

Manchester City Council Report for Resolution

Report to: Executive - 3 July 2020

Subject: COVID-19 Update

Report of: The Chief Executive

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 multi-agency response arrangements in line with the GM generic response plan and the pandemic flu plan. The Prime Minister's unprecedented announcement at 8.30pm on Monday 23 March set out the seriousness of the situation and the expectations of all residents, businesses and public services.

This report builds on reports to the Executive on 6 May and 3 June 2020, which set out the Council's response to this crisis and planning ahead for the recovery. Over recent weeks, the lockdown guidance has eased and a number of further specific guidance notes have been received which are informing our actions and response.

Recommendations

The Executive is recommended to:

1. approve an increase in the Manchester Health and Care Commissioning pooled fund of £4.837 million in respect of the track and trace system. (paragraph 4.2.17 below); and
 2. note the progress being made on the planning ahead for the recovery work and the significant challenges for the City and the Council.
-

Wards Affected: All

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

The COVID-19 lockdown period has undoubtedly led to an unprecedented reduction in CO2 emissions and a huge improvement in air quality. The challenge for the recovery phase is how to urgently restart the city's economy to protect the income and livelihoods of people whilst striving to capitalise on some of the positive environmental benefits enjoyed during the COVID-19 lockdown period and enable positive behaviour change that endures for the long term.

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	The recovery work will be underpinned by a dynamic Manchester Economic Recovery Plan which will prioritise ensuring businesses are able to continue to operate in the short term and that investment and development can be kickstarted and supported. The longer term vision will be for creating the conditions for high quality investment and development and the development of a more inclusive and resilient economy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Re-skilling Manchester's residents to be able to compete in the changed local economy will be a fundamental element of the recovery work. This will include upscaling digital skills and tackling digital isolation, skills for a zero carbon economy and supporting cohorts most impacted by the COVID-19 lockdown such as young people.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Supporting Manchester's residents and communities at this time is one of the recovery workstreams. This work will seek to build resilience as some emergency support begins to be withdrawn and will follow the Our Manchester approach principles
A liveable and low carbon city: a destination of choice to live, visit, work	The COVID-19 lockdown has involved a significant short term reduction in CO2 emissions due to reductions in travel and energy use, but this has been at the expense of the economy. The work will take learning from this period about what elements can be sustained to support the Council's Climate Change Action Plan, through a lower carbon approach to economic growth going forward. The work will also seek to ensure that residential development schemes are restarted to continue to develop high quality residential neighbourhoods.
A connected city: world class infrastructure and connectivity to drive growth	The refresh of the City Centre Transport Strategy will be a key piece of work which will be concluded during the recovery phase. This presents a major opportunity to support continuing modal shift within the city to cycling and walking (active travel) and public transport. Investment in digital infrastructure is also an important part of developing a more economically resilient city and is a key element of the Our Manchester Industrial Strategy.

Contact Officers:

Name: Joanne Roney OBE
Position: Chief Executive
Telephone: 0161 234 3006
Email: j.roney@manchester.gov.uk

Name: Carol Culley
Position: Deputy Chief Executive and City Treasurer
Telephone: 0161 234 3406
Email: carol.culley@manchester.gov.uk

Name: Fiona Worrall
Position: Strategic Director, Neighbourhoods
Telephone: 0161 234 3926
Email: f.worrall@manchester.gov.uk

Name: James Binks
Position: Director of Policy, Performance and Reform
Telephone: 0161 234 1146
Email: j.binks@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 report is intended to provide the Executive with an update on the progress being made in response to the COVID-19 crisis, the work to plan ahead for the recovery, and the significant challenges for the City and the Council.

2. Public Health

- 2.1. As of 29 June 2020, there were 1,740 confirmed cases of COVID-19 in Manchester, a rate of 317.7 per 100,000 population. To date, there have been 383 registered deaths of Manchester residents involving COVID-19 (based on deaths occurring up to 12 June and registered up to 20 June). Of these, 76 deaths (19.8%) occurred in a care home. The infection rate and the number of deaths involving COVID-19 in Manchester is continuing to fall, from a peak of 80 deaths occurring in the week ending 17 April to just 9 deaths in the week ending 12 June. This is reflected in 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 28 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 Outbreak Management plans. The confirmation of the Manchester allocation of £4.8 million has now been received (see 4.2.17) , 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 has led the development of the Manchester COVID-19 Local Prevention and Response Plan (Outbreak Plan) with local partners. It covers the management of

outbreaks in all settings including care homes, schools and the workplace. In Manchester there is also a focus on groups that may be at particular risk, such as the homeless population. The Plan was signed off by the Leader of the Council, Executive Member for Adult Health and Wellbeing, Chief Executive and DPH and published on the Council website on 30 June 2020, in accordance with the national deadline. The link to the plan is below and it is attached for information as Appendix one. The governance of the plan is set out on pages 50-53 of that document:

<https://secure.manchester.gov.uk/info/500361/coronavirus/7928/coronavirus/26>

- 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 pillar 2 testing sites including the regional testing centres at the Etihad and Airport and the Army Mobile Testing Units (MTUs) . Also the new national model for Care Home testing will give more control to LAs through the DPH and Director of Adult Social Services. This will ensure that extra care, mental health and learning disability facilities will have better access to testing.
- 2.8. As the lockdown is eased, there is a need to shift the focus of local COVID-19 monitoring systems towards the early identification of an emerging 'second wave' of coronavirus in Manchester. Directors of Public Health are now starting to receive data aggregate data sets for local authority areas from pillar 2 testing sites and have been promised that this data will soon be broken down by postcode, age, sex, ethnicity and occupation In addition to the number of newly confirmed cases of COVID-19, there are a number of existing indicators that would naturally lend themselves to inclusion in an 'early warning' dashboard:
 - Daily number of registered deaths involving COVID-19
 - Total deaths involving COVID-19 in Manchester hospitals
 - New diagnoses of COVID-19 amongst patients
 - Residents / customers of care providers confirmed as COVID Positive
 - Number of resident / customers of care providers with COVID-19 symptoms
 - Number of 111 telephone triages
- 2.9 Furthermore other data sets relating to footfall and transport use would also be included. These indicators would form the basis of a local COVID-19 surveillance system that would focus very clearly on identifying an upturn in the spread of COVID-19 (or the risk of transmission) in the population. It will

be important to distinguish random from genuine variations and, hence, help to ensure that any decisions taken are based on the best available evidence.

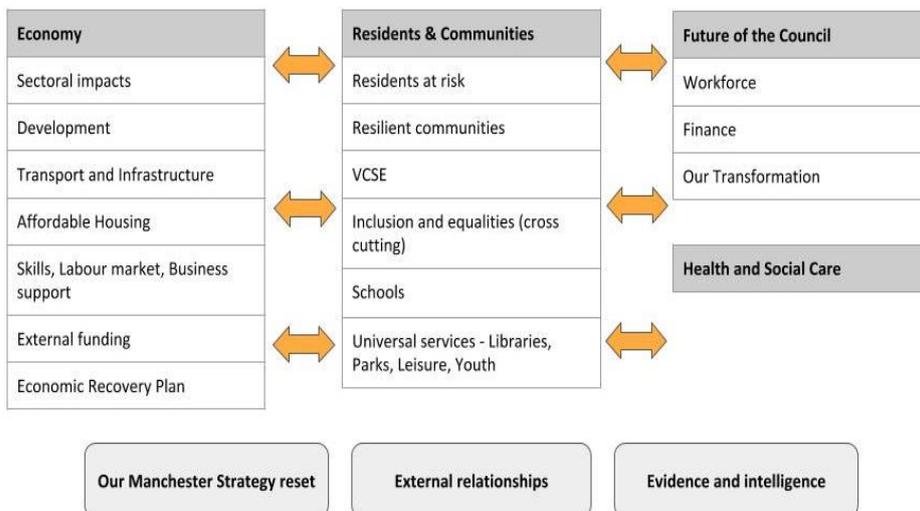
- 2.10 In developing this system, the DPH will work with colleagues and seek to repurpose elements of the existing MCC COVID-19 and Manchester Health and Care Commissioning (MHCC) dashboards in order to create a new product that better serves as an early warning system for Manchester, learning from the experience of Leicester and other areas.

3. Planning ahead for the recovery

- 3.1. Although the response work will continue for some time, there is now a significant focus on planning ahead for the longer term challenges as we emerge from the lockdown period.
- 3.2. 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.
- 3.3. Four workstreams are being progressed in order for the City and the Council to prepare effectively for the recovery. These are highly interdependent, 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
 - Future Council / Impact on the 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



Reset of the Our Manchester Strategy

- 3.4. 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.
- 3.5. 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.

4. Future Council

- 4.1. The Future Council workstream has focused on the development of the:

- Phased return plan for our workforce, including plans for safe working in offices, a refreshed health and well-being offer, a new risk assessment and guidance for staff and managers, informed by an all-staff survey
- Financial implications for the Council and budget planning, including the immediate work required in the current financial year, and the more significant challenges for 2021/22 and beyond, in light of the significant loss of income and additional costs incurred
- Residents and businesses digital experience programme, learning from the new ways of working developed during this period, and ensuring that support is available for those residents who are digitally excluded

4.2. Finance

- 4.2.1. To date, £33.756 million of emergency grant funding has been received from the Government for Council related costs and income losses arising from COVID-19. Of this, just under £0.4 million was applied to costs in 2019/20 leaving £33.367 million for 2020/21.
- 4.2.2. 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 third return for the Council was submitted on 19 June, and for 2020/21 includes an estimated £58.8 million of additional costs of which £15.6 million is funded from other direct government grants, £9.9 million is expected to be funded by the CCG or GMCA and £2 million relates to the HRA, leaving

additional expenditure of £31.3 million to be set against the Council's mainstream budget. This is in addition to the £0.4m already spent in 2019/20.

- 4.2.3. Alongside this there is also a forecast loss of income totalling £138.3 million, of which £3.7 million will fall to other preceptors in relation to the loss of Business Rates and Council Tax, with the remaining £134.6 million relating to the Council. The overall net impact on the Council is £166.3 million (including the £0.4 million 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.
- 4.2.4. 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£31 million in 2020/21, rising to £162 million in 2021/22. This report goes onto set out the details behind these figures.

Additional Costs

- 4.2.5. The additional costs/income shortfalls reported for 2020/21 against the grant to the Council of £33.756 million are as shown in the table below. Whilst the total reported pressures are £180.3 million 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 £3.484 million 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 £166.931 million.
- 4.2.6. This represents a **shortfall of £132.5 million** for the Council against the General Fund related costs (£134.2 million including the HRA) after the MHCLG grant of £33.7 million has been applied.

	MCC General Fund Only £m	HRA £m	Other (CCG/ GMCA) £m	Other Direct Govt Grants £m	MHCLG Return* £m
2019/20 cost pressures	0.389	-	-	-	0.389
2020/21 forecast cost pressures*	31.348	1.965	9.880	15.637	58.830
Total forecast cost pressures	31.737	1.965	9.880	15.637	59.219
Forecast Income Shortfalls*	134.524	0.040	3.736	-	138.300
Total	166.261	2.005	13.616	15.637	197.519

	MCC General Fund Only £m	HRA £m	Other (CCG/ GMCA) £m	Other Direct Govt Grants £m	MHCLG Return* £m
Emergency Grant (tranches 1&2)	(33.756)				
Remaining Shortfall after Grant	132.505				

**shown gross as required by MHCLG and includes costs funded by other organisations/government grants, as well as income shortfalls falling on other preceptors such as Fire and Police*

4.2.7. The table below shows the breakdown of the £58.8 million additional costs (including those funded by others) reported for 2020/21.

Breakdown for MHCLG Return (inc CCG and GMCA funded):	May 2020 £'m	June 2020 £'m	Forecast Cost £m
1a - Adult Social Care - additional demand	0.652	0.452	9.413
1b - Adult Social Care - supporting the market	0.658	1.130	2.736
1c - Adult Social Care - workforce pressures	0.159	0.130	0.575
1d - Adult Social Care - PPE	0.298	0.004	4.290
1e - Adult Social Care - other	0.126	3.430	3.861
Adult social care total	1.893	5.146	20.875
2a - Children's Social Care - workforce pressures	0.000	0.000	0.000
2b - Children's Social Care - residential care	0.000	0.000	1.494
2c - Children's Social Care - care leavers	0.017	0.017	0.208
2d - Children Social Care - other	0.191	0.159	2.948
Children's services - total	0.208	0.176	4.650
3a - Education - SEND	0.000	0.000	0.000
3b - Education - Home to school transport	0.000	0.000	3.166
3c - Education - Other	0.029	0.000	0.145
Education - total	0.029	0.000	3.311
4 - Highways and Transport	0.000	0.500	0.522
5 - Public Health	0.191	0.000	5.437
6a - Housing - homelessness services			
6b- Housing - rough sleeping - accommodating and supporting those brought into alternative accommodation	0.865	0.865	6.493
6c - Housing - other excluding HRA			
Housing total excluding HRA	0.865	0.865	6.493

Breakdown for MHCLG Return (inc CCG and GMCA funded):	May 2020 £'m	June 2020 £'m	Forecast Cost £m
7a - Cultural & related - Sports, leisure and community facilities	0.218	0.218	0.872
7b - Cultural & related - other			
<i>Cultural & related total</i>	0.218	0.218	0.872
8a - Environmental and regulatory services (including excess death management)	0.297	0.121	0.540
8b - Environment & regulatory - waste management			1.660
8c - Environment & regulatory - other			
<i>Environment & regulatory - total</i>	0.297	0.121	2.200
9 - Planning and Development			
10 - Police, Fire and rescue			
11a - Finance & corporate - ICT, remote working	0.085	0.225	1.317
11b - Finance & corporate - Revenue & benefits expansion	0.042	0.018	0.072
11c - Finance & corporate - other	0.086	0.043	0.348
<i>Finance & corporate - total</i>	0.213	0.286	1.737
12a - Other - Shielding	0.157	0.540	2.061
12b - Other - PPE (non-Adult Social Care, HRA)			
12c - Other - costs associated with unachieved savings/delayed projects	0.125	0.125	1.250
12d - Other - excluding service areas above	0.000	6.043	7.458
<i>Other total (includes Shielding)</i>	0.282	6.708	10.769
TOTAL SPENDING PRESSURE (General fund)	4.196	14.020	56.866
13a - Housing Revenue Account (HRA) - workforce pressures			
13b - HRA - supplies and materials including PPE			
13c - HRA other	0.291	0.000	1.965
<i>HRA total spending pressure</i>	0.291	0.000	1.965
Total General Fund (inc CCG/GMCA funded costs) + HRA	4.487	14.020	58.831

Impact on Income

4.2.8. The total income loss is now **£138.261** million (with a further £0.04 million against the HRA in respect of voids and the increased turnaround time). This includes sums due to other preceptors from Business Rates and Council Tax. The net impact on income (allowing for reliefs announced as part of the budget and to support businesses through COVID-19) is as follows:

Main Income Category	Loss £m
Business Rates*	23.823
Council Tax*	20.162
Sales, Fees and Charges	17.855
Commercial	76.421
Total	138.261
HRA (void turnaround times)	0.040

*note this is the 100% collection figure for Business Rates and Council Tax and includes income due to other preceptors such as GM Mayor (inc Fire) and Police

4.2.9. The impact on the Council's General Fund revenue budget will largely fall in 2021/22 because business rates and council tax reductions go through the Collection Fund and impact on the revenue budget in the following financial year, rather than the year in which the income is (or is not) collected. Likewise the Council has an airport dividend reserve which means that a significant proportion of the income (£56 million) is used a year in arrears. Finally the figures have now been adjusted for bus lane and parking lane enforcement income which impacts on the level of the reserve to fund future commitments.

Impact on MCC Budget

4.2.10. The impact on the budget for 2020/21 and 2021/22 is set out in the table below, again based on the position from the June returns.

	2019/20 £m	2020/21 £m	2021/22 £m
COVID-19 Emergency Funding		33.756	0
Additional Costs (MCC Element only)	0.389	31.348	24.965
Income			
Loss of Income (MCC Element only)**		134.524	105.932
<i>Adjustment for element of airport dividend (£70.7m) not budgeted to use in year</i>		<i>(55.809)</i>	<i>(8.729)</i>
<i>2020/21 Council Tax and Business Rates shortfalls impact a year in arrears</i>		<i>(40.249)</i>	<i>40.249</i>
<i>Bus Lane and Parking Income - impact on reserves capacity</i>		<i>(5.358)</i>	<i>0.000</i>
Budget impact of lost income	0.000	33.108	137.452
Total Costs and Net income losses	0.389	64.456	162.417
COVID 19 Emergency Funding	(0.389)	(33.367)	0
Budget shortfall after application of grant	0.000	31.089	162.417

***Loss of income netted down for sums that would fall on other preceptors (not MCC) of Council Tax and Business Rates which totals £3.736 million*

- 4.2.11. As part of the work to reduce costs in this financial year whilst work is carried out to address the options for the longer term financial impact on the council a series of in year savings proposals are going to the end of July Executive alongside the first budget monitoring report for the year. These include sensible and practical measures such as freezing vacancies and uncommitted budgets. These have been developed following a line by line budget review with Heads of Service.
- 4.2.12. In total the additional net savings and further income identified for 2020/21 is £21.1 million, of which £8.9 million 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 position, alongside the use of reserves, will be reviewed as the financial impact becomes clearer.
- 4.2.13. The staff savings identified are based on the estimated time required to externally recruit to posts in the current situation. It is assumed that most posts will not be filled externally before October 2020. The impact on services is being managed with prioritisation of essential requirements.
- 4.2.14. 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.
- 4.2.15. 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.

COVID-19 Related Government Funding

- 4.2.16. Since the report to the June Executive there has been further funding announced.
- 4.2.17. Nationally £300 million has been allocated to support the roll out of the track and trace service which is being led through the Public Health service. The Council's allocation is £4.837 million which will be added to the Pooled budget for Health and Social Care.
- 4.2.18. On 24 June the government announced funding of £105 million nationally to be used to support rough sleepers taken off the streets during the pandemic. This is intended to be used to support rough sleepers and those at risk of homelessness into tenancies of their own, including through help with deposits

for accommodation and securing alternative rooms for rent. This amount is made up of £85 million new funding from the Treasury and £20 million from refocusing existing homelessness and rough sleeping budgets. Individual authority allocations have not yet been announced.

4.2.19. £16 million is also being provided so that vulnerable people currently in emergency accommodation can access specialist help needed for substance misuse issues. This had already been announced but has now been brought forward due to the pandemic.

4.2.20. Details of the allocation to each Local Authority of the additional local welfare assistance fund, announced on 10 June, are awaited (£63 million nationally).

4.3. Workforce

4.3.1. During lockdown, of our workforce of 7,300, 2,800 staff have continued to work on site delivering essential services, and 3,400 staff have worked from home. A proportion of staff at home and unable to work as their services were closed and a further 800 staff are frontline workers who fall within the Shield or Vulnerable but due to the nature of their work are unable to work from home. Over the last few weeks work has shifted to focus on safely returning staff on site where possible and the staff survey, designed to capture how staff have been feeling over the last few months and how they would like to work in the future to design our future workforce.

4.3.2. Of the staff that are at home and unable to work 375 have either returned to work or are due to return in the coming weeks as their service areas reopen (most notably Markets and Libraries). The remaining 425 are frontline workers who fall within the Shield or Vulnerable categories. Guided by the latest government guidance work is now underway to take each of these staff through an individual risk assessment with a view to returning the majority of staff to work (post 1st August for staff in the Shield category). There may be a small cohort of staff who due to the complexity of their medical conditions and/or their age, may not be able to return to their substantive posts and further consideration will be given to this cohort once the quantum is known.

4.3.3. An all staff survey has closed and about half of the workforce have completed it. Analysis is taking place but in summary the trends are broadly comparable with those reported at the last meeting:

- 95% of staff feel well supported
- 74% of those surveyed are working from home
- 97% of those surveyed are able to work contracted hours, mostly as normal
- 87% report they have the tools they need and 80% say they are at least as productive as normal with 30% saying they are more productive
- Only 2% of staff who are working from home would not want to carry on working from home at least some of the time

- In terms of returning to the workplace, 35% of staff are worried about the safety of their journey and 30% are worried about the safety of the workplace
- Many staff need children to go back to school, probably in September, before they can start returning to the workplace.

4.3.4. The Human Resources and Organisation Development (HROD) teams are now moving from an incident response position to one which is more long term in outlook and are developing, with colleagues, a view on how we will be working for the foreseeable future, probably less based in the workplace and more flexible and mobile, including home working.

4.4. Our Transformation

4.4.1. Our Transformation pre-dates the Covid-19 response and so has had to be rescoped to ensure it supports delivery of our wider Future Council objectives and enables us to respond at pace to the unprecedented change in our ways of working over the last three months.

4.4.2. Key priorities for delivery within 'Our Ways of Working' (one of the programmes which constitutes Our Transformation) include the delivery of Microsoft 365 and the intranet. Resources to support build and roll-out of both programmes had been diverted to supported the covid response, but work is now underway to ensure the planned changes can still be delivered in a way which ensures a positive user experience and helps to build the foundations for wider changes to the way in which we work.

4.4.3. Detailed programme planning is underway alongside more immediate activity to support recovery, this includes:

- The new telephony contract is being rolled out, enabling remote call handling. This has now been rolled out to the ICT service desk, Covid contact centre hub, Social Care and financial assessment contact centre teams which are now operating remotely with the Contact Centre phone lines due to reopen in mid to late July with the dates to be confirmed subject to testing.
- Support to the technical roll-out of Microsoft 365 as well as the adoption and change support is underway. This includes consideration of the most appropriate timeline for migration given current technology and the need to minimise disruption/impact on productivity
- Work to build the intranet content and functionality, user acceptance testing and launch of the new intranet is due in September. Both these projects will focus on the user experience, including learning from the feedback given through the all staff survey
- The Council's information management policies and rules are being updated in the context of remote working and the introduction of Microsoft 365 - with the work progressing at pace via a dedicated working group.
- Work is underway to implement the new income management system
- Early work to consider the potential for estate consolidation, and the technology and systems required to allow users to work flexibility including the facilities required for those when they are in the office.

- Work is nearing completion on refreshing the Corporate Plan (and associated Council Business Plan) for 2020-21 for July, including an activity by activity review to understand work that has paused, continues or has accelerated. The more fundamental reset of both documents to be aligned to the MTFS and the delivery of the reset Our Manchester Strategy in 2021.

5. Economic Update

- 5.1. It is now widely recognised that the economic crisis we are facing will lead to the most severe economic disruption experienced in modern times. ONS figures released in the week beginning 15 June report a contraction of UK productivity by 20.4% in April, and a drop in payroll numbers of over 600,000 between March and May. The full impact on employment is not expected to be felt until October when the current furlough scheme ends. Officers are in regular dialogue with economists who suggest that a full resumption of economic activity is unlikely until a vaccine is available or effective treatment is in place. Forecasts are currently being made on the basis of a vaccine becoming available in July 2021, although this is by no means certain.
- 5.2. The nature and unprecedented scale of the crisis and the diversity of the City's economy is such that impacts will vary from sector to sector and over time, as the immediate crisis unfolds. How well the Council and its partners are equipped with the necessary intelligence base to inform timely decisions will be crucial: the use of in-depth analysis and structured engagements to inform our thinking will be important to define and develop the nature and scale of our interventions, which will continue to evolve over time.
- 5.3. The Council will need to be agile and flexible in responding to the requirements of different components of the city's economy, with a focus on activities that will support sustained growth over time while helping, where it can, to remobilise those sectors that are disproportionately affected.
- 5.4. The current crisis is likely to accelerate some of the impacts and behaviours on certain sectors that were evident prior to lockdown including:
 - the demand for different types of office accommodation, with a greater emphasis on workspace, as opposed to large floorplate models;
 - a move away from single purpose shopping centres to more local, independent and on-line retail and a requirement for a richness and diversity in the customer experience;
 - a renewed requirement to boost national innovation, research and manufacturing;
 - changes in travel patterns and behaviours; the imaginative re-use of public realm and spaces; the balance between meeting the needs of pedestrians (and social distancing measures) and maintaining highway network functionality; street scene and regulatory management arrangements;
 - better utilisation of digital development to support our communities; and

- how we assist young people of all incomes to be able to live and work in our neighbourhoods and the city centre.

Sectoral Impacts and Response

- 5.5. Council officers have been working closely with representatives from key business sectors in the city, to understand the impact on their businesses and the support required to enable recovery and allow them to take advantage of any opportunities which are emerging.
- 5.6. A business-led and managed Sounding Board has now been established in order to support the recovery process. The intention is that this will inform the Council's strategic thinking and lobbying response over the medium to long term. Representatives on the Sounding Board cover all of the city's sectors and will contribute their insights, ideas and solutions on an informal basis.
- 5.7. Work has been commissioned to understand the way in which different sectors are being impacted and are responding to the challenge posed by the pandemic. The intention is to systematically track changes over the coming months in business attitudes, and in the responses and decisions they are making in different sectors, so that the Council is informed about the up-to-date position and is able to take what action is possible to support business during this very challenging period.
- 5.8. Some of the sectoral headlines on impact and outlook include:
 - **Culture-** Council surveys and conversations with over 100 cultural organisations based in Manchester have identified a number at serious risk of closure this financial year, many of which are Council funded. Arts and cultural venues are not likely to be fully open until late Autumn 2020 (some may be unlikely to reopen until 2021) and then only with social distancing measures in place. With the lack of any earned income or sponsorship revenues and with normal grant schemes suspended, a number of individuals and companies in Manchester have secured emergency support from Arts Council England (ACE). Many organisations will face significant financial challenges when the furlough period ends coupled with the lack of an Autumn season.

The Oxford Economics report released the week beginning 8 June, describes a 'Cultural Catastrophe' where 400,000 (1 in 5) creative jobs could be lost. The UK creative industries are projected to lose £1.4 billion a week in revenue in 2020. The 2018/19 MCC Cultural Impact Data reported a total number of 2,010 employees, across 1,128 full-time equivalent (FTE) roles and total number of 2,112 FTE freelancers. Across the wider creative industries sector, the freelance rate is even higher, with over 80% reported in the film and broadcast industries. Officers are aware that some companies have already started or are planning to begin redundancy consultation processes.

The impact on the sector of the announcement on 23 June that some cultural venues (e.g. museums, galleries and cinemas) are able to reopen on 4 July, provided they meet social distancing guidelines, now needs to be assessed.

Whilst this is earlier than previously expected, there will be questions around whether it is viable for some venues to operate at a lower capacity, and other types or establishments - e.g. theatres, music venues and outdoor festivals are likely to remain closed for some time.

- **Commercial-** Initial survey work undertaken by the Council and organisations such as MIDAS suggest that many office based organisations are not planning to return to office locations until September 2020 at the earliest, while a number are reviewing their property plans. This could have a potential impact on the office market in the city centre and other key employment locations, and also on those businesses which depend on office workers as customers. More positively, MIDAS has also reported a strong investment pipeline, particularly for local expansion, and a number of larger projects are now beginning to re-engage in positive discussions. Location consultants consider Manchester to be well placed for 'north shoring' as companies continue to consider establishing regional hubs outside London.
- **Hospitality-** Officers are in regular dialogue with businesses through the Day time and Night time economy groups. Many businesses will struggle to meet the July and September rent quarters and have raised concerns about viability once they are able to trade. The Government also confirmed this week that pubs, bars and restaurants could reopen, both indoors and outdoors on 4th July, as well as a relaxation of the 2m social distancing guideline to 1m, and issued (late) guidance for their operation. Both the lead in time for re-opening, and the viability of operating at a reduced capacity and implementing the measures included in the guidance are likely to be issues for businesses in this sector.
- **Tourism-** Since the Government's announcement on 24th March around social distancing and hotel closures, the impact on Manchester's visitor economy has been widespread and catastrophic. The effects of the lockdown are severe and far-reaching on both tourism operators, their employees and the wider supply chain. Marketing Manchester reports that Greater Manchester will suffer an estimated economic impact loss of £4.2 bn over the period March - end August. Business conference cancellations reported to MM equate to lost revenue in excess of £5.9m and lost economic impact of £14.2m+. The Manchester Hoteliers Association report that 80% of hotels will not open in July, despite the recent announcement permitting them to reopen on 4th July, with most planning to re-open in August or September. A slow second half of the year is expected, with anticipated occupancy of 30% (compared to the normal level of 80%). A number of initiatives are underway including the #ManchesterMissesYou campaign, the new Recovery campaign (Find Your Space) and the Tourism and Hospitality Talent Hub which offers support to those seeking employment.
- **Retail-** Officers are in regular contact with retailers and retail consultants to understand the latest picture, forecasts and opportunities around online retail. The latest KPMG modelling predicts that in the UK, 25 % of stores will close in the near term. Other uses such as healthcare and education will need to be considered to replace retail activity. The sector is forecast to decline by 3.7 %

this year and 2.5 % in 2021. Grocery will see an uplift by 5% over 2020-21, however clothing and footwear will decline by 3 % this year and a further 11% in 2021. Current intelligence points to the continued growth of online retail with a return in popularity to shop local. Regular monitoring of footfall has taken place in both the city centre and in district centres across the city. During the lockdown the reductions in footfall were significant across the city but were generally less pronounced in the local and district centres than in the city centre given the higher proportion of shops selling food and other essential goods. Footfall will continue to be closely monitored as the recovery gets underway. There are indications that footfall is slowly starting to increase following the opening of non-essential retail from 15 June. Footfall counters in various locations across the city centre recorded an overall 94% increase for the week 14-20 June, compared with the previous week. This represented a 66% decline on the same time the previous year (compared to a 75% decrease the week before and a 87% for the month of May).

- **Aviation** - The Council has been engaged with Manchester Airport Group (MAG) to understand the impact on the hub. Operations have almost ceased at the airport during lockdown. The latest available data (from the end of May) show passenger numbers down by 99% and cargo tonnage by 89% compared to the same time last year (although cargo has increased slightly at East Midlands and Stansted Airports, which are also part of MAG). However, some flights have now re-started, and more are planned from July. MAG is planning to reopen Terminal 3 from 1st July to accommodate planned flights. We are supporting MAG's call for the reconsideration of the quarantine requirement, given its impact, with a view to limiting the period and extent of the quarantine, and an aviation support strategy to aid recovery. It is also worth noting that the scaling back of operations at the airport will be having an impact on residents in surrounding communities, who are directly or indirectly employed at the airport.
- **Construction and Development**- The existing development pipeline will play a major part in recovery. Council officers have been working closely with developers during lockdown, and into the recovery period, both to ensure ongoing safe working, but also to ensure that developments are in a position to start or re-start as soon as possible. This has included providing guidance; ensuring that the planning service is able to continue to operate virtually; supporting developers to bring forward planning applications; and working with them to identify blockers which need to be resolved (locally or nationally) as part of recovery plans. For example, we understand that there are concerns amongst some of our developer partners that the current economic uncertainty might lead to lower valuations which could impact on the ability to raise finance. Supply chain availability is another area of concern. Examples of projects which are ready to begin development are provided at 6.9 - 6.11 below

The Council is also continuing to engage with Government directly, and via Greater Manchester and Core Cities group, to lobby for support for the city's economy including funding for 'shovel ready' projects and catalytic projects that can support the city's economic growth, creating significant levels of new

jobs and investment, while also meeting our inclusive and zero carbon ambitions as set out in the *Our Manchester Industrial Strategy and Climate Change Action Plan 2020-25*. Please also see the investment section below.

This has included responding to a call on 12 June (for return on 18 June) from the Secretary of State for Housing, Communities and Local Government (via GMCA/LEP) for exceptional, shovel-ready capital projects, which can be delivered within 18 months and can drive up economic growth and jobs. The Council and partners have submitted a number of projects, and await the outcome. An indicative figure of £20m has been suggested as being available for each LEP, but this is still to be confirmed, and may vary depending on size of the area.

Affordable Housing

- 5.9. In 2015 the City Council adopted a residential growth target of a minimum of 25,000 homes between April 2015 and March 2025. The September 2019 meeting of the Executive was informed that the forecast residential growth delivery target for new homes in Manchester should be 32,000, an addition of 7,000 homes. The Executive was also informed that at least 20% or a minimum of 6,400 of the projected 32,000 homes would be affordable homes. The actions listed are part of a package of interventions that will accelerate the delivery of the 6,400 affordable homes.
- 5.10. The Council are managing the existing onsite, pipeline and planned development with Registered Providers. An active dialogue is being maintained that ensures that there is an understanding of any COVID 19 related impacts on existing programmes and future plans.

Development includes the following:

- Tenders for Silk Street have been returned, with evaluation scheduled for 19/06/2020.
- Progressing the establishment of a Local delivery vehicle. Approval was given at Executive on 3 June. A detailed work programme has been developed to accelerate progress.
- Project 500 is progressing, which will deliver 500-600 homes. Sites are being reviewed by the Registered Providers group. Standard documentation is being drafted by MCC legal and development to speed up the disposal process. A dedicated legal team has been established to process land titles as required.
- The Council is entering into a formal agreement with Homes England and signing an MOU to take a partnership approach to accelerated development. We are working towards approval at September Executive to enter into a formal agreement with Homes England.
- Pre-planning consultation on the first phases of Collyhurst redevelopment is being undertaken with local Members, which will deliver 270 homes (including 130 new Council properties). A planning application anticipated in summer, following consultation.
- Prioritisation of land assembly and due diligence to allow acceleration of the build programme.

Transport and Infrastructure

- 5.11. There has also been a major focus on managing the city's emergence from lockdown including creating additional space for pedestrians in areas of high footfall such as the city centre and district centres. This work has included widening pavements on key city centre routes including Princess St, the pedestrianisation of Deansgate between Blackfriars and King Street West and the closure of Thomas Street to traffic on seven days a week. Work has also taken place in Rusholme, Cheetham Hill, Openshaw, Withington and Chorlton. There has also been work with Transport for Greater Manchester and bus operators to ensure that the city's public transport is as safe as possible for workers who are dependent on it.
- 5.12. Officers have been working closely with TfGM colleagues to plan for the phased re-opening of the city centre. A TfGM Covid-19 Recovery Survey has been undertaken to understand how travel preferences may change in the coming months. Although this is not based on a representative sample across Greater Manchester, the survey findings from over 14,700 respondents show 43% intention to shop closer to home and a 50% intention to change how people travel to and from work. Further analysis work is being conducted for a more detailed understanding.
- 5.13. Members of the public are being encouraged to find alternative means of travel rather than public transport. A range of road closure and pavement widening schemes are supporting pedestrians being able to maintain social distancing. High footfall pinch spots have been identified and are being addressed. Cycling is also encouraged and the need for additional cycle stands/storage is being considered.
- 5.14. A bid was made by the City Council for £600k worth of investment to the first phase (£3.1 million) of the Government's Emergency Active Travel Fund to support walking and cycling measures that provide attractive alternatives for users of public transport. The overall bid was coordinated by and submitted by the Combined Authority on 5th June.. On Friday 26th June Greater Manchester Combined Authority was informed that the overall bid had been successful and the full £3.1 million had been awarded to Greater Manchester. Work is now in hand to agree, across Greater Manchester, which schemes should be funded. A second round of submissions for a further £12 million allocation is expected to be invited later in the summer and the Council will put forward further proposals at that stage.

Growth Opportunities

- 5.15. In addition to work on vulnerable sectors outlined above, officers are working with businesses and organisations to identify and accelerate work around growth sectors where Manchester already has expertise. These include sectors such as life sciences, health innovation, advanced manufacturing, clean growth, digital, technology and telecommunications (including cyber, artificial intelligence and medtech). The City Council plays an active role in

groups such as the GM Cyber Advisory Group and GAMMA- the Greater Manchester Graphene, Advanced Materials and Manufacturing Alliance (GAMMA), two areas which will be key to future economic activity.

Skills and Labour Market

- 5.16. The figures in 6.16 below set out the impact that Covid-19 has already had on the labour market and the unprecedented rise in the number of Manchester working age residents claiming out of work benefits. The rise in claimant count has affected every area of the city but there are more significant concentrations in areas with high numbers of Black, Asian and minority ethnic residents.
- 5.17. The rise in unemployment has also affected every age group but with higher increases experienced by young people and the over 50s. Research by the Resolution Foundation, based on the evidence following the financial crash, shows that young people with lower levels of education achievement (GCSE level & below) could have employment outcomes, as low as 40% three years after leaving education. Nationally, in April there was a decline of 74% in the start of 16-18 year old apprenticeships but worth noting that April traditionally has low levels of apprenticeship starts for this age group and the August /September period is the critical time for apprenticeship starts. Of the circa 19,000 UK domiciled students who will graduate from the University of Manchester and MMU this year, based on our recent graduate retention rate of 51%, we would expect 10,000 to be seeking jobs in the City. Inevitably the lack of graduate jobs will impact on the careers & choices for graduates and lead to displacement further down the system.
- 5.18. As the Government funded furlough scheme & support for the self-employed comes to an end, which taken together currently support 30% of Manchester's working age population, there is a risk of further sharp increases in unemployment. This represents a double challenge of ensuring that there are opportunities and interventions in place to reconnect the newly unemployed back into work but also means that the residents who are furthest from the labour market e.g. long-term unemployed with health conditions, over 50, NEET young people are even less competitive in the labour market.
- 5.19. In terms of response, we have been working with post-16 education and training providers to plan and manage transition for Year 11 students and 66% of this year's cohort have a secure post-16 offer, recorded on the system but in reality the number is likely to be higher. This compares well with previous years. Of the 450 young people identified as high risk of becoming NEET, 300 have a secure offer and there is a programme of planned summer activities to keep them engaged. Post-16 providers are also working intensively with their Year 12s as the transition point to year 13 is a big driver of NEET numbers in the City. NEET figures for May are 6.9% and have not seen a significant change during the Covid period. The GM Colleges Group, which includes the Manchester College, has a guaranteed offer for all 16-18 year olds who need it.

- 5.20. More broadly we are working closely with colleagues in DWP and GMCA on the offer for those on furlough, the newly unemployed and building on the Working Well offer for those who need intensive support. This will involve aligning and flexing AEB and ESF programmes already commissioned at a GM level; ensuring that there is a very good and widely promoted online offer for those who can self-serve, with a top-up of skills and employment support for those who are lower skilled and/or need support to transition to a different sector. There is a need for more work to identify and meet the needs of furloughed workers in sectors where there is the highest risk of them becoming redundant.
- 5.21. We have commissioned THINK to update our labour market intelligence and use the evidence base to develop recommendations for priority labour market interventions where there are gaps in current provision. Some will be interventions that we can /should deliver as a City, some at a GM level and others will be common across all core cities. We are working closely with core cities to position the ask of Government that will be needed to support the interventions.

6. Economic Recovery Phase 2 - July 2020 to March 2021

- 6.1. The next phase of recovery work will be guided by a number of principles and measures, which include:
- Developing measures to support growth as set out in paras 5.5 - 5.20;
 - Developing our intelligence base, to identify and respond quickly to sectoral dynamics;
 - Structured engagement through the various Task Groups to define and develop the nature and scale of our interventions, which will continue to evolve over the coming months;
 - Developing our investment capacity to respond to strategic initiatives;
 - Developing a more inclusive economy which supports good work, alleviates poverty and promotes equality and diversity;
 - Accelerating the city's zero carbon ambitions and facilitating natural recovery;
 - Creating an economy which is more resilient to climate change and future economic shocks;
 - Improving the built environment of the city including place making, retrofit and delivering affordable housing; and
 - Digitisation to stimulate economic growth, capitalise on changes in homeworking, improve infrastructure and address digital exclusion.
- 6.2. A dynamic Economic Recovery Plan is currently being developed which will set out further details on the proposed priorities and suggested interventions which align to the *Our Manchester Industrial Strategy* themes of People, Place and Prosperity. The plan is built on a number of key guiding principles for the economic recovery to be inclusive, zero carbon, innovative, smart and resilient. This includes the shorter term 'shovel ready' projects mentioned in 5.8 above alongside the medium term projects which will support the city's economic recovery including developments which will create good quality jobs

in research and innovation, the green economy and creative industries. The Plan is being informed by a number of externally commissioned pieces of work and will be submitted to Government to complement the submissions by the GMCA and UK Core Cities.

Business and Sector Support

- 6.3. Work has been commissioned from an opinion research company (Ipsos Mori), to carry out a more detailed survey of key sector impact/needs. This is expected to initially be a 3 month piece of work (with further work to be determined), with a stakeholder inception workshop planned for late June.
- 6.4. We will use the intelligence gathered from the survey, together with that from the Business Sounding Board and other networks, business groups and contacts to work with sectors who have the potential to grow and create new employment opportunities. Some larger e-tailer businesses such as Amazon and Boo Hoo have continued to expand and there are opportunities to capitalise on Manchester's strengths in health innovation, bio-science and life sciences. We will develop bespoke approaches for sectors where possible such as the Cultural Recovery plan. We will also continue to lobby the government for packages of bespoke support to enable the recovery and growth of specific sectors.
- 6.5. At the GM level, the LEP Recovery Group has started some work to identify potential short-term early commercial opportunities that contribute towards long-term aims of the GM Local Industrial Strategy. Key themes of green recovery, on-shoring production, and boosting digital infrastructure have been identified as potential thematic focus areas. This work is at a very early stage, with no detail yet available, but we will work with GMCA as the detail emerges.

Investment to Incentivise Growth

- 6.6. Investment, both nationally and locally, to promote economic growth will be crucial to driving the recovery of the city over the medium to long term. The Council are engaged with a GM/LEP Investment Task Force which has been established to look at the opportunities for enhancing local investment capacity and to request from Government significant investment stimulus as part of the July fiscal event, autumn Comprehensive Spending review and ongoing discussions on fiscal devolution and flexibilities. This will include a call for new national programmes to help transition from the impact of the crisis, and flexibilities to enhance existing investment and funding vehicles (including Housing Investment Funding, Evergreen and Low Carbon Fund, Local Growth Fund, Enterprise Zones and retained business rates).
- 6.7. The Panel has identified the following priorities which additional investment capacity should seek to meet:
 - Boosting innovation and associated development activity in and around Enterprise Zones (EZ's). Members may be aware that there are currently 2

EZ's in Manchester - one covering the area surrounding the airport, and the other focused on the Oxford Road Corridor;

- Facilitating the delivery of commercial development;
- Boosting residential development;
- A near term "recovery package" through the deliverable elements of the GM transport pipeline;
- Further development of GM's strengths in digital capability and deployment in place-based transformation of health, economic and social outcomes; and
- Investment in low carbon initiatives.

6.8. The Council is considering its own submission to the July fiscal event, seeking investment in our priority projects, such as Mayfield, Northern Gateway, and North Manchester General Hospital.

6.9. Early intelligence from property agents has indicated a continued need for more high quality office space over the medium term, suggesting strong opportunities for commercial development. A number of further phases of commercial development are close to commencing delivery, including at NOMA and First Street, and we will continue to facilitate this development, including identifying potential blockers and solutions.

6.10. Developers, for example, at NOMA have indicated that they are using the opportunity to accelerate a step change in environmental design and standards in their commercial developments, to attract investors and occupiers. This can also help the growth of the green technology sector and provide new jobs in this area.

6.11. Stimulating residential growth will also both aid economic recovery and help the city to meet our residential growth and affordable housing targets. The largest area of investment that is expected to begin in the next few years will be Northern Gateway, where the Council has recently received approval for Housing Investment Fund. Development has recently re-started on major schemes, such as Great Jackson Street.

6.12. In addition, we will work with Core Cities and GMCA to lobby for a domestic (and potentially commercial) retrofit programme to support new employment opportunities, address climate change, reduce fuel poverty and improve health. We will also look for opportunities to make direct representation to the Government on this activity.

6.13. The Covid-19 pandemic has made more apparent the need for new digital infrastructure - we will explore opportunities to attract new investment into the city's digital infrastructure including full fibre to premises and 5G.

Labour Market, Skills and Social Value

6.14. A major part of the next phase will be the response to the rise in unemployment, as referred to in section 2 above. The end of furlough period

creates a risk that this will rise further if a significant number of businesses either fail or reduce staffing.

6.15. This will include activities in the following areas:

- Labour Market Interventions building on the recommendations from the commissioned work, we will work with partners on delivering interventions to reconnect residents to new employment opportunities; upskill residents who may need to work in a different sector; and work closely with businesses which have the capacity to recruit including apprentices. Intermediate Labour Market solutions are being considered to support the city's young people and residents who need additional support;
- Social Value - scaling up the use of social value across the city to respond to the socio-economic challenges of Covid-19; and
- Re-skilling the population - to ensure that the skills system can respond with a focus on affected cohorts including young people, over 50's, women, and Black and Minority Ethnic communities.

6.16. Key statistics:

- 62,200 Manchester residents are currently furloughed and 15,900 are receiving self-employment support. Taken together with claimant count for 18-24s (see below) this represents 30% of Manchester's working age population
- There has been a 34% increase in Universal Credit claims and an 89% increase in all unemployment related benefits claims between March and May 2020. This increase affects all age groups but is particularly acute for young people and over 50s. Manchester's claimant count for 18-24s stands at 5,620, rising by 60% between March and April 2020.
- All LSOA areas in the city show an increase in unemployment related benefit but larger increases in areas with high concentrations of BAME communities including Cheetham, Moss Side, Rusholme and Longsight
- Council surveys and conversations with over 100 cultural organisations based in Manchester have identified a number at serious risk of closure this financial year, many of which are Council funded. Arts and cultural venues are not likely to be fully open until late autumn 2020 (some may be unlikely to reopen until 2021) and then only with social distancing measures in place.
- To date 7,430 grants totalling £92.915 million have been paid to businesses via Revenues and Benefits via the Small Business Rate Relief and the Retail, Leisure and Entertainment Grant, this represents 82.7% of the total expected payments. Discretionary Grant scheme was launched on 4 June 2020 receiving 1,261 grant applications by the close on 12 June and are currently being assessed.
- A TfGM Covid Recovery Survey of over 14,700 respondents show 43% intention to shop closer to home and a 50% intention to change how people travel to and from work

7. Business Rates Reliefs and Grants

7.1. Covid Business Rates Reliefs and Grants: To date 7,818 grants totalling £97.815 million and representing 87% of expected payments. Significant time is being spent chasing up businesses that have not claimed, as well as time dealing with those businesses that do not meet the criteria and feel that they should get a grant.

	Grants/relief awarded and value	outstanding on <u>potential</u> eligibility
SBR Grant - £10k	Total: 5,922 (£59.22m)	809
Retail Leisure and Entertainment (RLE) Grant - £10k/£25k	Total: 1,848 £37.965m	372
Extended Retail relief – 100% paid to BRates account	3,918 £145.5m	Complete
Nursery relief paid to BRates account	77 - £855k	Complete

7.2. Covid Discretionary Grant Scheme to small businesses: The new discretionary scheme has now closed following a two week window that closed on 10th June. MCC officers proactively reached out to businesses in shared spaces, Enterprise Zones and charities and 1,259 applications were received, of which 74 were duplicates. Payments are expected to start being paid from the beginning of July and successful applicants will receive a cash grant of circa £5,000.

8. Residents and Communities

8.1. A work stream was established at the end of April to bring together the strands of work that had been developed to meet the needs of Manchester residents who are at risk and further disadvantaged by Covid-19. Its purpose is to ensure that the offer is appropriate, joined up and sustainable, using Government and MCC data and intelligence to inform the interventions.

8.2. 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.

8.3. Support to Residents who are at Risk during COVID-19

8.3.1. 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 is to ensure that the offer is appropriate, joined up and sustainable, using Government and MCC data and intelligence to inform our approach and interventions.

- 8.3.2. The Manchester Community Response service is a telephone helpline supporting vulnerable residents with COVID-19 related issues.
- Helpline providing single point of entry for vulnerable groups offering provision of food, fuel assistance and support for those who are lonely,
 - A food offer working with community and voluntary organisations across the City
 - Support with other needs
- 8.3.3. 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 20th June), it has received almost 17,000 calls.
- 8.3.4. The Hub has been staffed using staff from across the council. As the city and City Council moves into recovery, staff are returning to their substantive roles and longer term sustainable options for the delivery of the hub are being explored.
- 8.3.5. Intelligence gained from operating the hub has enabled a better understanding of demand across the city which will help to drive the conversations with the food banks and other VCSE and support organisations regarding their offer as we move forward.
- 8.3.6. A neighbourhood led approach has been a key part in the city's response, recognising the strength in local assets. The response has been 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.

8.4. Residents who are shielding

- 8.4.1. On Monday 22 June, Government announced that the national Shielding Programme will end on 31 July. Those who have been shielding will be able to return to work, visit shops, places of worship etc, following social distancing guidance. All shielded people will receive a Government letter and phone call to inform them of the changes.
- 8.4.2. The national free food box scheme will also end on 31 July. Supermarkets will continue to offer priority slots after this date. Shielded people are being asked to contact their local authority if they need support after 31 July, and support will be available from NHS volunteers.
- 8.4.3. With the recently announced changes for people in the shielded categories it is expected that fewer people will have an ongoing need for food assistance as they will be able to leave their homes and gradually return to work where relevant. However, beyond July, this group will no longer receive Government

food parcels, so there may be some additional demand initially from the City's food response.

- 8.4.4. 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.
- 8.4.5. 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.
- 8.4.6. Recovery planning for the shielded group includes:
- 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

8.5. **Food Response**

- 8.5.1. The request for food response comes through the Community Hub and also other trusted partners and referral agencies. From Monday 30 March to 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, 4,929 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.
- 8.5.2. 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 3,271 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.

- 8.5.3. Generous cash donations from businesses through the Lord Mayor's Charity We Love Mcr and funds from the Hardship funding have contributed to the funding of 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.
- 8.5.4. 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.
- 8.5.5. 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.
- 8.5.6. The We Love Manchester Charity is making available £60k to support Food Providers to invest in some of their infrastructure to prepare for ongoing demand. Ways to increase social value and reduce food wastage in the Council's supply chain and that of anchor institutions are being explored - this would reduce the amount of food which is purchased and help ensure the sustainability of the provision.

8.6. **Hardship funds and other discretionary spend**

Council Tax

- 8.6.1. Government has provided £7.4m to the Council to support Covid hardship with specific advice on how the majority of the grant should be spent, by providing all working age recipients of Council Tax Support (CTS) with a Council Tax Credit of up to £150 towards their 2020/21 Council Tax bill.

8.6.2. Payments have now been made and new bills issued

- Non joint tenants : £5.4m (36,020 distinct claims)
- Joint tenants : £173.6k (1203 distinct accounts*)
- *JTs are posted to the Council Tax account directly, not on any *claims* (of which there could be one, or several).

This leaves **£1.2m** for other priorities.

8.6.3. As previously reported, £700k of this funding has already been committed and has been used for food poverty, support to carers, school meals and welfare support for COVID. The remaining balance is earmarked for additional support as the furloughing arrangements unwind, Council Tax hardship including elderly people and people not in receipt of CTS and the digital pilot to support digital inclusion.

Free School meals

8.6.4. Manchester City Council introduced a number of initiatives to support residents at risk during the Covid crisis.

8.6.5. Normally entitlement to free school meals is picked up locally within schools as there is a direct correlation between free school meals and increased funding via the pupil premium. In Manchester all schools have access to a system that allows them to check entitlement almost immediately as the technology links to DWP data.

8.6.6. To support many schools during this period, 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. At the point that this was initially set up there was no indication that the government would provide support for the Easter, half term or Summer holidays. It was agreed that schools would pick up the funding of these grants during term time (as they had received the funding) and the Council would fund the holiday periods via the hardship funding and welfare provision.

8.6.7. The Council's temporary scheme operated from 23rd March to 17th April 2020 although applications were considered until the end of May to allow for late requests. Support is also being provided for ongoing requests where schools cannot provide support, either because the family are in need and entitlement has not yet been confirmed, or there is an immediate need for support and the family are unable to receive support from the benefits system eg a temporary emergency.

8.6.8. In total the City Council received over 6,821 applications and approved 4,331 number of grants, paying out c£234k in total. All schools in Manchester transferred to the Government's voucher scheme from Monday 20th April. The government has now confirmed that 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. As a result the

majority of the funding paid out by the Council will be recouped from schools as they have received the funding from the government.

Support for carers and other emergency support

- 8.6.9. A scheme for carers commenced on 12 May. The Emergency Fund for paid and 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. At 21 June 2020 97 requests have been approved to a value of £9,383. There is also a Covid-19 support that has approved 270 requests to the value of £16,728.

Claims for housing benefit and council tax support

- 8.6.10. 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 it is likely that claims will continue to increase.

8.7. Youth services and support for children and young people

- 8.7.1. Following the announcement of the lockdown on 23rd March 2020, the youth and play sector immediately met as a collective to discuss the best way to continue to support children and young people across Manchester.
- 8.7.2. The youth and play sector in Manchester responded to lockdown quickly by adapting their provision, moving services to online / phone calls or posting activities to ensure contact was maintained, however, this has presented significant barriers to engagement, challenging our ability to engage with all young people.
- 8.7.3. During all engagement sessions, youth and play workers continue to have significant conversations with young people which have revealed some insights into their thoughts about Government guidance, current and future provision and issues they are facing within their lives.
- 8.7.4. The Youth Strategy Team worked alongside education, work and skills, CSP and GMP to publicise an 'Ask' across the wider sector on 7th April, which aimed to ensure that there was sufficient provision across the City to ensure children and young people remained safe, connected and engaged, fulfilling the Council's statutory obligations.
- 8.7.5. Working alongside colleagues in Education, the youth sector committed to supporting schools to ensure that we continued to provide support to our most vulnerable young people.
- 8.7.6. Working alongside the sector, we have supported Young Manchester in the research and publication of The State of the Youth and Play Sector in Manchester report.

- 8.7.7. All City Council and Young Manchester funded organisations have continued to provide provision for children and young people.
- 8.7.8. We are now working alongside the Youth and Play sector, the wider sector and children and young people to understand what provision should look like during the recovery phase.

8.8. Domestic Violence and Abuse

- 8.8.1. 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 and 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.
- 8.8.2. 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.
- 8.8.3. 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 and information, help to leave abusive relationships and emotional support. It is important to note that 54% of callers reported that Covid-19 lockdown has made an abusive situation worse and that 59% of calls were for refuge space.
- 8.8.4. The number of complex cases of domestic abuse 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.
- 8.8.5. 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.

8.8.6. 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.

8.8.7. 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.

8.9. Digital Exclusion

8.9.1. 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 and Skills and 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.

8.9.2. There is the potential to do more but there is a lack of funding for technology and data for adults. Government schemes have been targeted at young people in schools and colleges. We are working closely with MAES and the Manchester College re support for adult learners and it is likely that there will be an allocation from the City Council's Covid hardship funding to provide technology, data and basic skills to our residents at risk who will use it to access more services independently in the future.

8.9.3. 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 and the status of the shielded group on volumes of calls and 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 and 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.

8.10. VCSE and Faith sector

8.10.1. 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, Social Enterprise (VCSE) and Faith 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 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

8.10.2. 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.

8.10.3. 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.

8.10.4. 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.

8.10.5. 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

8.10.6. 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.

8.11. Homelessness

8.11.1. As of 23rd June, 178 people were accommodated within Covid-19 hotel accommodation across 7 hotel sites, open under the Government's 'Everyone In' programme. At the height of the response, the Council was accommodating 280 people across 11 hotel sites. The stable accommodation, meals and support provided at hotels have helped to increase engagement from people who sleep rough. On site, people have been able to access support services including primary health care, drug and alcohol support services, mental health and welfare benefits and advice provision. All occupants have had or are having a Homeless Assessment and Personal Housing Plan, a strength based assessment that identifies actions to support finding accommodation. The principles of the exit strategy from hotels are:

- An intention not to return people who have been accommodated to the streets
- A desire to exit from hotels as quickly as possible
- An intention for everyone accommodated in hotels to have an individual housing and support plan

- 8.11.2. Outcomes of homelessness assessments are being closely monitored and tracked at weekly coordination meetings. Anyone who is found to have no legal duty owed to them through the Homeless assessment should be eligible for 'A Bed Every Night' (ABEN) accommodation. The 3rd phase of the Greater Manchester Combined Authority ABEN scheme will start on 1st July 2020, dovetailing with the exit strategy for 'Everyone In'. This should ensure an offer of accommodation for residents who.
- 8.11.3. Reconnection remains an important part of the exit strategy. Dedicated members of staff are undertaking follow up conversations with individuals and arranging for their reconnection to places where it is safe for their return if they have no connection to Manchester. Greater Manchester Immigration Aid Unit and the Booth Centre are actively working with individuals in order to manage paperwork from Embassies and apply for plane tickets as international travel becomes available. On a national level, the outreach team are working with receiving local authorities, and GMCA are providing support engaging with neighbouring Authorities to ensure that people are reconnected within the conurbation.
- 8.11.4. For individuals who do have a legal duty owed to them, appropriate accommodation will be sought from in-house temporary accommodation, Housing Related Support schemes, Housing First, social housing and the private rented sector. Creating capacity within these options, exacerbated by the lack of movement due to C-19 measures, remains a pressing issue. Officers are continuing their engagement with MHCLG to negotiate accessing a mixture of capital and revenue support to access more private rented sector accommodation, supported accommodation and an increase in Housing First placements for Manchester.
- 8.11.5. To increase access to social housing the priority banding of people living in housing related support schemes and temporary accommodation has been increased. While this is positive, given the current demand for social housing, this is currently being modelled to deliver a potential 50 moves over the year. In addition to this, further work with MHCLG includes the potential to step-up property purchase by housing provider partners to support our successful Empty Homes work, together with colleagues in Strategic Housing. Ongoing conversations with registered providers to identify accommodation are running parallel to MHCLG conversations.
- 8.11.6. To support access into the Private Rented Sector, both housing related support schemes and temporary accommodation teams are identifying people ready to move on into the PRS, thereby releasing available bedspaces for people from the hotels to move into. The PRS accommodation is being accessed via landlord incentives and deposits.
- 8.11.7. Officers have agreed with partners to target public donations into the Big Change fund and to reinforce messages of not giving to individuals on the street as lockdown ends, but to support Big Change which can provide funds for deposits.

8.11.8. There remain a number of points which are at issue and which officers are focussing on. These include:

- Ongoing funding issues with government and clarity on the extent of funding for Everyone In
- Access to private rented sector stock and supported housing across Greater Manchester to fairly spread the burden being borne by the Council
- Continuing development of guidance on managing people who display Covid-19 symptoms and/or are tested positive

8.11.9. Officers are working with Public Health to agree processes for the homeless, sleeping rough and sex worker populations contact tracing programme. This has included working with the Homeless Partnership and Registered Provider hostel managers to help identify and contact individuals on a localised level.

8.11.10. There remains approximately 40 individuals who are continuing to sleep on the streets. Most of this group had either refused accommodation or been evicted through extreme and unmanageable behaviour. MHCLG and officers believe that the numbers on the streets will rise as lockdown eases, and these numbers are being closely monitored by the outreach team.

8.11.11. Statutory homeless services have been operating a phone and email based service since the end of March. As part of the Service Transformation Programme and based on emerging learning, officers are working with partners to agree the most appropriate approach to service delivery as lockdown is eased. Partners have welcomed the telephone based housing assessment service and officers are considering how to facilitate remote working and remote responses to reduce footfall pressure in the rates hall on a permanent basis. Officers and MHCLG are anticipating significantly increased numbers of people presenting as homeless as lockdown eases and the wider economic situation presents itself.

8.12. Equality, Diversity and Inclusion

8.12.1. 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

9. Health and Social Care

9.1. Adult social care response

- 9.1.1. ASC continues to manage its response through the ASC COVID response plan which feeds into MCC response co-ordination as well as into MLCO command.
- 9.1.2. The plan is predicated on delivering three key objectives:
- (1) Continuity of care for vulnerable people assessed under the Care Act
 - (2) Minimising risk of harm/fatality
 - (3) Protecting credibility of health and social care and partners

Assessment

- 9.1.3. Delivery of Care Act assessment and support planning remain the key priorities for the service.
- 9.1.4. A streamlined strengths based assessment form remains in place to expedite the assessment process. This has been continually reviewed since its introduction and feedback from staff continues to be positive. This work has formed part of the overall ASC response to the Care Act Easements, noting that there has not been any need to enact the Easements at stage 3 or 4.

In house provider services

- 9.1.5. Our in house provider services are continuing to support citizens. Some services remain closed (with support being provided via safe and well calls) but planning is underway to look at necessary service adjustments to enable services to be fully operational.

Support to Care Providers in the independent sector

- 9.1.6. A weekday daily ring-around to 218 services providing care and support continues to be conducted to identify pressures and provide the response and support required to maintain continuity of care and, where possible help providers to self-manage any outbreaks of the virus.
- 9.1.7. There are 91 care homes recorded by CQC in Manchester and contact is made through the daily ring-around to 81 (with the remaining 10 a combination of empty homes, MFT or MLCO/MCC direct provision and a children's service with CQC registration).
- 9.1.8. The engagement and daily contact with care providers, allows the Manchester health and social care system to gather intelligence about available capacity and whether any service users or staff have symptoms of COVID-19 and are being isolated and/or have been tested positive for the virus. Across all providers the vast majority are self reporting as green, Within the self reported position, care homes are reporting 3 amber and none are red at the time of writing.

- 9.1.9. Care Homes continue to be supported by the Community Infection Control Team including managing outbreaks, undertaking risk assessments, and ensuring basic infection control measures in place. Over 275,000 items of PPE have been delivered to Care Homes via the mutual aid hub. All care homes can access testing by contacting the Manchester Testing Hub. Testing is delivered by one of three routes: courier of swabs from the local PHE lab for staff to swab residents themselves, co-ordinated by the Community Infection Control Team; by the local Community Swabbing Teams where staff are not confident or able to swab residents; or through the national Department of Health and Social Care (DHSC) care home testing portal, whereby swabs are delivered to the care home and staff swab the residents themselves.
- 9.1.10. A number of financial support measures have been put in place for Care Homes. This has included passporting 75% of the £3.4m of the government's infection control fund, which is to provide support to providers to deliver infection control to reduce the rate of COVID-19 transmission in and between care homes and support wider workforce resilience. The funds have been passed onto Care Homes on a 'per bed' basis.

Transfers of care from hospital to the health and care services within the community

- 9.1.11. The integrated health and social care control room working with social workers, nurses, transfer teams and care providers is supporting discharge from hospitals across Manchester. This continues to operate with a total of 637 residents having been transferred through this route, with the appropriate support being put in place to support them to return home, or into a care home or intermediate care

Support to citizens in the community

- 9.1.12. Adult service areas have conducted safe and well checks with the cohort of vulnerable adults on the government shielded list, with the same approach to safe and well checks being taken for other individuals in receipt of packages of care and known to social work. The checks ensure referrals into the Manchester Community Response Hub and other support options as well as assessment or reassessment where required.

9.2. Planning ahead for the recovery

- 9.2.1. Health and Social Care partners will work together to refresh the Our Healthier Manchester Locality Plan that sets the long-term vision and priorities for the city of Manchester - improving health outcomes for citizens, tackling health inequalities, and ensuring the health and social care system is financially sustainable. The Locality Plan was recently refreshed and while the overall aims are expected to be similar, the context in terms of the impacts of Covid-19 on health and well-being is significantly changed and more challenging across the city, as well as being highly uncertain and dynamic.

- 9.2.2. The Locality Plan refresh will set the context for reviews of the more detailed priorities and plans that will be developed by Health and Social Care partners in the city. It will also be aligned with the Our Manchester Strategy reset and the review of other city-wide strategies that have an impact on health and well-being.
- 9.2.3. Although there are still significant challenges with the response to Covid-19, work is now starting on planning ahead for the recovery. A Health and Social Care workstream has been established that will work closely with the other recovery workstreams, involving key partners from across the city through the Transformation Accountability Board. The workstream will consider the following issues.
- 9.2.4. Increasing the economic impact of health and social care during the recovery. This includes the role that health and social care organisations have as important 'anchor institutions' within the city, increasing the social value of health and social care organisations, and the roles of health and social care in achieving the city's zero carbon ambitions. The health and social care sector can also be a catalyst of wider regeneration, for example through the plans to redevelop the North Manchester General Hospital site. Health innovation and life sciences as important drivers of the economy, as set out in the Manchester Inclusive Growth Strategy. Health and work are highly interdependent issues so this workstream will also look at how to support residents to be fit for work, particularly in light of the impacts of Covid-19.
- 9.2.5. Supporting our residents and communities with their health and social care needs. This includes narrowing inequalities with a focus on the differential impacts that Covid-19 has had on different communities in the city, protecting the most vulnerable, and improving the social determinants of health and reducing poverty. This work will also look at the role of the VCSE sector in relation to health and social care. The work will look at the improvements and innovations developed during Covid-19, learn lessons and mainstream improvements made.
- 9.2.6. Changes to our ways of working and organisations. This will focus on making the Hospital Cell and Community Cell arrangements work effectively to deliver the response and recovery from Covid-19, as well as helping Manchester Local Care Organisation achieve its 10-year ambitions. It will include a focus on the financial sustainability of health and social care. It will look at how to support our workforce to deliver and progress, and plan organisational change effectively across partners.
- 9.2.7. Updating our strategies, evidence and intelligence. This will include updating the Locality Plan and Population Health Plan, and the importance of health and well-being within the Our Manchester Strategy reset. It will capitalise on the Michael Marmot review of health equity 2020 including focus on health outcomes and the wider determinants of health for residents. It will ensure that inclusion and equalities are front and centre to all of the above work, reflecting on the significant health impacts that Covid-19 have had on Black, Asian and Ethnic Minorities within Manchester as well as nationally. Evidence and

intelligence will underpin all of the recovery work including listening to the diverse voices of Manchester's population and building our services around a better understanding of what is important to them.

10. Schools and Children's services

10.1. Following the announcement of 'lockdown' Manchester's Children and Education Services adopted a 'Business as usual but doing it differently' approach. In order to ensure operational delivery of core functions/duties and responsibilities, a directorate wide coordination plan was established for all services/teams that fall under the leadership accountabilities and responsibilities of the Directorate. Teams/staff and management arrangements have been put in place ensuring there is visibility, easy access to partners, colleagues, children and their families and risk of cross infection from covid-19 is minimised.

10.2. Schools and Education

- 10.2.1. Education services colleagues are continuing to work very closely with all of Manchester's early year providers/settings, 184 state funded schools, Manchester based independent schools, alternative provision providers and post 16 providers to ensure we respond to the changing guidance relating to the Covid 19 crisis. We have been able to safely provide places for the children of key workers and those defined as vulnerable and now increasing the number of children attending from key year groups. Throughout the lockdown period the vast majority of our schools have remained open with approximately 1000 children attending school each day.
- 10.2.2. Following the change in Government Guidance to expand the offer in primary schools from the 1st June 2020 for Nursery, Reception, Yr1 and Yr 6, 178 schools have been open and 87 primary schools have expanded their offer to include the identified year groups. All secondary schools have some face to face provision to support independent learning for year 10 pupils. A few schools have seen large numbers of additional children attending but many other schools report that initially there has been a very small take up of places. On 16th June c7001 children were attending school which equates to approximately 9% of the overall school population.
- 10.2.3. All of our special schools have remained open throughout this period including 7 which offered provision over the Easter break. All special schools have been provided regularly with PPE from the Council. Home to school transport has continued to run a service during this period s. This has resulted in significant additional costs due to social distancing requirements on vehicles and availability of passenger assistants.
- 10.2.4. All schools have been asked to individually risk assess their circumstances and develop plans for the expansion of the school offer. Subsequently Manchester Education Services have worked with school leaders, Trade Unions, Director of Public Health and MCC Health and Safety worked together to develop a rigorous H&S Risk assessment and a local test, track and trace

arrangement to support this process. Risk assessments have been received from all maintained and Voluntary Community/Voluntary Aided schools which are increasing their offer.

10.3. Early Years

- 10.3.1. The Council supported early years settings to remain open offering essential childcare to around 360 key workers and vulnerable children. Since 1st June, the number of settings open has gone from 28 to 68 increasing average daily attendance to 1315. Manchester Children's Sure Start Centre/Early Year services has also continued to provide essential services such as Antenatal sessions, food clubs and family support.
- 10.3.2. Both locally and nationally there continue to be concerns about Early Years settings which appear to be faced with a range of challenges including loss of income, particularly for settings which rely upon private fee paying families. An analysis and options appraisal is currently being developed outlining some of these issues and potential solutions.

10.4. Post 16 provision

- 10.4.1. The majority of post 16 providers extended their offer for their year 12 students from Monday 15th June 2020. All providers are adopting a flexible approach and depending on the uptake, management of provision and change in guidance will be looking to do more over the next few weeks if possible. They all continue to monitor and engage their vulnerable learners and there has been a steady increase in numbers attending where a face to face offer has been maintained.

10.5. Demand for Children's Services

- 10.5.1. Children's Services provides a statutory service to approximately 5370 children. Since the end of March, there has been a significant reduction in the number of contacts being made with Children's Services but there is no pattern to these reductions. Children who are in need of help (assessment/children in need) and protection (741 subject to a child Protection Plan) are visited/seen regularly; with high levels of compliance with statutory timescales. The allocated social workers for our 1431 Looked After Children are having regular contact with them using a variety of methods, face to face or virtually and are recorded to be between 95% and 100% within statutory timescales.
- 10.5.2. The majority of family court hearings are now being heard remotely. Our initial strategies included deferring non-urgent hearings and hearing only urgent cases remotely. Whilst there were some coordination difficulties from our local court, a consistent process has now been adopted. During March to 15th June 2020, 42 cases (78 children) have had their proceedings concluded.
- 10.5.3. Due to current lockdown measures, it is anticipated that there is suppressed demand for services. The Directorate is anticipating new demand through

increased vulnerability in the community due to the repercussions of Covid-19 including increases in family poverty, domestic violence, substance misuse, behavioural issues, mental health issues and family breakdown. The Early Help Hubs have reported an increase in families experiencing financial/hardship and the long term impact of these challenges is not known.

10.6. Mental Health

10.6.1. It is widely recognised that COVID 19 has the potential for a significant impact on the mental health and well being of young people. Throughout the period of lockdown Manchester CAMHS has retained a duty service with referrals and assessments triaged through video link ,telephone calls with visits to family only where required. In addition to providing face to face support, the CAMHS services have invested in online resources which have seen a substantial increase in demand since lockdown.

9.5.2 Post COVID, new funding from National Health Service England to develop new Mental Health Support Teams for schools in the city. This will increase direct mental health support for schools with new Education Mental Health Practitioners and dedicated CAMHS clinicians.

11. Conclusions

11.1. The Executive will continue to be kept up to date with developments as this situation is expected to continue to evolve and change rapidly.