

**Manchester City Council  
Report for Resolution**

**Report to:** Resources and Governance Scrutiny Committee –  
7 December 2017

**Subject:** Overview Report

**Report of:** Governance and Scrutiny Support Unit

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**Summary**

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work programme
- Items for information

**Recommendation**

The Committee is invited to discuss the information provided and agree any changes to the work programme that are necessary.

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**Contact Officer:**

Mike Williamson  
Team Leader- Scrutiny Support  
0161 234 3071  
m.williamson@manchester.gov.uk

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**Wards Affected:** All

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

None

## 1. Monitoring Previous Recommendations

This section of the report contains recommendations made by the Committee and responses to them indicating whether the recommendation will be implemented, and if it will be, how this will be done.

Items highlighted in grey have been actioned and will be removed from future reports.

Date	Item	Recommendation	Action	Contact Officer
2 February 2017	RGSC/17/13 Budget Reports 2017-2020	<p>To request that a full evaluation be carried out of the budget proposals, including consideration of how the public consultation process could be improved further in future years</p> <p>To also request that the Head of Strategic Communications, in line with the 'Our Manchester' approach explore how residents understanding of the Council could be improved and the Council made more accessible through the use of social media, videos and new technologies</p>	A response to this recommendation has been produced and is attached under section 4 of this report	Jen Green Head of Strategic Communications

2 March 2017	RGSC/17/20 Manchester Central	To request Manchester Central share its business plan with the Committee later in the year, and to agree to respect the commercial confidentiality of that business plan if the company agrees.	A copy of Manchester Central's Business Plan has been circulated to Members via email on 29 November 2017.	Pat Bartoli Head of City Centre Growth and Regeneration
22 June 2017	RGSC/17/33 Belle Vue Aces	To request that the City Solicitor provides further information to the Chair of the Committee in respect of the Council's legal position.	A update report is scheduled for 7 December 2017 meeting	Liz Treacy City Solicitor  Eddie Smith Strategic Director – Development
20 July 2017	RGSC/17/37 Council Tax Support Scheme – Treatment of payments from the We Love Manchester Emergency Fund and London Emergency Trust	To request that the City Treasurer, Head of Revenue and Benefits and the Executive Member for Finance and Human Resources investigate whether there is a suitable mechanism that the Council could use to inform other local authorities of residents who were living in their areas that were in receipt either payment.	A response to this recommendation has been requested and will be reported back once received.	Carol Culley City Treasurer  Julie Price Head of Revenues, Benefits and Shared Services

20 July 2017	RGSC/17/38 Section 106 Annual Monitoring report 2016/17	To request that the Head of Planning, Building Control and Licensing circulates to all Members the information on S106 contributions on a ward by ward basis and that this information includes details of when S106 agreements are made, when S106 contributions are received, and when S106 contributions required spending by	A revised spreadsheet was circulated to all Members on 6 October 2017	Julie Roscoe Head of Planning, Building Control and Licensing
20 July 2017	RGSC/17/38 Section 106 Annual Monitoring report 2016/17	To request that the Head of Planning, Building Control and Licensing in consultation with the Scrutiny Team Leader arrange a training session on S106 agreements for all members of the Council.	A training session had been arranged for 27 November 2017 which was to be a general planning training session but to include S106 agreements. Unfortunately this session had to be postponed and will be rearranged for early in the new year. In the interim Officers are drafting a short guidance note as part of a suite of notes for Members.	Julie Roscoe Head of Planning, Building Control and Licensing
7 September 2017	RGSC/17/44 Revenue and Benefits Annual Report	To request that the Head of Revenues, Benefits and Shared Services provides a briefing note to Members on Universal Credit, covering what information the Council will and will not have access to so that Members know what the limitations of the service are;	All Members received a presentation on the impact Universal Credit will have on the Council at its full Council Meeting on 29 November 2017	Julie Price Head of Revenues, benefits and Shared Services

<p>7 September 2017</p>	<p>RGSC/17/44 Revenue and Benefits Annual Report</p>	<p>To request that Officers provide Members with information as to the reason in the reduction of Discretionary Housing Payments to claimants with new born babies;</p> <p>To request that Officers pursue active conversations with the Universities to promote the responsibility of students to apply for exemptions from Council Tax and to bring back, as an item of information, what progress has been made on this matter;</p> <p>To request that the Executive Member for Finance and Human Resources makes progresses with establishing a small working group, (to include the Chair of Resources and Governance Scrutiny Committee and other members), to consider the impact of the CTSS upon different demographics including families with more than two children;</p>	<p>This information will be circulated to Committee Members when available</p> <p>A response to this recommendation has been requested and will be reported back once received</p> <p>A response to this recommendation has been requested and will be reported back once received</p>	<p>Julie Price Head of Revenues, benefits and Shared Services</p> <p>Julie Price Head of Revenues, benefits and Shared Services</p> <p>Councillor Flanagan</p>
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		<p>To request that the Head of Revenues, Benefits and Shared Services circulate the new policy on Business Rate relief to all Members;</p> <p>To request that the Executive Member for Finance and Human Resources writes to the Chancellor of the Exchequer with the Councils concerns as to the impact to the working poor in relation to food poverty and deprivation across the City.</p>	<p>This information will be circulated to Committee Members when available</p> <p>A response to this recommendation has been requested and will be reported back once received</p>	<p>Julie Price Head of Revenues, benefits and Shared Services</p> <p>Councillor Flanagan</p>
7 September 2017	RGSC/17/46 Our Town Hall	To request that Officers look at the possibility of tours of the Town Hall for Members during the refurbishment and report back at the appropriate time	Officers to note and provide a response to this recommendation.	Sean McGonigle Strategic Director – Trading Services
12 October 2017	RGSC/17/52 Greater Manchester Combined Authority Governance	To request that Committee Members are provided with the report on the governance arrangements for the transportation arrangements that are being put in place	This report will be provided to Members when it becomes available	Liz Treacy City Solicitor

9 November 2017	RGSC/17/57 Budget Refresh 2018 – 2020	To receive a report from the Deputy Leader on the financial impact to the Council on the growing number of those presenting themselves to the Council as homeless at a future meeting	This report has been scheduled for the December 2017 meeting	Cllr B Priest Carol Culley
9 November 2017	RGSC/17/60 The Roll out of Universal Credit Full Service in Manchester	Requests that Head of Work and Skills circulate a briefing note to all Members on the impact of UC	Officers to note and action	Angela Harrington
9 November 2017	RGSC/17/60 The Roll out of Universal Credit Full Service in Manchester	To add an item for information on to its work programme on the ability for DWP to split UC payments.	Officers to provide an item for information when further information from DWP becomes available	Julie Price

## 2a. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on 1 November 2017, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

### Directorate - Corporate Services

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Strategic Land Acquisition  Ref: 15/003	The approval of capital expenditure.	City Treasurer	August 2017 or later	Gateway 5 (procurement document)	Sean McGonigle Tel: 0161 234 4821 s.mcgonigle@manchester.gov.uk



Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Collyhurst Regeneration  Ref: 15/005	The approval of capital expenditure.	City Treasurer	August 2017 or later	Gateway 5 (procurement document)	Sean McGonigle Tel: 0161 234 4821 s.mcgonigle@manchester.gov.uk
Depots Programme  Ref: 15/007	The approval of capital expenditure.	City Treasurer	August 2017 or later	Gateway 5 (procurement document)	Julie McMurray Tel: 0161 234 6702 j.mcmurray@manchester.gov.uk
Clean and Green  Ref: 15/009	The approval of capital expenditure.	City Treasurer	June 2017 or later	Gateway 5 (procurement document)	Sara Todd Deputy Chief Executive (Growth and Neighbourhoods) Tel: 0161 234 3286 s.todd@manchester.gov.uk
CCTV Policy  Ref: 15/019	To adopt a CCTV policy for the city.	The Executive	October 2017 or later	Report and recommendation	Poornima Karkera 0161 234 3719 p.karkera@manchester.gov.uk
Allocation of Central Contingencies/ Reserves  Ref: 15/023	To fund currently unplanned expenditure or expenditure the exact amount of which has yet to be determined.	The Executive	October 2017 or later	Report to the Executive as part of the Global Monitoring Report	Carol Culley 0161 234 3590 carol.culley@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Allocations for General/Earmarked Reserves  Ref: 15/024		The Executive	November 2017 or later	Report and recommendation	Carol Culley 0161 234 3590 carol.culley@manchester.gov.uk
Parkhill Land Assembly and New Build  Ref: 15/016	The approval of capital expenditure.	City Treasurer	November 2017 or later	Gateway 5 (procurement document)	Ian Runacres 0161 234 4953 i.runacres@manchester.gov.uk
CCTV Policy  Ref: 15/019	To adopt a CCTV policy for the city.	The Executive	November 2017 or later	Report and recommendation	Poornima Karkera Principal Solicitor Tel: 0161 234 3719 p.karkera@manchester.gov.uk
Allocation of Central Contingencies/ Reserves  Ref: 15/023	To fund currently unplanned expenditure or expenditure the exact amount of which has yet to be determined.	The Executive	November 2017 or later	Report to the Executive as part of the Global Monitoring Report	Carol Culley City Treasurer Tel: 0161 234 3590 carol.culley@manchester.gov.uk
Allocations for General/Earmarked Reserves  Ref: 15/024		The Executive	November 2017 or later	Report and recommendation	Carol Culley City Treasurer Tel: 0161 234 3590 carol.culley@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Clean and Green Fund Ref: 15/025	Long-term improvements to cleanliness and environment of the city.	City Treasurer	November 2017 or later	Requests from Growth and Neighbourhoods Directorate	Carol Culley City Treasurer Tel: 0161 234 3590 carol.culley@manchester.gov.uk
Leisure Services – External Ref: 2016/02/01C	The approval of capital expenditure.	City Treasurer	November 2017 or later	Gateway 5 procurement document	Lee Preston 07852957286 l.preston2@manchester.gov.uk
Capital Investment in schools Ref: 2016/02/01D	The approval of capital expenditure.	City Treasurer	November 2017 or later	Gateway 5 (procurement document)	Amanda Corcoran Interim Director of Education and Skills Tel: 0161 234 4314 a.corcoran@manchester.gov.uk
Our Manchester Strategy 2016-19 Ref: 2016/01/14	To adopt the "Our Manchester ICT Strategy 2016-19".	The Executive	November 2017 or later	Our Manchester ICT Strategy 2016-19	Bob Brown CIO Information, Communication and Technology Tel: 0161 234 5998 bob.brown@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
<p>Construction and Property Professional Services Framework (CAPPS) for the Capital Programmes and Property Dept.</p> <p>Contract TC859</p> <p>Ref: 2016/07/21</p>	<p>To seek approval to award Framework Agreements a range of professional services in connection with construction and property related matters. This will consist of 21 individual Framework Lots, each relating to a specific professional discipline, for the use of the Capital Programmes and Property Dept. Each will operate for 2 years with an option to extend for up to a further 2 years. The anticipated commencement dates for various Lots are phased between August and October 2016.</p>	<p>Chief Executive in consultation with the City Treasurer</p>	<p>Phased in batches of Lots according to priority, between September 2016 and September 2017 or later</p>	<p>Confidential contract report with recommendations and supporting documents.</p>	<p>John Finlay 0161 219 6530 j.finlay@manchester.gov.uk</p> <p>Neil Davies 0161 234 3005 n.davies@manchester.gov.uk</p>

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Provision of Internet Resilience - Carrier Links  Ref: 2017/02/02B	To seek approval to award a contract to two suppliers for the independent provision of a carrier link to the Council. Both contracts will be awarded through a single procurement exercise.	City Treasure / Chief Executive	November 2017	Confidential contract report with recommendations	Bob Brown Chief Information Officer Tel: 0161 234 5998 Bob.brown@manchester.gov.uk  Michael Shields Procurement Manager Tel: 0161 234 1009 m.shields@manchester.gov.uk
Provision of licences for improved SAP provision  Ref: 2017/02/02A	To seek approval to award a contract to a single supplier for licence provision allowing the Council access to an improved SAP interface.	City Treasurer in consultation with the Chief Executive	November 2017	Confidential contract report with recommendations	Bob Brown Chief Information Officer Tel: 0161 234 5998 Bob.brown@manchester.gov.uk  Michael Shields Procurement Manager Tel: 0161 234 1009 m.shields@manchester.gov.uk
Carbon Reduction Programme  Ref:2017/06/30C	The Approval of Capital Spend in order to achieve a reduction in carbon emissions	City Treasurer	November 2017	Gateway 5	Julie McMurray Strategic Development 0161 219 6791 Mobile : 07950 790533 j.mcmurray@manchester.gov.uk
Estates Transformation  Ref:2017/06/30D	The approval of capital spend to ensure that the operational estate is fit for purpose	City Treasurer	November 2017	Gateway 5	Julie McMurray Strategic Development 0161 219 6791 Mobile : 07950 790533 j.mcmurray@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
<p>Framework Agreement for Senior Recruitment</p> <p>Ref:2017/06/30E</p>	<p>The appointment of Agencies to deliver Temporary and Permanent Senior Recruitment services</p>	<p>Deputy Chief Executive (People)</p>	<p>November 2017</p>	<p>Report &amp; Recommendation</p>	<p>Mike Worsley Procurement Manager mike.worsley@manchester.gov.uk 0161 234 3080</p>
<p>The supply and delivery of waste and recycling containers (Contract TC922)</p> <p>Ref: 2017/09/04A</p>	<p>To seek approval to award a framework for the provision of waste and recycling containers. This will be split into 6 lots as follows:</p> <p>Lot 1 Caddy Liners Lot 2 Food waste containers Lot 3 Plastic wheeled bins Lot 4 Bin Liners Lot 5 Galvanised metal wheeled bins Lot 6 Split recycling bags</p>	<p>City Treasurer</p>	<p>October 2017</p>	<p>Confidential contract report with recommendations</p>	<p>Stephen Polese Procurement Officer s.polese@manchester.gov.uk</p>

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Security Services (Contract TC888)  Ref:2017/09/04B	To seek approval to appoint a company/s for the provision of Security Services, covering all city requirements within Manchester.  The contract will be for a 3 year period with the option to extend for a further 2 years.	City Treasurer in consultation with the Chief Executive	November 2017 or later	Confidential contract report with recommendations	Steve Southern Head of Facilities Management Corporate Estates Team 0161 234 3683 s.southern@manchester .gov.uk  Colin Butterworth Senior Procurement Officer 0161 234 3434 c.butterworth@manchester.gov.uk
The Provision of a Debit / Credit Card Service  Ref: 2017/10/02B	To seek approval to award a framework agreement to a single supplier for the provision of a Debit / Credit Card Service	City Treasurer and Chief Executive	November 2017 or later	Confidential contract report with recommendations	Julie Price Head of Revenues and Benefits, Shared Services and Customer Services 0161 953 8202 j.price2@manchester.gov.uk  Samantha Wilson Senior Procurement Officer 0161 234 4368 <a href="mailto:samantha.wilson@manchester.gov.uk">samantha.wilson@manchester.gov.uk</a>
Asset Management Programme  Ref: 15/001 (2017/10/02)	The approval of capital expenditure for the maintenance of the council's assets	City Treasurer	November 2017 or later	Gateway 5 (procurement document)	Julie McMurray Head of Client Relationships Tel no:01612346702 j.mcmurray@manchester.gov.uk

**Directorate – Chief Executives**

<b>Decision title</b>	<b>What is the decision?</b>	<b>Decision maker</b>	<b>Planned date of decision</b>	<b>Documents to be considered</b>	<b>Contact officer details</b>
Library Strategy 2020 Ref: 2016/05/13B	Capital expenditure approval.	City Treasurer	August 2017 or later	Gateway 5 procurement document	Neil MacInnes Tel: 0161 234 1392 n.macinnes@manchester.gov.uk

**Decisions that were taken before the publication of this report are marked \* (none)**



### 3. Resources and Governance Scrutiny Committee - Work Programme – December 2017

Thursday 7 December 2017, 2.00pm <b>**PLEASE NOTE CHANGE OF TIME FROM MAY 2017 ONWARDS**</b> (Report deadline Tuesday 28 November 2017)				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Chancellors Autumn Budget update	To report on any implications arising from the Chancellor of the Exchequer's Autumn budget update.	Councillor Flanagan	Carol Culley	
The rise in homelessness across the city and its financial impact on the Council	To receive a report on the financial impact to the Council in association with the rise in the number of homelessness in and across the city.	Councillor Flanagan Councillor B Priest	Carol Culley Hazel Summers	
Revenue and Benefits Council Tax Support Scheme – update	To provide an update report on the Council's Council Tax Support Scheme including the issues of how local government is funded which does not reflect the impact of student exemptions and other issues  As part of the update the report is to include an update on the support to Care Leavers scheme	Councillor Flanagan	Carol Culley Julie Price	
Update on General Data Protection Regulation (GDPR)	To update the Committee on the work being undertaken to prepare for the coming into force in May 2018 of the General Data Protection Regulation (GDPR)	Councillor Leese	Liz Treacy Poornima Karkera	

Corporate Property Annual Report	To receive the Corporate Property Annual report. To include information on Community Asset Transfer (CAT). To include information on the efforts being made to bring empty Heritage Buildings back into use at the request of Neighbourhoods and Environment Scrutiny Committee.	Councillor B Priest	Eddie Smith Julie McMurray	Invite Chair of Neighbourhoods and Environment Scrutiny Committee
National Speedway Stadium	To receive a report detailing what lessons had been learnt and the future courses of action to be taken to ensure similar events did not occur	Councillor Flanagan	Eddie Smith	See minutes June 2017
Setting of the Council Tax Base and Business Rates Shares for Budget Setting Purposes	To advise on the method of calculating the City Council's Council Tax base for tax setting purposes and Business Rates shares for budget setting purposes for the future financial year, together with the timing of related payments and the decision on pool membership. The Chair of the Committee will be requested to exempt the various key decisions from call in.	Councillor Flanagan	Carol Culley/ Karen Gilfoy	Annual report- December Executive Item
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	.

<b>Thursday 4 January 2018, 2.00pm **PLEASE NOTE CHANGE OF TIME FROM MAY 2017 ONWARDS** (Report deadline Tuesday 19 December 2017)</b>				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Update on the Capital Gateway Process	To provide a further update on how the new Capital Gateway process is operating	Councillor Flanagan	Carol Culley Janice Gotts	See minutes 20 July 2017
ITEM FOR INFORMATION: Business Rates	To request an item for information on the proposals for business rates retention at an appropriate time.	Councillor Flanagan	Carol Culley	See minutes September 2016
ITEM FOR INFORMATION: School Funding	To request an Item for Information be provided to Resources and Governance Scrutiny Committee in addition to Children and Young People Scrutiny Committee regarding the implications of the Financial Settlement on schools at an appropriate time	Councillor Flanagan	Carol Culley	See minutes 3 January 2017
ITEM FOR INFORMATION: New Homes Bonus	To request information on appeals made in respect of the New Homes Bonus at an appropriate time.	Councillor Flanagan	Carol Culley	
ITEM FOR INFORMATION  ICT Out of Hours Provision	To receive an item of information on the financial implications of the proposal to formalise out of hours provision within ICT for all fixed term ICT staff, and the standardisation of remuneration for out of hours provision	Councillor Flanagan	Bob Brown	Recommendation from Audit Committee on 5/10/17 for RGSC to consider

Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	.
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**Thursday 1 February 2018, 2.00pm \*\*PLEASE NOTE CHANGE OF TIME FROM MAY 2017 ONWARDS\*\*  
(Report deadline Tuesday 23 January 2018)**

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Our Town Hall update	To receive an update on the progress with the planned refurbishment and restoration of Manchester Town Hall.	Councillor B Priest	Sean McGonigle	
Council's Heritage Assets Register	To receive a report on the Council's Heritage Register and plans for the restoration of other heritage buildings across the city	Councillor B Priest	Sean McGonigle	
Refreshed budget and business plans	The Committee will consider the refreshed budget and business plans that were requested by the Committee at their November 2017 meeting.  To include business plans for all other Directorates as an appendix	Councillor Flanagan	Carol Culley Sara Todd	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	.

<b>Monday 19 February 2018, 10.00am **PLEASE NOTE CHANGE OF TIME FROM MAY 2017 ONWARDS** (Report deadline Tuesday 23 January 2018)</b>				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Budget Reports	To receive an update on the Councils Budget options.	Councillor Flanagan	Carol Culley	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	.

<b>Thursday 1 March 2018, 2.00pm **PLEASE NOTE CHANGE OF TIME FROM MAY 2017 ONWARDS** (Report deadline Tuesday 20 February 2018)</b>				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	.

<b>Items To be Scheduled</b> <b>(Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings)</b>				
<b>Item</b>	<b>Purpose</b>	<b>Executive Member</b>	<b>Strategic Director / Lead Officer</b>	<b>Comments</b>
GMCA Governance arrangements update	To receive a report that provides a further update on how the governance arrangements of the GMCA are working.  To include how Manchester City Council Elected Members who are not appointed to a GMCA body can contribute to the governance arrangements	Councillor Leese	Liz Treacy	See October 2017 minutes To be scheduled for June 2018 meeting
Governance arrangements of the GMCA Transport Levy	To receive a report on the proposed governance arrangements for the transport levy to constituent council's in respect of expenditure reasonably attributable to GMCA's transport functions	Councillor Leese	Liz Treacy Carol Culley	See October 2017 minutes
Powers and Interventions available to the Council to address disproportionate increases in the housing rental markets	To receive a report that outlines what powers and methods of intervention the Council has to address the rapidly disproportionate increases in property rental prices compared to increases in Manchester residents salaries	Councillor Leese	Carol Culley	See October 2017 minutes
Energy	To request a report on the opportunity the Council is exploring to enter the energy market, which is being developed at the Greater Manchester level.	Councillor Flanagan	Carol Culley/ David Lea	See minutes of the Economy Scrutiny Committee on 14 January 2015

Transatlantic Trade Investment Partnership	To consider the issues raised at an appropriate time	TBC	TBC	See minutes November 2016 Invitation to petition organiser
ITEM FOR INFORMATION: Restrictions on Events and Publicity at Elections and Referendums	To receive an item for information regarding the generic guidance requested. To be scheduled March 2018 (TBC).	Councillor Leese	Liz Treacy	See minutes 3 January 2017
Global Revenue Budget Monitoring	To receive an update on the forecasted financial position for 2017/18 through to 2018/19	Councillor Flanagan	Carol Culley Janice Gotts	
Corporate Property Strategy	To receive a report on the Council's strategy in relation to its property assets. This will include proposals around:- <ul style="list-style-type: none"> <li>• Future workforce locations (hub and spoke models);</li> <li>• the integration and co-location of Health and Social Care services; and</li> <li>• the Council's approach to investing in properties within the city as opposed to renting accommodation</li> </ul>	Councillor B Priest	Eddie Smith Julie McMurray	
ITEM FOR INFORMATION Ability to split UC payments	To receive an item for information regarding the ability for UC payments to be split in particular cases	Councillor Flanagan	Carol Culley Julie Price	

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**4. Item(s) for Information:**

**Manchester City Council  
Report for Information**

**To:** Resource and Governance Scrutiny Committee –  
7 December 2017

**From:** Head of Strategic Communications

**Subject:** Update for information - Budget consultation and Our  
Manchester Days update

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**1. Introduction**

1.1 This paper provide a response to the following questions from Resource and Governance Scrutiny:

- To request that a full evaluation be carried out of the budget proposals, including consideration of how the public consultation process could be improved further in future years
- To also request that the Head of Strategic Communications, in line with the 'Our Manchester' approach explore how residents understanding of the Council could be improved and the Council made more accessible through the use of social media, videos and new technologies.

**2. Budget process recommendations**

2.1 An evaluation of the communications and engagement approach to the 2017-2020 budget consultation was submitted to February 2017's Resources and Governance Scrutiny Committee. The Committee has since asked to give further "*consideration of how the public consultation process could be improved further in future years*". A response to this specific question is detailed below.

2.2 As detailed in the evaluation submitted to the Committee, the Council took a more "Our Manchester" participatory and strengths based approach to budget engagement. Indeed the approach was the most thorough and comprehensive consultation exercise that the Council has undertaken with a wide-variety of channels - both online and offline - utilised over a much longer, three phased period over 7 months in 2016/17. This resulted in significantly higher response and engagement in the process than in previous budget consultations.

2.3 Despite the thorough approach to the consultation process, there were gaps where improvements can be made. These are detailed as follows.

### **Content Approach:**

2.4 On social media, a variety of content was delivered to communicate the consultation and to engage people with the process. This content included films with Executive Members, animations explaining the financial position, photography, infographics and films with residents discussing what was important to them. The most engaging elements that prompted the most response were the films of residents expressing their views. It appeared that people engaged more with local residents, the locations where they were being filmed in and the single issues they were expressing rather than the broader budget position of the Council.

2.5 **Recommendation:** To increase the use of resident films as prompts for engagement. Ideally these would take place in locations/facilities affected by the proposed budget and address single issues as opposed to the broader budget position. It is also recommended that we continue with the Our Manchester Days campaign approach to sharing and continuing to engage residents with the issues and services that concern people most.

### **Phased Approach:**

2.6 To enable the consultation approach, three distinct phases were used over a 7 month period as follows:

- Phase 1: 21 July – 16 September 2016 - “Our Budget Conversation” - a conversational and informal conversation to understand what services and places are valuable to Manchester people. Many also gave their views about what they are their communities could do to support and improve their city.
- Phase 2: 3 November – 15 November 2016 - “Have your say on our options” - The second phase asked people for their opinions on the wide range of budget options developed by officers.
- Phase 3: 3 January – 10 February 2017 - “Have your say on our proposed budget” - The third phase explained the outcomes of the consultation exercise and the resulting budget proposal.

2.7 By phase three, response and engagement dipped when the actual budget proposals were presented. This could be as a result of the more formal nature of this phase, but this was not helped by the length of time since from the start of “Our Budget Conversation”.

2.8 **Recommendations:** Where possible, condense the overall consultation process to help maintain engagement in the budget setting process. Also, to use more informal engagement mechanisms in order to outline the budget proposals in the final phase to assist response.

### **Online Engagement:**

- 2.9 Efforts to engage online were significantly aided by “boosting” posts on social media. This is a paid for service that allows the Council to target communications at certain groups on social media that may respond to a particular issue or to target underrepresented groups in the overall consultation.

**Recommendations:** Continued use of target communications particularly to groups that have traditionally have been harder to engage with. It is important here also to ensure that content used is relevant and presented in a way that fully engages these groups in the process. Content should again focus on single issues of relevance to these groups rather the overall budget position.

### **Online Questionnaire:**

- 2.10 Over 6,457 visited the questionnaire online as part of phase two of the consultation. Of these, only 21.6% went on to complete the questionnaire.
- 2.11 **Recommendations:** Further work to be undertaken to improve future consultation in terms of plain english and the customer journey to make the completion of the questionnaire as easy as possible. This includes reducing the total number and complexity of questions.

### **Offline Engagement:**

- 2.12 Over 9,000 questionnaires were distributed across the city as part of phase one targeting older populations and areas with a high percentage of BAME residents. In addition, 2,300 questionnaires were made available to the Customer Service Centre for completion. Response rate to printed questionnaires to areas with a high percentage of BME was low at 3.8% whilst the pilot to areas with an older population was higher at 6.2%.
- 2.13 **Recommendations:** Further exploration of the role of printed and targeted questionnaires should be considered particularly for older residents in the city. Data exists that would allow the Council to target residents in this way across the city beyond the areas initially targeted.
- 2.14 For BAME audiences, further methods of offline engagement needs to be considered beyond postal delivery. Whilst various BAME groups were engaged with as part of the consultation, as well as targeting specific BAME media, closer working should be explored with them to explore ways of boosting response in these communities. Events or drop ins in libraries or other local community locations should be considered to boost response in these communities. The detail of this approach is currently being modelled.

### 3. Our Manchester Days approach to engagement in the budget process

- 3.1 The Budget Conversation enabled the Council to understand what services and issues mattered most to Manchester residents. The Our Manchester Days campaign intends to carry on these conversations by highlighting the services available and how they are delivered, going behind the scenes of the services that residents told us they care about to show what we are responsible for, showing how Council Tax is spent, demonstrating the Council's investments agreed through the budget process and highlighting dedicated staff that deliver these services.
- 3.2 This is being done using an open Our Manchester approach, encouraging people to comment, share and engage, this feedback can be used to further improve services.
- 3.3 Throughout the campaign the focus is on the priorities residents told the Council matters to them most. The schedule of activity is as follows:

Month	Service Area
JUNE 2017	Highways
JULY 2017	Parks and Leisure
AUG 2017	Revs and Bens and Customer Services
SEPT 2017	Fly Tipping, Litter, Waste & Recycling
OCT 2017	Libraries
6 NOV 2017	Homelessness
27 NOV	Adult Services
DEC 2017	Christmas in Manchester
JAN 2018	Work & Skills
FEB 2018	Childrens
MAR 2018	Culture

- 3.4 Each service area is focussed on for one week during the month on our social media channels including one full takeover day from 8am - 8pm where we will be only talking about one service by:
- showcasing the proud staff that deliver our services
  - sharing photography and short films to explain or show how our services work or are delivered
  - providing interesting facts, figures and infographics Updating our website with key service messages
- 3.5 There are also posters in libraries, banners across some of the outdoor investments and signs.

3.6 By talking about the topics we know residents care about we hope they will ask us questions and engage in a conversation with us. We are able to understand what particular topics the public are really interested in and we will be able to learn from this so it can help us to shape how and what we talk to residents about in the future.

#### 4. Evaluation

4.1 With five of the takeovers now complete (with four evaluations complete at the time of writing), headlines for the activities are as follows:

4.2 **Highways** - Content and channels used for this week included:

- A filmed introduction to the week with Executive member for the Environment, Councillor Stogia
- Highways associated press releases particularly focussing on highways investment and road safety
- The Council's monthly ebulletin to 129k subscribers with highways investment as the top story
- A Twitter question and answer session with Councillor Stogia
- Mixture of real time images and videos from across the service shared on social media including videos of potholes being filled and live works happening across the city.
- Infographics to illustrate facts and figures from the service
- A film with Chief Executive Joanne Roney out and about with the Gullies crew
- MCC Comms team out with Highways crews filming and photographing content to use on social media "as live".
- Posters, stickers, hi-vis jackets, signs used by the service to promote value for money and the work they do.

4.3 **Results of the Week:** In a usual week, the Council's social media channels receive approximately 250k impressions (views/interactions with content). However, during Highways week there were over 813k impressions. Twitter was the main channel that drove impressions however most comment and other interactions were from Facebook. This was mirrored across other takeover weeks.

4.4 Specifically for Highways week, residents were highlighting a number of issues with roads in their area. Commonly mentioned roads were shared with the service and will form the basis of planning for future works. Those residents that engaged with us will be kept informed of the progress.

4.5 **Parks and Leisure** - Content and channels used for this week included:

- A filmed introduction to the week with the Executive Member for the Culture and Leisure, Councillor Rahman.
- Parks and Leisure associated press releases with a focus on the sports consultation and investment in Moss Side and Abraham Moss facilities.

- The Council's monthly ebulletin with Parks and Leisure as the top story
  - A Twitter question and answer session with Councillor Rahman who answered 18 questions on the subject.
  - A mixture of real time images and videos from across the service focussing on staff and the job that they do shared across social media. This included interviews with sports coordinators, swimming instructors and groundsmen.
  - Infographics to illustrate facts and figures related to the services in Manchester
- 4.6 **Results of the Week:** Almost 1.5m impressions of Parks and Leisure related content were received, the tone of the response was overwhelmingly positive with residents highlighting how much they value the city's parks and leisure services.
- 4.7 **Revenues and Benefits and Customer Services:** This takeover week was slightly different to other areas and focussed less on the services and more about how we listen and support our residents - again in line with the priorities our residents told us about. Content and channels used for the week included:
- Full detailed social media plan including:
    - Film of the Executive Member for Finance and Human Resources, Councillor Flanagan, introducing the week
    - Films of our proud staff that deliver our services from all aspects of Revenues and Benefits and Customer Services and how they go above and beyond to help our residents
    - Photography and films to explain how our services work including how we handle over 5k pieces of mail relating to Council Tax each week.
    - Interesting facts and figures via infographics
  - Updated website with key service messages
  - Takeover day on social media with Comms staff based in customer service sharing the type of enquiries received into the over the phone, online and face to face, as they happened - live.
  - Press release promoting the week and the individual stories coming out of Revenues and Benefits and Customer Services and our staff going above and beyond
- 4.8 **Results of the Week** - Almost 635k impressions of Revenues and Benefits and Customer Service related content were received.
- 4.9 **Fly Tipping, Litter, Waste & Recycling:** The approach followed a similar pattern to the previous month's activities including a film of the Executive Member, Councillor Murphy, introducing the week and films of our proud staff that deliver our services.
- 4.10 The takeover day on 19th September featured the Waste & Recycling teams and the Compliance and Enforcements teams. We shared the day to day work these teams and staff do including:

- how we empty our bins and recycle our waste
- the educational and canvassing support we offer our residents to encourage them to recycle more
- the work we do with our residents to encourage them to keep their streets and alleyways clean and tidy
- what our compliance teams do to track down the fly-tippers and get them to court
- how we deal with stray dogs and the free dog chipping service we offer

4.11 **Results of the Week** - Almost 884k impressions of content were received. People also tagged other Councils into the content and asked them to take the same open and participatory content. People also thanked staff for the work they do to clean the city's streets and emptying bins.

4.12 At the time of writing, Communications were working with the Library service and were mid-way through the Manchester Libraries takeover. The top performing post so far during this week was the promotion of library cards given to all Manchester-born children at their birth registration. This post has received more than 1,000 likes, plus 128 Loves, 17 Wows, 97 comments and 169 shares.

## 5. Conclusion

5.1 The Our Manchester Days campaign is generating significant engagement from our residents as demonstrated by the four examples detailed in this document. The takeover weeks are delivering between 2.5 and 6 times our normal weekly impressions and are engaging our residents in areas of the Council that are most important to our residents. This has therefore helped our understanding of how residents views these services but also residents' understanding of how these services operate. Communications would be happy to share a more thorough evaluation of the first set of Our Manchester Days campaign for scrutiny.