22 Whilst the physical galleries have been closed to the public for the last 3 months, staff are working behind the scenes to take its collections, community programmes, well-being activities and education work, into people's homes through digital platforms with the aim of making people feel better during this period of isolation and offer some hope for a thriving culture beyond the crisis. Staff and volunteers are adapting regular events including Art Bites, Philosophy Cafe and parts of the gallery's well-being programme so that audiences can continue to explore and connect with its collection in their own homes. The gallery use Zoom and Facebook live to bring these and other new activities to both regular and new audiences and have developed features on individual works of art from the collection, with commentary and discussion to bring them to life. The education team will be developing practical activities for the thousands of families and young people who are now home-schooling, and the gallery's regular programme of arts and health sessions will go digital too with mindfulness sessions on offer through the website.
- 10.23 In the last 3 months, the following digital content has gone live:
- 10.23.1 **Art Bites online.** Art bites is a session that runs every Wednesday lunchtime live via Zoom. A team of staff and volunteers lead a discussion focussing on two art works from the collection or current exhibitions.
<https://manchesterartgallery.org/exhibitions-and-events/event/art-bites-online->

22-april/ (Zoom, promoted across Twitter, Facebook and Instagram). Upcoming sessions are fully booked already.

10.23.2 **Platt Hall (PH) takeovers.** Every Thursday, staff from Platt Hall take over the MAG channels, posting content they would normally post on the PH channels to a much larger audience. Their first post tied items from the collection to Michael Rosen's poem, *These are The Hands* (<https://twitter.com/mcrartgallery/status/1250737991334715392>) (Twitter, Facebook and Instagram)

10.23.3 **Health & Wellbeing.** Health and Wellbeing Manager Louise Thompson is posting 3 times a week about maintaining good mental health along with one audio guided mindfulness session, often related to works from the collection. <https://manchesterartgallery.org/exhibitions-and-events/exhibition/stay-well/> (Twitter, Facebook, Instagram and the Gallery website). So far five mindful audios inspired by artworks have been posted on the gallery's website, <https://manchesterartgallery.org/exhibitions-and-events/exhibition/stay-well/> . To date 644 downloads have been made of these sessions.

10.23.4 **Corona Groaners.** Patrick Kelleher from our visitor services team has collated memes generated by himself and other staff. Often imbued with dark humour or tongue-in-cheek, they're based upon works in our collection. This example from last weekend really caught the mood. (Twitter and Facebook).



10.23.5 **Artist film reviews, MAGnet blog posts** hosted on our MAGnet blog, weekly reviews of films about artists that would make a good lockdown watch. Accompanying these, we have staff picks for their 'Lockdown lifesavers' - films, streaming series, books or YouTube tutorials. <https://www.magnetmanchester.org/> (Twitter, Facebook, Instagram, Website and enews). Ongoing blog posts on research on the Out of the Case exhibition 'Cold Cases', artworks about which we know very little. 1 per week, for a

month. The first blog post is from UoM MA student Efea Rutlin about Giuseppe Mazzuoli (Twitter, Facebook, Instagram)

10.23.6 **Philosophy Café Online.** From 6 May, The Philosophy Café went live online via Zoom. Twice monthly groups use Zoom to meet and discuss burning questions. The most recent topic for debate was “What should Britain look like post COVID 19?” 75 people have participated in discussions to date.

10.23.7 **Family Making** is a new section on our website.

<https://manchesterartgallery.org/exhibitions-and-events/exhibition/be-inspired/>, with creative activities for families to do together. In response to a request from children’s centres, we are trialing family activity packs that involve creative activities with everyday household items. These packs will be handed out by Sure Start Outreach workers to family’s previously connected with the childrens centres in Clayton, Moss Side and Hulme.

10.23.8 **Making Conversations** monthly sessions for isolated and vulnerable adults has now gone on-line. Similar to the ESOL sessions, briefs based on art works are sent to participants who then respond with their own creative works. Phone calls are also made to overcome any lack of IT access. A newsletter captures the participants’ creative responses and is emailed or posted back to them, enhancing the sense of accomplishment and networking. Making Conversation activity being included in a pack circulated to 20,000 older residents across Greater Manchester.

10.23.9 **Stories We Share.** A long standing gallery conversation session via Zoom inspired by objects and works of art from our collection. Stories we Share involves participants introducing some of their own objects to speak about their lives and experiences. So far 106 people have engaged with the sessions, enjoying the time to socialise and to keep connected with the gallery. People who have been unable to get to the gallery due to health conditions have commented that this new way of connecting has enabled them to participate

10.24 The team of **volunteer gallery guides** will be delivering Zoom tours twice a month on Saturday afternoons. The first one has attracted bookings of 68 people. In general, the move to using Zoom as a platform for events has had some very positive outcomes that will change the way we work in the future e.g. people can come who are already housebound and isolated.

10.25 Even though planned exhibitions due to open this spring have had to be delayed, the gallery is now working on presenting works by these artists in other ways.

10.26 The curators are currently devising an on-line programme of films and conversations on the work of Derek Jarman, the legendary artist and filmmaker to accompany his exhibition Protest - which was originally due to open at the gallery on April 1. Jarman made his mark in the 80’s through radical and political, yet deeply personal, protest work in the heat of the AIDS epidemic - in paint and film. He is also well known for the beauty and intimacy

of his garden at Dungeness and his videos for bands such as the Smiths and Pet Shop Boys.

- 10.27 American activist artist Suzanne Lacy was due to begin a project in May (presciently titled 'Uncertain Futures') to support older women in the city, with a space in the gallery to capture the voices of the city's older residents to campaign for better work and life prospects, alongside Ford Maddox Brown's 'Work'. Whilst this has also been delayed, the artist is now working with the gallery team and partner agencies to develop this work remotely until the gallery can re-open. The Uncertain Futures working group with Suzanne Lacy is continuing to meet weekly to discuss and learn more about how Covid19 will impact work and ageing. Each week a guest speaker attends to help develop knowledge. This includes connecting with the 10 community groups involved in the pre Covid phases of the project, based in Beswick, Cheetham, Gorton, Wythenshawe and Ardwick. This research phase is also connecting closely with the planned redisplay in Gallery 7 on the theme of work.
- 10.28 Information on the gallery's new online programme can be found on the gallery's website www.manchesterartgallery.org and through its social media channels and will be regularly updated as more content is made available.

Culture

- 10.29 Executive Member has twice written personally, to the cultural partners that are in receipt of funds from the Strategic Investments portfolio and Cultural Partnership Awards programme to further extend the relaxation of funding conditions beyond an initial 3 months until September in order to support the economic stability of those companies during the crisis.
- 10.30 Cultural Leaders continue to meet weekly virtually to identify key issues and begin to discuss how the sector will recover. A Recovery Survey undertaken by the Director of Culture of the organisations in the Cultural Leaders Group has led to a number of actions to aid recovery and a Culture Recovery Group has been established which will meet monthly feeding into the wider MCC recovery workstreams. An open letter has also been issued to the Secretary of State raising a number of issues and concerns from a Manchester perspective.
- 10.31 Sector surveys were conducted in April and in May to provide a picture of the business scenarios being planned by cultural partners, the specific difficulties being faced, likelihood of redundancies and to flag any advisory support that officers might be able to provide. A risk register of those companies facing significant financial difficulties has been used in senior briefings and for discussions with officers at Arts Council England. And our detailed picture of sector impacts and need for recovery strategies has been fed to DCMS through the Select Committee inquiry on the impact of the crisis on the cultural sector.

10.32 40 of the businesses that officers have a relationship with have been supported with 1-2-1 advice, and in many instances providing help for companies to access government grants and other support measures.

Number of companies invited to respond to surveys	138
Companies that responded to April Survey	34
Companies that responded to May Survey	18
Total companies across both surveys	38
Companies supported with 1-2-1 advice	40
Total number of companies engaged	50

10.33 We are in regular contact with colleagues at Arts Council England to help inform our approach and recommendations going forward.

11. Equality, Diversity and Inclusion

11.1 Current priorities for the Equalities, Diversity and Inclusion team are:

- Development of city-wide work on inclusion and equalities, with a particular focus on supporting our most disadvantaged communities that have been most impacted by Covid-19
- Developed streamlined equalities impact assessment tool and support to services with using the tool to inform decision making
- Working with HROD on the implementation of the Council's Race Review of our workforce, and other equalities issues within our workforce

11.2 Inclusion and equalities will be a cross-cutting theme throughout the Our Manchester Strategy reset and recovery planning work. The city-wide work on inclusion and equalities will include bringing together a range of organisations and individuals that can help the city achieve an inclusive recovery from the COVID-19 pandemic, reset the ambitions for the city in the Our Manchester Strategy Recognise and remove structural inequalities. This will bring together intelligence and evidence about the key issues for different communities, and the impact that COVID-19 has had on those communities. Some of these issues are highlighted in the recent Public Health England national report, 'Disparities in the risk and outcomes of COVID-19'. The work will also connect policy makers with the diverse voices of Manchester's communities to support effective and inclusive planning ahead for the recovery