

# Strategic Development Delivery Plans 2018/19 – 2019/20

# Delivery Plan 1 – Financial Plan

Financial outturn will be monitored by the directorate management team, including variances against the objective summary included in the Directorate Budget and Business Planning Report.

## Subjective Summary

| Subjective Heading                            | 2017-2018<br>Budget<br>£,000 | 2018-2019<br>Indicative<br>Budget<br>£,000 | 2019-2020<br>Indicative<br>Budget<br>£,000 |
|---|------------------------------|--|--|
| <b>Expenditure:</b>                           |                              |  |  |
| Employees                                     | 10,576                       | 10,576                                     | 10,576                                     |
| Running Expenses                              | 31,491                       | 31,491                                     | 31,491                                     |
| Capital Financing Costs                       | 0                            | 0  | 0  |
| Contribution to reserves                      | 75                           | 75   | 75   |
| Total Subjective Expenditure                  | 42,142                       | 42,142                                     | 42,142                                     |
| Less:   |                              |  |  |
| Other Internal sales                          | (5,752)                      | (5,752)                                    | (5,752)                                    |
| Gross Expenditure                             | 36,390                       | 36,390                                     | 36,390                                     |
| <b>Income:</b>                                |                              |  |  |
| Government Grants                             | 0                            | 0  | 0  |
| Contributions from Reserves                   | (7,541)                      | (7,541)                                    | (7,541)                                    |
| Other Grants Reimbursements and Contributions | (480)                        | (480)                                      | (480)                                      |
| Customer and Client Receipts                  | (22,730)                     | (22,730)                                   | (22,730)                                   |
| Other Income                                  | 0                            | 0  | 0  |
| <b>Total Net Budget</b>                       | <b>5,639</b>                 | <b>5,639</b>                               | <b>5,639</b>                               |

# Delivery Plan 2 – Performance Plan

*This performance plan shows progress towards the objectives of the Strategic Development Directorate. Progress towards these indicators is monitored through the Strategic Development Performance Framework which is submitted to the Directorate Management Team for consideration on a quarterly basis.*

| Our Manchester Outcomes                | Our Manchester 3 Year Priorities  | State of the City Key Indicators  | Objectives  | Indicator (high level / outcomes)                                 | Actual Performance (2016/17) | Target Performance |         |         | Contributing Indicators (lower level / operational) |
|--|---|---|---|---|------------------------------|--------------------|---------|---------|---|
|  |   |   |   |   |                              | 2017/18            | 2018/19 | 2019/20 |   |
| <b>A thriving and sustainable city</b> | -Work and skills for better pay   | Total number of people in employment (ONS - 381,500 - 2016)   | The continuing growth of the city centre as a major regional, national and international economic driver; ensuring growth through efficient use of land for development opportunities. Uphold Manchester's attractiveness as an international investment opportunity to build on the Capital Strategy and innovative models of co-investment in the City's future. Ensuring residents, neighbourhoods, businesses and goods connect to local, national and international markets. | Number of job vacancies (Burning Glass)                           | 14,318 (June '17)            | N/A                | N/A     | N/A     |   |
|  |   |   |   | Businesses indicating growth in employees (Business Survey)       | 21% (Aug '17)                | N/A                | N/A     | N/A     |   |
|  |   |   |   | Office Take Up (CBRE)   | 479.9 (000s ft2) H1 2017     | N/A                | N/A     | N/A     | Office Availability and Prime Rents                 |
|  |   | Estimated visitor numbers (STEAM - 1.152m - 2015)   | Maintain and build confidence in Manchester's reputation as a destination City through the growth and improvement of its retail provision, the opportunities presented by its diverse cultural, sporting and leisure offer, together with its civic functions as a focus for residents and visitors.  | Hotel Occupancy rates (STR Global)                                | 80% 16/17                    | N/A                | N/A     | N/A     | Growth in Hotel Stock                               |
| <b>A highly skilled city</b>           | -Better school results<br>-Work and skills for better pay   | % of the workforce with no formal qualifications (11%), skilled up to level 2 (73%) and skilled up to level 4 (39%) (ONS, 2016) | Maximise employment opportunities for Manchester residents, leveraging, in particular, where the City Council has a strategic development, planning, procurement or commissioning role.   | % of the Council's procurement spend with local suppliers. (CLES) | 73.6% - (15/16)              | N/A                | N/A     | N/A     | Activity generated through Social Value             |
| <b>A liveable and low carbon city</b>  | -Cleaner, greener place<br>-Better and more homes<br>-More recycling and less waste<br>-Fix road, bus and cycle lanes | Our Manchester Residents Survey: % of respondents rating their area a good or very good as a place to live (52% 2017)           | Create places where people want to live with good quality housing of different tenures; clean, green, safe, healthy and inclusive neighbourhoods; a good social, economic, cultural offer and environmental infrastructure.   | Total Business Rate Value of District Centres (Academy)           | £22.9 mill (Sept '17)        | N/A                | N/A     | N/A     |   |
|  |   |   | Support local businesses and residents to maintain and develop thriving district centres with appropriate retail, amenities and public service offer.   | % of empty commercial properties (Academy)                        | 5.24% (April 2017)           | N/A                | N/A     | N/A     |   |

|          |     |   |  |   |   |  |  |  |   |
|----------|-----|---|--|---|---|--|--|--|---|
|          |     |   |  | Footfall in district centres (Springboard)  | To be measured in 2018                      | N/A                                      | N/A                                      | N/A                                      |   |
|          |     | Expected Housing Completions (1,654 - 16/17 - MCC EC List)                | Contribute to population and economic growth by providing an expanded, diverse, high quality housing offer that is attractive, affordable and helps retain economically active residents in the City, ensuring that the growth is in sustainable locations supported by local services, an attractive neighbourhood and the public transport infrastructure. | Number of residential property sales  | 6,524                                       | N/A                                      | N/A                                      | N/A                                      | Sales prices (Manchester Ex CC / City Centre) (New Build / All); Average rents for 2 bedroom properties in City Centre / Rest of City |
|          |     | CO2 Emissions - Reduction from 2005 Baseline (2016 - 33% reduction, MACF) | Reducing CO2 emissions through a combination of local action, including delivery of the Green and Blue Infrastructure Strategy, Parks Strategy and the Tree Action Plan, and influencing national policy on energy and transport.  | Air quality (NO2) in Piccadilly and Oxford Rd (Air Quality Monitoring Stations)                   | 2016 - 40 Piccadilly<br>2016 - 66 Oxford Rd | 35                                       | 35                                       | 35                                       |   |
| Enablers | All | N/A   | Continue to build relationships, using an Our Manchester approach, through communicating and engaging effectively with all staff, Elected Members and residents ensuring that they are aware of the vision for the City and their role in its successful delivery.   | % of Stage 1 and 2 complaints answered within 10 working days. (CP&C)                             | 100%  | 96%                                      | 96%                                      | 96%                                      |   |
|          |     |   |  | % of complaints upheld by the Ombudsman. (CP&C)   | 0%  | Below 10%                                | Below 10%                                | Below 10%                                |   |
|          |     |   |  | % of Freedom of Information Act requests responded to on time (CP&C)                              | 84%   | 90%                                      | 90%                                      | 90%                                      |   |
|          |     |   | Enable the workforce to be more resilient, effective, creative, ambitious and innovative through embedding Our Manchester and developing a culture of trust, honesty and empowerment.  | Average days lost per FTE in the standard working month (mean monthly result over the year) (SAP) | 0.82  | N/A                                      | N/A                                      | N/A                                      |   |
|          |     |   | Reducing CO2 emissions through a combination of local action, including delivery of the Green and Blue Infrastructure Strategy, Parks Strategy and the Tree Action Plan, and influencing national policy on energy and transport.  | Reduce Direct CO2 Emissions from Buildings by 41% from 09/10 baseline                             | 24.9%                                       | 41% reduction from 9/10 baseline by 2020 | 41% reduction from 9/10 baseline by 2020 | 41% reduction from 9/10 baseline by 2020 |   |



# Delivery Plan 3 – Equality Overview and Action Plan

The Strategic Development Directorates serve the entire population of Manchester: some 560,000 Mancunians, its 20,000 businesses, communities and 994,000 overseas visitors. We have a pivotal role in securing the physical and economic growth of the City. This includes the delivery of residential growth; increasing housing provision including a significant proportion being affordable for Manchester residents; enabling transport connectivity internationally (airport) nationally (HS2) and locally (second city crossing); and, developing attractive commercial spaces to support both business and employment growth in the city. Cultural and sporting excellence is also at the heart of the growth agenda and will continue to be a major regeneration catalyst with major developments including the new Factory Arts Centre and expand the Etihad Campus in east Manchester.

Services delivered by Strategic Development are largely delivered with partners before users access the homes or facilities however the Directorate remains committed to ensure that communities are engaged in decisions that affect them. The Directorate also seeks out opportunities to support specific communities to ensure they have access to quality provision that meets their needs; such as, the older peoples housing specifically for Manchester’s LGBT community announced in 2017. The directorate also ensures that it clearly demonstrated how equalities impacts are considered during the planning and delivery of any new developments ensuring compliance with national guideline and legislation. The behaviours and principles of Our Manchester are embedded throughout our approach to service delivery and meeting the needs of our customers. We are proud and passionate about Manchester and will endeavour to deliver the best possible services.

### Review of Proposed Changes and Activities

The Strategic Development Directorate intends to increase income through improved use of the **operational estate** and review of rents, leases and occupancy within the **investment estate**.

**Planned improvements to the security and repairs and maintenance contracts** have been delayed however this will have no equalities impact as existing provision is still in place until the new contract is agreed.

New and emerging projects will be planned with due consideration and compliance to national guidelines and legislation. At present no Equality Impact Assessments have been identified for the directorate however this will be reviewed by each service on an ongoing basis.

| Proposal | Proposed EIA Completion Date | Decision Date | Senior Management Lead | Comments on initial potential impacts |
|----------|------------------------------|---------------|------------------------|---------------------------------------|
| N/A      | N/A                          | N/A           | N/A                    | N/A                                   |

**Monitoring of the Delivery Plan**  
The Directorates Equality Champion, Paul Beardmore, will update this delivery plan to update Directorate Management Teams and the Corporate Equalities Champions Group each quarter on progress. Progress on the delivery of this plans is also reported to the Communities & Equalities Scrutiny Committee.

In addition to this delivery plan Strategic Development Directorates has also established an equalities working group with membership from each service area to embed equalities within the ongoing service planning and delivery. The group manages the delivery plan, embeds equalities within ongoing service planning /delivery and also manages delivery against the corporate priorities. Progress against the Corporate Priorities to date includes:

### Knowing Manchester Better: Take the time to listen and understand;

Data mapping workshops and agreement to create a central repository signposting to data, policies, and guidelines to support services understand and meet equalities commitments.

### Improving Life Chances: We own it and are not afraid to try new things;

Sharing best practice through case studies and debating approaches to equalities planning and monitoring to inspire new practice across services.

### Celebrating Diversity: Proud and Passionate about Manchester’s communities

Work is beginning on a joint events and activities calendar to celebrate diversity and identify opportunities for better promotion, gaps in provision and/or areas of duplication.

# Delivery Plan 4 – Workforce Plan

The 'Our Manchester' approach is the foundation of how the Council will deliver its services and engage with residents; it is a key driver along with the People Strategy aims of connecting, inspiring and empowering the workforce.

This section sets out the workforce plan for Strategic Development; a small but important directorate which is made up of employees engaged in professional roles to colleagues undertaking manual work, therefore development activity needs to be appropriately managed to meet workforce needs.

A number of employees in Facilities Management have recently obtained access to MCC intranet therefore communication and personal development can be a challenging issue but it's crucial that all parts of the workforce are engaged.

## Workforce Strategy

In order to deliver the Directorate's vision along with the 'Our Manchester' approach, the priorities will focus on building key skills which are listed below:

- Leadership and Management Capability
- Strengths based conversations
- Customer Care
- Strategic Thinking
- Project Management
- Matrix Management and Partnership Working
- Commercial Skills
- Client and Contract Management
- Political Awareness

There will be a continued focus on performance management including attendance, development, and performance with an increased focus on strategic workforce planning. The Directorate will continue to promote About You discussions to ensure that workforce development needs are identified and align with the service plans.

## Our Manchester Approach

The 'Our Manchester' approach provides collaborative and innovative approach to resident engagement. The Directorate's aim is to develop a resident focused workforce, who understand and are accountable for the impact of their decisions and actions on the lives of residents using a 'strengths based' approach. The Our Manchester Experience sessions will help build employees' understanding of the approach.

## Leadership and Management Development

Feedback from managers and directors confirmed that the need to build management capability (and capacity) in areas such as conflict management, handling difficult conversations, improving motivation in the team and absence management were pivotal in delivering business plans. The

b-heard survey further confirmed that in order for staff to feel connected and empowered, managers need to lead by example and understand how to motivate their teams even by small acts such as remembering to say thank you for a job well done.

Corporate leadership programmes such as 'Our Manchester Leadership' and 'Raising the Bar' will help facilitate management development.

## Apprenticeships

The introduction of the Apprenticeship Levy has provided opportunities for the Council to deliver apprenticeships in a totally different way. The Directorate has ambitious targets to improve the skills and employment of young people in Manchester as well as increasing technical, management and higher level skills of its own workforce. The Directorate will offer roles for all levels including those coming in at an entry level for unemployed Manchester residents through to higher and degree level apprenticeships for upskilling existing employees where there are skills shortages in the Directorate such as Chartered Surveyors and Town Planning.

## Workforce Development Plan

The Directorate has an active Workforce Development Group drawn from across its services. To complement apprenticeships and leadership and management training provided corporately, there are meetings annually with service managers to identify priority training needs within their areas. The Directorate will support encourage managers to ensure their team members have access to training, specifically mandatory and service specific development activity which allows services to develop an advantage over their competitors (especially in Trading Services) or provide new or improved services to residents and the community.

## Learning Lunches

Employees shared that they want a better understanding of what other services areas across the directorates deliver. The workforce development group will continue to programme 1-2 hour learning lunches for colleagues to attend and these will be delivered during the year. The lunches will cover a wide range of topics delivered by various staff across the Council on a three to four weekly basis to facilitate the sharing of expertise and knowledge.

## Team Development

The development of strong and high performing teams is a priority for Directorate and as such the Workforce Development Group will develop a suite of options to promote this including outdoor team building events, classroom style to competitive fun activities to suit different team learning styles.

## Workforce Priorities

A summary of the Directorate's priorities is provided outlined below.

The Directorate will:

- Work to ensure the Our Manchester approach is further embraced and adopted by all employees.
  - Continue to develop leadership and management capability.
  - Enable succession planning and development for employees by maximising apprenticeship opportunities (for new and existing employees).
  - Understand and respond to the outcomes of the BHeard survey with the aim of continually improving employee engagement and satisfaction levels.
  - Identify and deliver skills and training for the Directorate through the creation of a Workforce Development Plan. This plan will provide added value/complement the corporate organisational development approach.
- Develop clearer career pathways and progression opportunities for staff including 'Grow Your own' approach.
  - Improve and strengthen team working (including across service areas) to ensure the best possible service is provided to residents.
  - Continue engaging employees and ensure there is strong communication with the workforce via the delivery of staff conference(s) and weekly Directorate broadcasts.
  - Improve the operation of an agile workforce by the promotion of 'Our Ways of Working' and flexible working practices.
  - Work to reduce employee sickness absence.
  - Continue to reduce reliance on agency and consultants and ensure that the Directorate develops the required talents in-house.

# Delivery Plan 5 – Strategic Risk Assessment and Register

Directorates should work with Internal Audit and Risk Management and undertake a risk assessment to identify the most significant high level strategic risks which threaten the delivery of the objectives defined in section 3.0 of the Budget and Business Plan. The table below should then be populated to form this delivery plan and provide assurance that risks to the directorate's strategic objectives are being managed.

| ID | Category | Risk Description  | Existing Controls  | L | I | Risk Score | Response Actions/Progress   | Risk Owner                                   |
|----|----------|---|--|---|---|------------|---|--|
| 1  |          | Workforce development and apprenticeship offer does not progress at the required rate to ensure the Directorate has the skills and experience necessary to deliver against its objectives.  | <p>Workforce Development Plan</p> <p>Regular scrutiny and discussion at Workforce Development Meetings and DMT</p> <p>Directorate quarterly HR dashboard tracks progress of apprenticeships and workforce development spend.</p> <p>Monitor workforce budget spend throughout year</p>   | 4 | 2 | 8: Medium  | <p>Regular communication to employees and service</p> <p>Ensure process to arrange development is easy, accessible and shared with service areas</p> <p>Maximise use of apprenticeship levy.</p>  | HR Business Partner                          |
| 2  |          | <p>The operational estate does not meet the Council's needs in the context of required capacity and transformation and opportunities for co-location with partners (on corporate risk register).</p> <p>The emerging nature of demands and requirements could potentially mean that the service cannot meet the requirements as well as being safe, secure and effective within timescales, resulting in ongoing/planned work having to be deprioritised.</p> | <p>The restructure of the Strategic Development Directorate has been successfully implemented this includes the full introduction of the Corporate Landlord, and moving Estates and Facilities into a single function, with appropriate resourcing to deliver estates rationalisation and transformation. Corporate estates have been focusing on utilising MCC assets to their optimum potential to accommodate staff during the Town Hall decant and mitigate external rental commitments.</p> <p>Furthermore the setting up of strong governance arrangements through the Estates Board and Executive Member Estates Board ensures corporate oversight and priority is given to this work.</p> <p>Planned programmes of security awareness training for all staff. High level governance ensures high prioritisation of maintenance of the operational estate, stock condition surveys have significantly enhanced knowledge and used to inform planned work programmes, enhanced business continuity delivery programme to support Property Rationalisation Strategy, Control processes agreed with Facilities management.</p> | 3 | 4 | 12: Medium | <p>Stock surveying that determines content, scope and condition have been undertaken.</p> <p>Deliver against clearly articulated 5 Year Estates strategy that reflects corporate priorities, which includes how we approach Integration and co-location.</p> <p>Plan for potential impacts of any required Town Hall decant (both Estates &amp; FM impacts) to support renovation and change of use.</p> <p>Deliver planned refurbishment programmes necessary to prepare for releasing the poorer quality assets. delivery of business continuity plan refresh, leading to the development of building continuity plan (Dec 18). Continue to identify refurbishment schemes that attract capital funding rather than delivery through the Asset Management Plan.</p> | Director of Development and Corporate Estate |
| 3  |          | Failure to deliver the spatial framework, GM Strategy and Our Manchester targets for attractive and increased housing offer, infrastructure improvements attracting new   | Residential Growth Board, Numerous joint ventures including Manchester Life (Eastern Gateway), Far Eastern Consortium (Northern Gateway), Spinningfield, Mayfield, St Johns,   | 4 | 3 | 12 Medium  | Continued emphasis on gathering sophisticated market intelligence re market conditions, enabling prediction of market changes and adaptation as a result. Influence the policy direction of the GM Spatial Framework for planning.  | Strategic Director for Development           |

|   |  |  |   |   |   |            |  |   |
|---|--|--|---|---|---|------------|--|---|
|   |  | businesses and improving skills impacts on pace of growth in the city and achievement of future financial assumptions over NNDR and council tax income.  | Eastlands Strategic Development Company. Review of the Manchester Local Plan and officer influence over the GM agenda   |   |   |            |  |   |
| 4 |  | Failure to put in place the necessary arrangements to enable our target of a minimum of 25,000 homes over 10 years to 2015 and which will also meet the political priorities associated with the affordability of those homes.   | The Residential Growth Strategy is live and sets out how the residential pipeline necessary to maintain the City's economic growth will be met. Residential growth governance arrangements are in place to ensure a strong set of project boards that ensure delivery of residential growth are in place. The Affordability policy was approved by Executive in December 2016.  | 3 | 3 | 9: Medium  | Strategic Development are now resourced to take direct responsibility for delivering the key actions within the delivery plan that accompanies the residential Growth Strategy. Develop strategy and priorities for further growth in the tax base to maximise income generation<br>Numbers on site now exceed 2,500 per annum for the next two years. Pipeline of approved schemes suggests that we will continue to exceed 2,500 average providing development continues to follow the approvals   | Director of Housing and Residential Growth    |
| 5 |  | Requirements for registered housing providers to reduce rents over the next four years leads to a deficit emerging within the HRA generally and Northwards Housing specifically.   | A full review of the HRA will be undertaken over the next year which will not only look at how Northwards can be more sustainable in a climate of reduced rents but alternative arrangements to an ALMO managing council housing stock is considered.   | 4 | 3 | 12: Medium | A draft HRA business plan has been produced and as part of the review process consideration will be given to the level of HRA funding that supports other Council services including Housing, other parts of Growth and Neighbourhoods and overhead charges for services provided by the Corporate Core – finance, HR, IT etc. The review will also determine the future management of the HRA stock.<br>Review is overdue but corporate finance are working on the numbers. HRA Board is sighted on this.   | Director of Housing and Residential Growth    |
| 6 |  | The management of the investment property estate fails to achieve the income targets set within the 3 year budget strategy. Less profitable parts of the portfolio are not offset by opportunities to increase income elsewhere.   | Work will continue to be undertaken to manage the risk associated with those parts of the investment estate. The re-tender of the Jacobs contract ensures a more robust management of the investment estate but a sharing of risk and reward.   | 2 | 3 | 6: Low     | Following a detailed business case reviewing the Asset , A significant investment in Heron House commenced in Jan 18. We already have strong occupier interest in 50% of the space. Further work around the airport, Wythenshawe Town Centre will ensure that opportunities to increase income are maximised. Further work will be undertaken to increase the City's digital assets. we closely monitor risks to robustness of the income arising from onerous legacy leases on a small but financially sensitive number of assets .eg Arndale centre. | Director of Development and Corporate Estate  |
| 7 |  | Factory Manchester is not completed to time and to budget. This is a highly complex capital scheme which will deliver a state of the art international arts venue. Inability to deliver will significant put the city's reputation as a cultural centre at risk.   | Board in place, with regular activity being reported back through DCMS  | 2 | 4 | 8: Medium  | Activity plan will be presented back to government at regular points. Transition funding being sought to support the setup of the new organisation that will have responsibility for the building.   | Head of City Centre Growth and Regeneration   |
| 8 |  | Financial pressures on the Facilities Management Budgets.<br><br>There are two savings related pressures and one income related pressure. The service has put forward savings based on the re-procurement of the Security Contract and the MWL Contract. Delays in the procurement process are likely to result in the level of anticipated savings not being achieved due to the delay.<br>In respect of the Income pressure - the Manchester Central contract arrangements will change due to the future closure of the Town Hall. A reduced target of £250k has been included in the FM budgets, however, the | There has been a delay in the reprocurement of both the security and Mears contract. Previously identified savings have not been delivered and the spend has been managed accordingly to maintain budget.<br>As a consequence the council has had to secure a further extension for the Mears/MWL contract and agreed to a 2% price increase.<br>It is anticipated that the overall impact will be a shortfall of £148k for the 6 month period. | 4 | 4 | 16: High   | It is the intention to manage this shortfall by requesting a carry forward of budget under spend and additional income, (in excess of income target)<br>For the 2018/19 financial year.  | Director of Development and Corporate Estate. |

|   |  |  |  |   |   |             |  |                                     |
|---|--|--|--|---|---|-------------|--|-------------------------------------|
|   |  | basis of the payment is on an 'net income' basis. There are no guarantees and therefore this is a potential risk.  |  |   |   |             |  |                                     |
| 9 |  | Inability to develop, design and deliver major infrastructure projects across highways linking with strategic development plans, to time, quality and on budget. | Arrangements to ensure senior officer and member engagement through project boards; major project governance structures include SMT level Senior Responsible Officers and project boards; Financial approval and reporting on budget and spend via revised / strengthened capital gateway processes, SMT leadership of Capital Investment Board; Reports to Executive and Scrutiny Committee | 3 | 3 | 9<br>medium | Ongoing involvement in senior level boards | Strategic Director for Development. |