

---

**Manchester City Council  
Report for Resolution**

**Report to:** Resource and Governance Overview and Scrutiny Committee –  
22 July 2010

**Subject:** State of the City Reports

**Report of:** Head of Corporate Partnerships and Performance

---

**Summary**

This report is to inform the Committee how the Manchester Partnership uses the State of the City reports in making decisions about priorities and how the Partnership performance manages the decisions made.

**Recommendations**

It is recommended that Members note the report.

---

**Wards Affected:**

All

---

**Contact Officers:**

Name: Jane Abdulla  
Position: Head of Corporate Partnerships and Performance  
Telephone: 0161 219 3910  
E-mail: j.abdulla@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 four years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

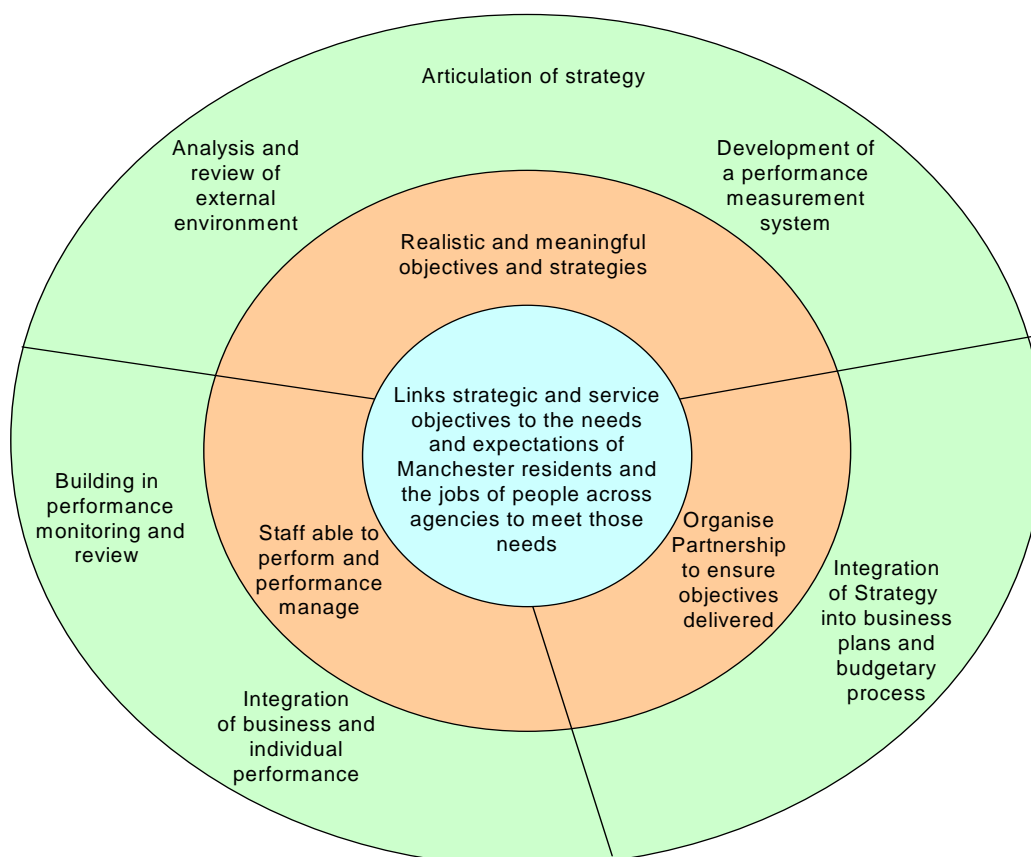
Community Strategy  
Local Area Agreement  
State of the City Annual Report  
State of the Wards Report  
Communities of Interest Annual Report

## 1.0 Purpose

- 1.1. The purpose of this report is to inform the Resources and Governance Overview and Scrutiny Committee how the Manchester Partnership uses the State of the City reports in making decisions about priorities and how the Partnership performance manages the decisions made.

## 2.0 Introduction

- 2.1. The State of the City reports, the decisions made based on the reports and the performance management of the decisions are part of performance management framework for the city. The framework links strategic and service objectives to the needs and expectations of Manchester residents, and the jobs of people across agencies to meet those needs. The framework comprises of three linked components - realistic and meaningful objectives and priorities; organising the Partnership to ensure the objectives are delivered; and managing performance.
- 2.2. The framework is illustrated in the diagram below. The rest of this paper describes each of the three components in more detail and the place of the State of the City reports in the framework.



### **3.0 Realistic and meaningful objectives and priorities**

- 3.1. The Manchester Partnership's ten year vision and strategic priorities for the city are set out in the Manchester Community Strategy (2006-2015). The Strategy is underpinned by the Local Area Agreement (2008-2011), which is the three year delivery plan for the Community Strategy and which includes the performance indicators that the Partnership uses to measure progress against the strategic priorities.
- 3.2. The State of the City reports comprise of a suite of three reports – the State of the City; the State of the Wards; and the State of the City: Communities of Interest report. The reports are annual reports produced in July of each year. They provide comprehensive information about the outcomes that have been achieved on the strategic priorities set out in the Community Strategy and the Local Area Agreement, at city level and by place and people within Manchester.
- 3.3. The information in the reports is analysed and used to determine a set of annual priorities, which are decided by the Manchester Board in July each year. The priorities are cross cutting and are those things that it is considered will have the greatest impact across the Community Strategy and Local Area Agreement based on an assessment of current performance.
- 3.4. The priorities are currently resident wages, aspiration and wellbeing and community cohesion. The Manchester Board will review the priorities on 13 July 2010 as part of the annual performance management cycle.
- 3.5. The information contained in the report comes from a number of sources, for example, the Joint Strategic Needs Assessment and Strategic Threat Assessment, which are tools to inform planning and commissioning of health and community safety services respectively. The Thematic Partnerships use these assessments in determining their thematic priorities and in developing their thematic business plans.

### **4.0 Organising the Partnership to ensure the objectives are delivered**

- 4.1. Programmes of work on the cross-cutting priorities have been developed, managed and evaluated by working groups of senior officers from across the Partnership. A Resident Wages working group was established in 2008 to deliver a resident wages pilot, which was completed and evaluated in 2009 /2010. The learning from the pilot and the components of the resident wages project are now being carried forward through the Better Life Chances City Region pilot, which is programme managed by the Total Place Board.
- 4.2. The Wellbeing Programme Core Group is responsible for strategic direction and programme management of the wellbeing agenda within the vision outlined in the Community Strategy and by the Manchester Board. The Group is supported by the Adults health and wellbeing Thematic Partnership. The work programme on aspiration and wellbeing comprises of the following projects: the UK Resilience Programme (UKRP) in Manchester schools and the broader developments of emotional resilience work in Children's Services;

participation in the Apprenticeship Entitlement Pathfinder; and work relating to health trainers and wellbeing and mental health.

- 4.3. A Community Cohesion Board and Steering Group have strategic and operational responsibility respectively for delivering a Community Cohesion Strategy. A review of the Strategy is currently being completed and will be reported to the Manchester Board in October 2010. Whilst the strategic review of community cohesion has been a key focus for 2009-2010, the existing action plan remains a priority for delivery. The plan includes work on: a Welcome Pack: citizenship; English for Speakers of Other Languages; Translation and Interpretation service; and a Community Change and Perception Monitoring Tool.
- 4.4. In addition, the priorities are being integrated into the Thematic Partnership business plans so that Thematic Partnerships contribute to progress on the priorities. This year the annual review of Thematic Partnership business plans will start with a planning summit to be held in September 2010. The summit will provide the opportunity to articulate as a whole the actions being taken to deliver on the priorities. These will be presented to the Board to provide the Board with the opportunity to identify any further initiatives that the Partnership needs to undertake jointly.
- 4.5. The State of the City reports are also used in developing and reviewing the Strategic Regeneration Frameworks and ward plans. Each ward has linked to it a member of the council's Corporate Research and Intelligence Team who support use of the reports in the ward planning process. The process is currently being strengthened to ensure the reports are used consistently across plans.

## **5.0 Managing performance**

- 5.1. The Manchester Partnership has comprehensive arrangements in place for performance managing progress on the priorities. The Manchester Board receives six monthly progress reports on its priorities. In this way, the Board drives progress on the priorities. In addition, Board members sit on each of the working groups associated with the priorities strengthening the Board's arrangements for performance managing progress.
- 5.2. The LAA includes specific performance indicators to measure progress on the priorities as follows:
  - Resident wages: Local - Reduce gap between the average resident wage and average workplace wage compared to core cities;
  - Aspiration and wellbeing: Local -Universal measure of well being - Life Satisfaction;
  - Community cohesion: NI 1 -People from different backgrounds who get on well together in their area.
- 5.3. Progress on the LAA is performance managed through Thematic Partnership Boards each of which is responsible for part of the LAA. The Boards are responsible for managing progress and making decisions on the Thematic

Partnership business plans that include work on the priorities. Each of the Thematic Partnership Boards is aligned to an Overview and Scrutiny Committee.

- 5.4. Progress on the LAA is also performance managed through quarterly performance reports. The Partnership's Resources and Performance Sub-Group is responsible for analysing the performance reports and for providing challenge to the Thematic Partnerships. The Sub-Group makes recommendations to the Public Service Board about action to be taken to support progress on the LAA. Most recently for example, the Sub-Group recommended that a communication campaign be developed to promote recycling by staff employed by partners across the Manchester Partnership. Draft campaign material will be presented to the Public Service Board in July 2010.

## **6.0 Conclusion**

- 6.1 RAGOS is invited to comment on the report.