



Resources and Governance Scrutiny Committee

Date: Tuesday, 3 December 2019

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

There will be a private meeting for Members only at 9.30am in Committee Room 6 (Room 2006), 2nd Floor of Town Hall Extension

Access to the Council Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

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Membership of the Resources and Governance Scrutiny Committee

Councillors - Russell (Chair), Ahmed Ali, Andrews, Battle, Clay, Davies, Lanchbury, Moore, B Priest, Rowles, A Simcock, Stanton, Wheeler and Wright

Agenda

- 1. Urgent Business**
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals**
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests**
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes** 5 - 18
To approve as a correct record the minutes of the meeting held on 5 November 2019
- 5. Communications Service Plan - Review** 19 - 46
Report of the City Solicitor and Director of Strategic Communications attached

This report provides an update on the delivery of the Communications Strategy for 2019/20. It outlines progress against the key delivery themes for Council communications of integrated working with partners, digital delivery, participation and engagement and service organisation and governance. The report also describes the next steps for the remainder of the year.
- 6. The Council's approach to consultation** 47 - 60
Report of the Deputy Chief Executive and City Treasurer attached

This report provides an overview of the Council's approach to consultation with Manchester residents, and next steps for taking this forward.
- 7. GDPR communications update** 61 - 74
Report of the City Solicitor and Director of Strategic Communications attached

This report provides a summary of the Council's recent work to

communicate with staff on the requirements of GDPR.

8. Setting of the Council Tax base and Business Rates shares for budget setting purposes

Report to follow.

9. Overview Report

75 - 108

Report of the Governance and Scrutiny Support Unit.

This report provides the Committee with details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also includes the Committee's work programme, which the Committee is asked to amend as appropriate and agree.

Information about the Committee

Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Resources and Governance Scrutiny Committee areas of interest include finances, Council buildings, staffing, corporate and partnership governance as well as Council tax and benefits administration. .

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. If you have a special interest in an item on the agenda and want to speak, tell the Committee Officer, who will pass on your request to the Chair. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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Smoking is not allowed in Council buildings.

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Further Information

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This agenda was issued on **Monday, 25 November 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

Resources and Governance Scrutiny Committee

Minutes of the meeting held on Tuesday, 5 November 2019

Present:

Councillor Russell (Chair) – in the Chair
 Councillors Ahmed Ali, Andrews, Clay, Davies, Lanchbury, Moore, B Priest,
 A Simcock, Stanton, Wheeler and Wright

Also present:

Councillor Leese, Leader
 Councillor N Murphy, Deputy Leader
 Councillor Ollerhead, Executive Member for Finance and Human Resources
 Councillor Stogia, Executive Member for Environment, Planning and Transport

Apologies: Councillor Battle and Rowles

RGSC/19/60 Minutes

Decision

To approve the minutes of the meeting held on the 8 October 2019 as a correct record.

RGSC/19/61 Minutes of the Human Resources Sub Group

Decision

To note the minutes of the meeting held on the 15 October 2019 as a correct record.

RGSC/19/62 Annual Property Report 2018/19

The Committee considered a report of the Strategic Director (Growth and Development), which provided an update on property activity since November 2018. The report reviewed activity across in Development and the Investment, Operational and Heritage estates. The report also included an update on the Council's Asset Management Strategy and governance of land transfers and Community Asset Transfers (CAT).

The main points and themes within the report included:-

- The delivery and operation of the Council's Digital assets which included The Sharp Project, Space Studios Manchester and Arbeta (previously One Central Park);
- The on-going development of Manchester Airport and Enterprise Zone;
- The development of City Centre schemes involving Council assets which included First Street, Jacksons Row/Bootle Street, St Johns, Heron House, Mayfield Regeneration Area, Circle Square, Portugal Street East and Bridge Street and Kendals;

- Details of other commercial and employment development, including Central Retail Park, Didsbury Technology Park, Central Park and New Smithfield Market;
- Work with Strategic Housing, Planning and other partners to deliver the Council's objectives for Housing;
- Involvement in a range of initiatives to improve the quality and offer in district centres
- Property input in relation to leisure, sport and education provision;
- The management of a programme of strategic acquisitions
- Income from the Council's investment estate, particularly from its property interests in the Airport
- The management of the Council's non-operational (investment) estate and transactional work;
- An overview of the Operational Estate activity and Asset Management Programme;
- Progress with the Council's Carbon Reduction programme; and
- Updates in relation to Community Asset Transfers and Voluntary Sector Support and the Council's Heritage Estate.

Some of the key points that arose from the Committees discussions were:-

- Had the process of Community Asset Transfers (CAT's) slowed down and if so what was the reason for this;
- It would be useful if all Members of the Council were provided with details of buildings across the city that were still available for CAT's;
- Why was it envisaged that there would possibly be a need to progress sales of Council assets quickly if demand from investors and occupiers particularly in the residential, office and leisure sectors within the city centre remained strong;
- Clarity was sought as to what was determined to be "affordable" in the context of housing development within the city;
- It would be helpful in future reports to have a breakdown of the different types of housing provision being provided across the city;
- In relation to the proposed housing renewal scheme in Beswick, what was meant by the re-provision of all existing social housing tenants;
- Given the Council's exposure to the retail sector, with specific reference to Kendals and the Arndale Centre, was there any concern in relation to the retail performance of the city;
- What was the timescale for actual movement on the proposals for the redevelopment of Wythenshawe Town Centre;
- Why had the Council paid £37million to acquire Central Retail Park site but was selling a site in close proximity (Pollard Street) to this for significantly less;
- There was concern that there appeared to be a significant change to the proposals for the future use Central Retail Park which were different to the initial proposals for mixed use residential housing provision;
- There was concern in relation to the change in use of some new developments from initially residential provision to commercial provision and the possible shortage of homes for owner occupation;
- There was concern in relation to the delay in progress with Upper and Lower Campfield Markets;

- Clarification was sought as to whether the requirement to absorb vacant business rates liability within the Head Lease with the Arndale Centre was contained in any other Head Leases that the Council had and was there a risk to the Council with the creation of other high value retail propositions across the city that the Council would potentially need to absorb more of these;
- It was suggested that the Council received a future report detailing its heritage assets and how these could be enhanced; and
- Was there anything that had not gone as well as anticipated.

The Head of Estates and Facilities confirmed that the process of CAT's had slowed compared to previous years and this had been as a result of less stock being available now and the stock that remained, was complex and required more work in terms of developing the businesses cases. The Deputy Leader commented that information was available on CPAD in relation to buildings that were available to a CAT but agreed to send this information directly to all Members of the Council.

The Strategic Director (Growth and Development) advised that in terms of the development cycle and the disposal of land and property, there was a clear view within the market that difficult times were approaching, which was being reflected in terms of land values in the city resulting from the uncertainty of Brexit and the country's global trading position. There was also evidence of land traders offloading land which was a concern. Taking a wider perspective, he reported that demand was still strong within the city for commercial space.

The Committee was advised that the Council had realigned its policy framework on housing and affordability so that this was now in line with the Council's new Affordable Housing Policy which was approved by the Executive in September 2019. In essence this meant that future disposal of land needed to promote properties for social rent, affordable rent and shared ownership. The Leader commented that the term affordable had been coined by Government and was used in a specific way and was a definition of affordability never accepted by the Council. Instead the Council determined affordability in the context of a family at or below the mean income for the city, where a maximum of 30% of income was spent on housing costs. He suggested that an alternative description of affordability should be adopted.

The Strategic Director (Growth and Development) advised that he would seek clarification from One Manchester in relation to the proposed re-provision of all existing social housing tenants in connection to the proposed housing renewal scheme in Beswick and provide a response to the Committee.

The Leader advised that the Council was due to meet with representatives of Kendals to discuss the future plans for the department store. In terms of retail in general, there were numerous national and international chains that were struggling, however, independent retail in the city was flourishing and there was also an increase in online businesses establishing a physical presence within the city, with reference to Amazon Market Place and the Hut Group being given. Taking all this into account, it was considered that Manchester was able to offer a thriving retail offer. The Strategic Director (Growth and Development) commented that the impact of what was happening at a national level in the retail market was having an impact on the Council's income from the Arndale and Wythenshawe Town Centre. In terms of

movement on the proposals for the redevelopment of Wythenshawe Town Centre, there was imminent discussion to take place with local members on the proposals.

The Strategic Director (Growth and Development) reported that both Central Retail Park and Portugal Street East schemes had been subject to independent valuations by agents and were very different schemes. The Pollard Street scheme had a major challenge in terms of development due to an operational tram line running through the centre of the scheme which placed a considerable impact on the valuation of the land in terms of development which was reflected in its valuation. It was also a low density scheme, whereas Central Retail Park did not have the same type of development challenges and was a higher density scheme. It was also commented that the value of Central Retail Park had been based on its current use a retail park. In terms of the proposals of Central Retail Park, he advised that the Council was in the final stages of preparing a strategic framework for the use of Central Retail Park which would be submitted to a future meeting of Economy Scrutiny and that the Council had other land interest around Central retail Park which might be more suitable for future affordable housing provision

The Strategic Director (Growth and Development) advised that the broad numbers of proposed housing at a city level that were forecasted to be built as part of the Council's Local Plan and within the GMSF had not changed but acknowledged that the provision of owner occupied properties was an issue that needed to be looked at. The Leader gave an assurance that Deansgate Ward Councillors would be kept updated on the progress with Upper and Lower Campfield Markets and St Johns as they developed.

It was reported to the Committee that the requirement to absorb vacant business rates was bespoke to the Head Lease with the owners of the Arndale. It was acknowledged that if there was another major retail development in the city centre there would be a need for the Council to be cognisant of the potential impact this would have.

The Deputy Leader reported that a lot of heritage buildings in the city were not owned by the Council and therefore it was not possible for the Council to enhance these. The Chair advised that she would consult with the Chair of Communities and Equalities Scrutiny Committee about a future report on the governance structure of how heritage assets were looked after.

In terms of what had not gone so well, the Strategic Director (Growth and Development) advised that there will still be outstanding issues around the Investment Estate over and above the issues in relation to the Arndale and Wythenshawe Town Centre and gave reference to complex issues around 103 Princess Street and Heron House which impacted on the Investment Estate.

Decision

The Committee:-

- (1) Notes the report; and

- (2) Notes that the Chair will consult with the Chair of Communities and Equalities Scrutiny Committee about a future report on the governance structure of how heritage assets were looked after.

RGSC/19/63 Annual Section 106 Monitoring Report

The Committee considered a report of the Strategic Director (Growth and Development), which provided information on the 2018/19 municipal year's activity in relation to S106 Agreements and specifically on associated financial obligations. The report also set out the legislative framework for negotiating S106 agreements, and updates on the Community Infrastructure Levy (CIL) and viability assessments.

The Executive Member for Environment, Planning and Transport provided a brief summary of the report. The main points and themes included:-

- During 2018/19 year, 16 S106 agreements were signed. Of these, seven related to the provision of affordable housing;
- A total of £966,865 had been received in S106 financial contributions and to date income collected in the current fiscal year was £907,878;
- There was currently £6.5 million held through received S106 contributions. Of this around £500,000 was awaiting to be reserved to projects;
- No refunds had been made during this period in relation to any financial obligation, however, there was one case where the financial obligation was now required and this was being pursued;
- Viability assessments were now submitted as part of the planning application and were publically available for inspection;
- The ability of Member engagement in the context of planning agreements;
- S106 governance arrangements, which included the establishment of a dedicated S106 Advisory Group to review spend, track process and help unblock any issues; and
- The Council continued to not implement CIL in Manchester at the current time. As part of the review of the Core Strategy (the development plan), consideration would be given to the introduction of CIL which would include assessing, if it is possible to establish an economically viable CIL rate and/or whether these could differ in different geographical areas.

The report also contained a breakdown of S106 agreements on a ward by ward basis.

Some of the key points that arose during the Committees discussions were:-

- Would it be possible for all Councillors to have access to the new viewing portal for S106 agreements;
- What was the exact process for Member engagement in the context of S106 agreements secured through the planning process;
- It was felt that on some occasions, Ward Councillors were not being made aware of potential S106 monies within their wards and clarification was sought on the co-ordination between the Planning Department and Neighbourhood Teams;

- It was suggested that some Members felt that S106 agreements had been determined by the time pre-application discussions were taking place and that due to this, they had little influence;
- It was queried as to how local residents could contribute ideas to S106 spend;
- Could the amount of S106 contribution increase if a development became more profitable than anticipated;
- Was there any timescale around a future decision on the possible implementation of a CIL;
- There was concern about assumptions being made between the S106 agreement and the source of spend as well as the length of time it was taking between a S106 agreement being made and the its implementation;
- It was suggested that it was not clear to Members who was responsible for ensuring the spend of S106 once an agreement had been secured through the planning agreements
- It was suggested that the Council's Member Development Working Group considered arranging refresher training for all Councillors on the S106 agreement process;
- Was there anything more the Council could do to achieve more S106 contributions from developers; and
- Had there been any instances where the Council had proposed a small S106 contribution than that identified from the viability assessment.

The Director of Planning, Building Control and Licensing advised that it was the intention for the new viewing portal for S106 agreements to be accessible for all Councillors by the beginning of December 2019. In terms of Member engagement in the context of S106 agreements secured through Planning, it was reported that pre application engagement was key and although not mandatory, all developers were encouraged to undertake this. Once a planning application was submitted, every Member was provided with details of these applications relevant to their ward and were encouraged to contact Planning to discuss the S106 proposals in relation to these applications.

The Committee was advised that the dedicated S106 Advisory Group was led by the Director of Planning, Building Control and Licensing and had strategic leads from Neighbourhoods and Planning as part of its membership to ensure that appropriate governance arrangements were in place.

It was explained that when the Council entered pre-application discussions with developers it was inevitable that discussions around mitigation measures would take place and this would include whether this could be achieved by way of a planning condition or through a S106 agreement and at this stage, no final decision would be taken. Once an application was submitted, officers constantly reviewed, assessed and evaluated what may be required and up until the point of issuing a Planning committee report, Members and residents had the opportunity to make comments as to whether they felt a requirement for a S106 contribution was needed in relation to an application. This was caveated with the point that there would be some limitations as to what a S106 agreement could be used for.

In terms of the ability to increase the amount of S106 contribution from a profitable development, the Council now introduced a reconciliation process which enabled the

Council to retest the viability of every S106 agreement it entered into for a financial contribution and had embedded a claw back provision to enable the Council to seek further S106 contributions from a developer if there had been an uplift. In relation to CIL, the Director of Planning, Building Control and Licensing advised that at present there was no timescale for the introduction of CIL in Manchester but this would be considered as part of the development of Manchester's Local Plan. This would not be a straight forward decision and due to the complexity, it would take some time before a decision was taken as to whether to implement this in Manchester.

The Director of Planning, Building Control and Licensing acknowledged that there was a number of S106 agreements that were now quite old in terms of when these agreements had been made, however, over the last 12 months a risk review had been undertaken for these agreements and it was reported that none of the S106 agreements were in danger of the financial contributions being returned to the developer. It was agreed that in future reports dates would be included in the as to when consents were granted and dates S106 agreements were signed. The Chair asked that this information be added to the Ward Information data and circulated to all Members within the next month.

The Director of Planning, Building Control and Licensing acknowledge concerns raised and commented that the establishment of the S106 Advisory Group and new governance arrangements as detailed in the report sought to address these concerns. It was also reported that the Council's Internal audit had been asked to undertake a complete review of the new governance arrangements. The Chair suggested that the Committee received an update report following Internal Audit's review.

It was reported that at the present moment it was difficult to identify and further scope where the Council could seek further S106 financial contributions as all viability information was now published in the public domain and the Council already negotiated strongly with developers. Furthermore it was reported that the Council had been no instances where the Council had proposed a smaller S106 contribution than that identified from the viability assessment.

Decisions

The Committee

- (1) Notes the report; and
- (2) Requests an update report following Internal Audit's review of the new S106 governance arrangements and that this report includes the following information:-
 - An indication of affordable housing being provided from S106 contributions
 - How Developers are encouraged to mitigate any harm from their developments
 - Best practice and comparison of S106 arrangements with other GM local authorities; and
 - The S106 triggers for planning applications within the Deansgate Ward (Land Bounded By Chester Road, Mancunian Way And Former

Bridgewater Canal Offices and Land Bound by Jackson Row, Bootle Street, Southmill Street and 201 Deansgate.

- (3) Requests that when the update report is considered, representatives from Neighbourhoods and Capital Programmes attend to help address the Committees concerns around the rate of spend of S106 agreements.

RGSC/19/64 The Factory, St John's

The Committee considered a report of the Strategic Director (Growth and Development), which provided an update on the construction progress for The Factory project, its significance in terms of cultural impact within the city, the projected social and economic benefits, legacy impacts and opportunities for Manchester residents generated by the project.

The main points and themes within the report included:-

- To date progress had been good, with 11 of the 32 work packages having been let, the most visible of which were the steelworks;
- A number of key successes were highlighted including the substantial completion of the towers steelwork, the installation of the concrete stairs and the lift shaft erection. The truck lift enclosure and orchestra pit had also been 'topped out' and structurally completed;
- The project team were working to achieve the earliest, most cost effective completion date, with the Factory due to play a significant role in MIF 2021, however the most significant challenge remained the complexity of the project;
- Additional issues had been discovered on site including drainage issues due to incomplete data which had put some pressure on the project;
- The project was currently going through the next quarterly review with Arts Council England. A cost and design review had also been commissioned to underpin the next phase of delivery with the Mechanical, Electrical and Plumbing (MEP) being the next major work package to be let;
- Details of social value commitments to date, including the number of apprenticeship starts, pre-employment schemes or placements focusing on long term unemployed groups and employability skills support activities;
- A broader piece of work was also being undertaken into the construction market and inflationary pressures within Manchester as this was a concern across the capital programme; and
- Whilst at this stage the project was reported as delivering to budget, the situation was being kept under careful review.

Some of the key points that arose from the Committees discussions were:-

- Concern was raised in relation to the engagement by the Management Contractor in permitting access to the site for Unite and Trade Unions, in light of the Council's signing of the Unite Construction Charter;
- Members sought further detail in relation to the additional drainage issue identified in the report;
- What financial contingency existed within the total cost of the project to take account of these additional issues and inflationary pressures surrounding the construction market;

- In terms of apprentices, could the Committee be provided with information on how many had actually started working on the project and how many of these were Manchester residents; and
- Could Officers give an assurance that there would be no need for any further capital investment into the project

The Director of Capital Programmes advised that he met regularly with Unite, officers within Procurement and the Management Contractor's Project Director, to discuss protocols around site access for Trade Unions. It was reported that it had been agreed that the protocols for Trade Union access to the site would replicate those protocols applied to the construction of Liverpool Hospital (which was another development overseen by the same Management Contractor), however, he had been advised that negotiations around this between Unite and the Management Contractor had broken down and as a result he had contacted Unite to understand their issues and had committed to meeting with the Management Contractor and Unite to try and identify and agree a resolution.

In relation to the additional drainage issue, it was explained that following intrusive surveys of the site it was identified that drainage of an adjacent site (owned by Allied London) was actually coming on to the Factory site which had not be identified in any groundwork drawings. Consequently adjustments were needed and the Council had formally written to Allied London to suggest that the cost of these adjustments were borne by them rather than the Council. It was also reported that following ground excavation, contamination had been found, which was not unusual for a brownfield site, but required additional unplanned work to remedy.

The Director of Capital Programmes advised that the original contingency for the project was circa £4.1m and it was acknowledged that this was currently under some pressure. Reassurance was given that the agreed budget was being monitored regularly and all efforts were being made to deliver the project on budget. In terms of inflationary pressures, it was explained that at present, the demand in the Manchester construction market outstripped supply and as a result complex project such as the Factory were not as appealing to the supply chain as more simpler projects. As such some of the supply chain were less active in some of the key components of the factory.

The Chair suggested as well as information on apprenticeship starts being sent to Members of the Committee, a report should be submitted to the Ethical Procurement Sub Group on apprentices, including the gender breakdown and BAME background and the issues that had occurred between the Management Contractor and the Trade Unions.

Furthermore, the Director of Capital Programmes advised that it was not possible to give an absolute assurance there would be no need for any further capital investment due to the nature and complexity of the project. Only 11 of the 32 works packages had been let so far and the Council was still in design and negotiation with the supply chain on some of the remaining packages of work. He did advise that this was being monitored closely and steps had been taken to reduce some of the cost and inflationary pressures.

Decision

The Committee notes the report.

RGSC/19/65 Progress of Expenditure - Northern and Eastern Gateway Programmes

The Committee considered a report of the Strategic Director (Growth and Development), which provided a progress update in relation to investment being made by the Council in delivering the Northern and Eastern Gateway programmes, which in total were anticipated to deliver in excess of 21,000 new homes over a 15 – 20 year period and create or safeguard 2,200 jobs.

The main points and themes within the report included:-

- Budgetary allocations of £25m (Northern Gateway) and £47m (Eastern Gateway) had been made available from the Capital Programme 2017 – 2022 to help unlock and maximise the potential of these areas;
- The scale of the Northern Gateway opportunity and associated challenges;
- Details of the investment to support both the Northern Gateway and Eastern Gateway initiatives, including co-investment with joint venture partners;
- Progress to date in terms of expenditure, including the acquisition of Central Retail Park and The Courtyard at Royal Mills; and
- Detail of remedial works undertaken around New Islington Marina.

Some of the key points that arose from the Committees discussions were:-

- What would be the consequence to the Council should the bid for £51.6m from the Government's Housing Infrastructure Fund, to tackle constraints to development in the Lower Irk Valley neighbourhood, be unsuccessful;
- Clarification was sought as to whether the bid for £51.6m from the Housing Infrastructure Fund was by Manchester City Council or whether this was a bid on behalf the Combined Authority;
- Was there still a proposal for a new tram stop within the Northern gateway programme; and
- If the bid to the Government's Housing Infrastructure Fund was unsuccessful, would this impact on the ability to deliver the target of 20% affordable housing (equating to 3000 properties) within the Northern Gateway programme.

The Committee was advised that the Council was remaining optimistic in terms of the outcome of the bid submitted. The Council had been in detailed negotiations with Homes England for a significant period of time and had been through a detailed process of due diligence in relation to the bid. However, should the bid be unsuccessful in part or whole, the Council had identified a range of scenarios as to how the Council would intend to progress with both programmes. The Leader added that in the event of the bid being unsuccessful the likely impact would be that the development programme would be lengthened in terms of completion rather than scaled back or abandoned.

The Leader advised that the £51.6m bid was originally a joint between Manchester Council and Salford Council, supported by the Combined Authority, but having taken advice from Government, the Council had separated its bid from Salford's bid, as it was suggested that this would result in a higher chance of both bids being successful.

Officers explained that the Transport Strategy for 2040 still proposed a new tram stop within the Northern Gateway programme and the Council was in discussions with TfGM around a pre-feasibility study.

The Leader explained that within the Strategic Framework for the Irk Valley and Collyhurst area of the Northern Gateway, the Council expected that at least 3000 properties would meet the Council's definition of affordability. There would be a number of controls in relation to this, the most important being approval by the Executive of the Business Plan, which would be required to provide detail on how the Council intended to deliver this number of affordable homes.

Decision

The Committee notes the report.

RGSC/19/66 Capital Requirements and Anticipated Borrowing

The Committee considered a report of the Deputy Chief Executive and City Treasurer, which informed Members of the Council's capital financing position, forecast borrowing, and the impact on the Council's balance sheet and revenue budget. The report also reviewed the changes to Public Works Loan Board (PWLB) borrowing rates announced in October 2019.

The main points and themes within the report included:-

- The context of the Council's approach to managing its debt, which had been to minimise cash balances by delaying taking external debt;
- Changes in internal borrowing to create revenue savings compared to the cost of externalising the debt and holding cash;
- Interest rate expectations over the next three years;
- An overview of the Council's borrowing strategy, which was based on aggregating the debt needs of the Council to achieve the optimum risk balance in debt management;
- The forecast borrowing requirements from 2019/20 to 2023/24;
- Revenue implications of new debt for the medium term; and
- The impact and potential future implications to the Council in relation to the PWLB rate policy change.

Some of the key points that arose from the Committees discussions were:-

- Rather than increase the PWLB rate, could Government not have tightened the rules up in regards to public sector borrowing;
- As the PWLB rate had historically been low, had the Council and other local authorities simply become accustomed to borrowing at a low rate of interest;

- How was the Council lobbying Government to review the change in the PWLB rate;
- Which regeneration schemes, where a return on investment was expected, were likely to be affected by the change in the PWLB policy;
- What was the Council's borrowing cost in terms of the potential impact on the revenue budget;
- Had any potential equalities impact been taken in to consideration in connection to borrowing costs and the increased impact on the Council's revenue budget, which was largely spent on groups with a protected characteristic; and
- What were the benefits and potential drawbacks for potentially borrowing from the private sector in the future.

The Leader advised that the 1% increase of the PWLB borrowing rate was unlikely to stop local authorities investing in certain ventures, but more likely it would have an impact on more marginal schemes such as affordable housing taking place and as such he felt this was a counterproductive measure.

The Deputy City Treasurer advised that the Council had become used to borrowing money at a low rate of interest, however, she provided an assurance that when the Council set its capital programme, it was set against the slightly higher PWLB rate towards the end of 2018, to ensure that the existing capital programme was predominantly budgeted for at that time, meaning that the programme remained affordable. The consequence of the increase in the PWLB rate was the impact on the viability of any future schemes.

The Committee was also advised that in terms of lobby government, the City Treasure had contacted a number influential organisations, including a number of other Local Authorities and the LGA, to enable a concerted response to the proposed increase. As well as this the City Treasurer had spoken to HM Treasury and the Department for Communities and Local Government to seek an explanation and the reasons for the increase.

The Leader advised that in terms of regeneration schemes likely to be affected, this would likely relate to any future schemes where the Council was required to invest. He also advised that in terms of borrowing costs, there were two elements that needed to be taken into account, the minimum revenue provision and interest. The totality of this was that in any given year the Council repaid approximately 4.5% of its total borrowing. Due to the way the Council set the interest when it fixed its capital budget, it meant that the Council would likely need to increase its revenue provision in 2021/22.

The Deputy City Treasurer reported that as part of the business cases for capital investment, a number of factors would be considered, including strategic fit, economic case, social value outputs and carbon implications and the impact on equalities would be built into part. It was suggested that going forward this could be something that was looked at more explicitly in future business cases for investment proposals.

Furthermore, the Committee was advised that the Council had always borrowed from the PWLB due to the ease of which loan funding could be accessed and good

interests rates. At the present moment the Council was waiting to see how the other market participants responded to the PWLB increase in relation to how local authorities could access borrowing and associated restructure payments.

Decision

The Committee notes the report.

RGSC/19/67 Overview Report

The Committee considered a report of the Governance and Scrutiny Support Unit which contained key decisions within the Committee's remit, responses to previous recommendations. Members were also invited to agree the Committee's future work programme.

Decision

The Committee notes the report.

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 3 December 2019

Subject: Communications Service Plan – Review

Report of: City Solicitor and Director of Strategic Communications

Summary

This report provides an update on the delivery of the Communications Strategy for 2019/20. It outlines progress against the key delivery themes for Council communications of integrated working with partners, digital delivery, participation and engagement and service organisation and governance. It describes the next steps for the remainder of the year.

Recommendations

The Committee is asked to note and comment on the report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
As part of the service plan for the year ahead, Communications are responsible for the delivery of behaviour influencing campaigns to support zero carbon for residents, staff, the city's businesses and with partners.

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	Strategic Communications service plan is driven by the Our Manchester Strategy and Corporate Plan. The campaigns and communications activities included within the plan are designed to support the delivery of these outcomes, by raising awareness, increasing engagement or influencing behaviours.
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	

A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection): None

1.0 Introduction

- 1.1 The Communications service plan outlines the communications activity including campaigns that the service will deliver for the year ahead and is used to allocate communications budget and staffing resources.
- 1.2 The plan outlines the continuing change of emphasis away from a reliance on local and regional print media towards an approach based on engagement with local residents, businesses and influencers - of which local and regional media are a part - to achieve the Council's vision and the priorities set out in the Corporate Plan.
- 1.3 The Corporate Plan sets out the priorities for the next two years, which include young people, healthy and cared for people, housing, neighbourhoods, connections, growth that benefits everyone and a well-managed council. Support from strategic communications lies at the heart of every one of these.
- 1.4 The proposed priorities for the Communications service reflect what our residents have told us is important, how communications will support the delivery of the Corporate Plan and the delivery of the Our Manchester Strategy, and key business priorities gathered from across the Council.
- 1.5 There are four areas of focus for communications for 19/20. Each area has improvement projects that will support the successful delivery of the plan for the organisation. They are:
 - Integrated working
 - Digital delivery
 - Participation and engagement
 - Service organisation and governance
- 1.6 This paper provides a progress update for the year to date, including an overview of each of the improvement projects for the four areas of focus.

2.0 Background

- 2.1 This year is the final year of the current three year Communications Strategy. This outlined a number of core objectives for the service, they were:
 - To develop a communications function that supports Council priorities based on an engagement model of communications - not traditional marketing,
 - To deliver communications that recognise Manchester's diverse audiences, targeted to their needs and preferences rather than blanket activity,
 - To develop communications that use and recognise the tools and voices available to us - listening and working with others, particularly supporting staff with the tools to act as advocates for the Council and city

- To develop the Communications service further as a centre of excellence that:
 - Protects and enhances the reputation of the Council and city
 - Supports council-wide priorities first
 - Is seen as a market leader in the delivery of strategic and operational communications
 - Delivers where appropriate through strong partnerships

3.0 Our progress in 2019/20

3.1 Integrated working

3.2 The Communications Plan outlined the aim to work more closely with NHS partners, with some co-located teams based in the town hall extension, closer alignment of management teams and joint areas of strategy and delivery. This was to expand joint working from the delivery of the Locality Plan communications into more day to day activities.

3.3 There are now shared outcomes on delivery of communications activity which are now in the forward plan. For example, supporting the Suicide Prevention campaign and Smoking Cessation campaign. The joint management team arrangement ensures clarity and accountability for the delivery of projects. This has expanded from director level across the Council, MHCC and the Council and is now embedded across management teams and into delivery teams.

3.4 Digital delivery

3.5 In line with the Communications Strategy, the focus continues to be on developing consistently engaging content, which lands well with the different audiences targeted, and increases levels of trust and confidence in the Council as a service provider.

3.6 Best practice demonstrates that this is best done by being a part of the strong local community networks, with content and tone of voice that is relevant to those groups. This year, the emphasis has moved to working alongside community and hyperlocal groups. The team are part of or have joined a number of influential community groups as pilots across each part of the city.

3.7 Groups that we have actively worked alongside in this pilot phase are 'Wythenshawe 1' which has approximately 29k members, 'Levy Massive' which has approximately 20k members and 'Manchester Mums' which has approximately 24k members. This work has included building relationships with group admins to share or amplify messages. This has led to early success and feedback around increased attendance at local events (for example bonfire night where attendance increased a third from last year - the highest since 2014).

- 3.8 A more appropriate digital evaluation tool to measure the impact of our media activity has been developed. This approach means we are not just measuring reach, but translating that into outcomes affected by online activity. For example, the take up of support or accessing information for those affected by the national changes to welfare support or attendance at events. Used properly, this will complement the current measurement and evaluation of the marketing activity delivered across other Council digital channels.
- 3.9 A key programme for digital delivery this year has been to introduce the digital engagement tool Granicus. This is an integrated email marketing solution. The changes brought about by GDPR and the removal of non-compliant data meant the reduction in the reach of the Council's e-bulletin went from over 100,000 to less than 5,000. The focus is on rebuilding engaged groups of audiences, where relevant information can be shared with them.
- 3.10 The GovDelivery platform from Granicus is public-sector specific and will improve how we connect and engage with our audiences. Over 13 million people in the UK are already signed up to receive updates from organisations using GovDelivery. We are now implementing this new email marketing platform to support our objectives around engagement and communication with our residents, businesses and stakeholders.
- 3.11 The flexibility the system offers will enable us to target our emails to specific segmented audiences, including staff. Examples of how we could use this system in the future could include weather warnings, bin day email alerts, automated payment reminders and alerts to drive channel shift and reduce demand on services.
- 3.12 This will enable us to target the right message to the right group of people at the right time so they can use it to make better choices, Communications can make better use of segmentation, and improve the frequency and quality of engagement with citizens in order to influence behaviours. The ambition is that this will lead to savings as there is a reduction in reliance on other more expensive methods of communications. The team are on target to have the first newsletters and activities through Granicus in the new year.
- 3.13 A further digital priority is to lead on the development and delivery of a new intranet. Far from being an IT tool, the new intranet will be focussed predominantly on use by remote and non-PC based staff, to transform the way that those groups engage with the council and search for and receive relevant information they need for their work. It is also a key element of the Our Transformation project, enabling new and more productive ways of working for staff. The new intranet is scheduled to be live at the end of March and will include:
- The ability to share images, video and audio content
 - The ability to elicit feedback and hold conversations about core projects and messages
 - A working staff directory that will support the ability to personalise content and send notifications to co-workers

- Forms to support self-service

3.14 The Intranet Project Manager is currently working with key content leads from each of the directorates to develop the content needed for the new intranet, this will use the same principles that govern the content on our external facing internet. Content will be task oriented, focusing on what staff use most. The team are also working on navigation, the user journey that will deliver the right content as quickly as possible.

3.15 A new training programme is being developed that will be rolled out to content authors. The training will be delivered by the Communications team, authors will be shown how to use the intranet CMS as well as best practice for content creation and accessibility guidance.

3.16 Participation and engagement

3.17 Building on the success of last year's Our Manchester Day takeovers, the team has refined the approach to highlighting the fantastic work taking place day-in-day-out across the organisation on Council digital channels. There is a programme in place of appropriately timed outcome focussed takeover slots allowing a greater level of focus on a wider range of projects, events, and issues. Takeover days this year have included: clean air and air quality, skills for life and Allsorts To Do (widening access and participation in the Council's culture and sports offer).

3.18 These planned takeover days are themed on priority areas and the services actively encourages services, partners, residents and businesses to get involved, engage and make their own content. For example, there are improvements in engagement and participation in school holiday activities, particularly the free swimming offer to 16-year-old and under. With the support across ward twitter accounts and from community networks, the delivery of local content to local people is driving this change. Figures highlight free swimming participation increased by 53% in the Easter holidays and 17% during May half term in comparison to last year.

3.19 Engaging with Council staff is also vital. This year the Internal Communications team, working with the Our Manchester programme office and HROD have refreshed the Listening in Action staff event. Based on staff feedback, the sessions were approached in a different way. Whilst being slightly shorter in length there are now more workshops, themed by the priorities in our Corporate Plan, so that staff have the opportunity to be heard more. The sessions feel more intimate and informal, giving staff the chance to have meaningful discussions with senior leaders. These changes have given senior officers and members a platform to be more visible to staff, to get more involved and to really focus on listening.

3.20 The change in approach has received positive feedback from both staff and senior leaders. In the latest round, five new sessions for sixty staff in each session have been delivered. Each session was fully booked in days. New materials and content with five new Our Manchester case study films have

been produced, showcasing staff working in an Our Manchester way to achieve meaningful outcomes for residents.

3.21 Finally for participation and engagement, the service supported the organisation and the Elections service in three elections - local, European and currently with the general election with campaigns on voter registration and calls to vote. For example, as part of our work on the European parliamentary elections the service built a new responsive design website to latest accessibility guidance; updating northwestvotes.gov.uk website so candidates and agents had information they required. The team co-ordinated information to the media and oversaw responses to all media enquiries across all 39 local authority areas.

3.22 As part of the Brexit process the service has fed into regional messaging as well as appropriate local messages for residents and businesses signposting to relevant information. A major part of this has been supporting the campaign for EU nationals to apply for settled status.

3.23 Service organisation and governance

3.24 This area of work is focused on three areas:

- Building on strengths of staff and services
- Planning and evaluation
- Commercialisation strategy

3.25 Building on strengths of staff and services – it is recognised that Council services and staff are our greatest asset and often a most trusted communication channel. To build on these strengths, Communications are identifying areas where messaging can be shared with staff to help promote activity by word of mouth or using local and service based channels. Communications have worked with services to support, train and empower them to create their own content and manage their own good news through the delivery of training, toolkits, mentoring and ongoing coaching. 19 people have been through this training since April 2019. Social media training and guidance has been completed with colleagues from five Sure Start centres, with more sessions to come. Social Media mentoring is ongoing with colleagues from Neighbourhood teams. Granicus training has started with Libraries staff, with more training planned with key services as part of implementation.

3.26 Communications have now embedded a bespoke planning tool and evaluation toolkit for our major projects to ensure that activity supports the Council priorities. This was introduced in March 2019 and focuses on outcomes rather than outputs. The tool is attached as appendix 2 for information.

3.27 Commercialisation strategy - The design studio is an award winning service using their growing reputation to attract additional commercial opportunities. A new commercial strategy for this service is in development to ensure we understand the real cost of competing for outside work, the impact on other

priorities, and the value to the organisation. This year the team has already attracted work from Great Places housing group, Save the Children and the Greater Manchester Health and Social Care Partnership. Whilst supporting current income targets of £51k per annum, there is scope for growth.

- 3.28 Alongside the commercial strategy the studio structure is being reviewed better reflect the skills and development requirements in the team to future proof their current award winning status and ability to bring in income. Development activity will focus on the creation of animated content, video/film production and editing and designing for the web. This will further enhance the skills of the team so they continue to be industry leaders.
- 3.29 The service is reviewing the contract with the Manchester Evening News on public and statutory notices to ensure the best possible approach is taken for a significant amount of spend. There is already an agreement in place at a reduced rate. This agreement is for the display of public notices in print and online. At £390k per year, this is significantly less than paying for advertising of notices on an individual basis. However, it is still the most significant spend from the Communications budget with a rise in the number of Temporary Traffic Orders that the Council is legally bound to publish increasing approximately 10% year on year.
- 3.30 The service is continually looking at how orders are displayed, to ensure best value against the agreement in place. Alongside this, Communications are continuing to look for alternative methods and formats to display statutory notices and understanding how the best opportunities are sought from the contractual relationship.

4.0 Recommendations

The Committee is asked to note and comment on the report.

Appendix 1: 2019/20 Agreed activity and priorities

ACTIVITY	DATE	DIRECTORATE
Screening and immunisations	Ongoing	Adult Service
Independent Living Grants	Jan 2020 onwards	Adult Service
Adult services Improvement Plan	Ongoing	Adult Services
Homelessness	Ongoing	Adult Services
Home Care - procurement	May	Adult Services
Suicide Prevention	May - Sept	Adult Services
Carers - promoting our carers offer	Ongoing	Adult Services
Social Worker recruitment	Ongoing	Adult Services
Smoking Cessation	Ongoing	Adults and Health
Social Prescribing - winning hearts and minds	May onwards	Adults and Health
Inspiring engagement and action in Neighbourhoods (Our Manchester)	Ongoing	All
New Intranet	Live from March 2020	All
Awards- Be Proud, Awards for Excellence, Sports, Culture, Buzz.	October/November	All
Skills for Life	June	Children Services
Locality Model	Ongoing	Children Services
Fostering	Ongoing	Children Services
Manchester's rallying call for children/ celebration of children's achievements	Ongoing	Children Services
Children leaving care (open air cafe's, finding housing, virtual schools)	Sept onwards	Children Services
SEND Local Offer	Ongoing	Children Services

Adoption	Ongoing	Children Services
Safeguarding	June	Children Services
Early Help hubs (strength based/website)	June/July	Children Services
School admissions	Secondary from 1 July - 31 Oct 2019 Primary from Aug 19 - Jan 15, 2020	Children Services
Literacy (Read Manchester)	Ongoing	Children Services Neighbourhoods
Youth Council website	August	Children/Neighbourhoods
Liquid Logic	July launch	Core/Children and Adult services
Elections	Various	Corporate Core
Arena Attack Memorial	May onwards	Corporate Core
BHeard	Ongoing	Corporate Core
Social Value	Ongoing	Corporate Core
Climate Change / Climate Emergency	Ongoing	Corporate Core
Our Ways of Working (OWOW)	Ongoing	Corporate Core
Our Budget	Jan 2020	Corporate Core
Clean Air (Air Quality)	May onwards	Corporate Core
Our Town Hall	Ongoing	Corporate Core
Local Democracy / Civic and Ceremonial	Ongoing	Corporate Core
Equalities events eg International Women's Day	Ongoing	Corporate Core
People Strategy	Ongoing	Corporate Core
Council Tax	Ongoing	Corporate Core
Affordable Housing	Ongoing	Growth and Development

Work and Skills inc. apprenticeships	Ongoing	Growth and Development
Civic Quarter Heating Network	May onwards	Growth and Development
Gorton Hub	June onwards	Growth and Development
Green Manchester (carbon reduction, climate change, green and blue infrastructure)	Ongoing	Growth and Development Corporate Core
Age Friendly Manchester	Ongoing	Health
Baby loss	Ongoing	Health
MMLAP (living with cancer)	2020	Health
Infant feeding	Ongoing	Health
City Centre	Ongoing	Neighbourhoods
Highways improvement works	Ongoing	Neighbourhoods
Waste and Recycling	Ongoing	Neighbourhoods
Keep Manchester Tidy (littering and flytipping)	Various	Neighbourhoods
Major events (incl. Christmas, Manchester Day, Festival of Manchester)	Year round	Neighbourhoods
Major Cultural events	Ongoing	Neighbourhoods
Culture, Leisure, Parks and Libraries - widening Access and Participation	Ongoing	Neighbourhoods
Parks	Ongoing	Neighbourhoods
Business Units - (markets)	Ongoing	Neighbourhoods
Business Units - Bereavement/Catering/Pest Control	Ongoing	Neighbourhoods
Community Safety	Ongoing	Neighbourhoods
Libraries	Ongoing	Neighbourhoods
Preventing poverty and debt (Universal Credit, Family	July onwards	Neighbourhoods, Children Services, Adults, Growth

Poverty, Homelessness prevention)		and Development and Corporate Core
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title. Campaign Evaluation

Page 31

Working
on what
you value

Our Manchester



MANCHESTER
CITY COUNCIL

(Optional)
Use full screen image here

Objectives

Objective 1

Succinct description of objective. Add or remove objectives to suit presentation.

See Presenter's notes for more info about content.

Objectives

Objective 2

Succinct description of objective. Add or remove objectives to suit presentation.

See Presenter's notes for more info about content.

Objectives

Objective 3

Succinct description of objective. Add or remove objectives to suit presentation.

See Presenter's notes for more info about content.

Audience

Detailed description of target audience.

Advise using short sentences in list format.

See presenter's notes for more into about content.

Key messages

List your key messages here

Key message 2

Key message 3

Key message 4

What we delivered

Heading (Social Media)

Detail about delivery. See presenter's notes for more prompts.

Heading (Print)

Detail about delivery

Heading (Press)

Detail about delivery

Heading (Survey)

Detail about delivery

Outputs

*Replace this with an image or chart
E.g. Twitter stats / website hits*

Output 1

Enter description of output 1, use stats and figures where possible.

Outputs, Out-takes and Outcomes sections can be used flexibly to suit each presentation. See presenter's notes for more info.

Add or removes outputs to suit presentation.

Outputs

*Replace this with an image or chart
E.g. Twitter stats / website hits*

Output 2

Enter description of output 1, use stats and figures where possible.

Outputs, Out-takes and Outcomes sections can be used flexibly to suit each presentation. See presenter's notes for more info.

Add or removes outputs to suit presentation.

Outputs

*Replace this with an image or chart
E.g. Twitter stats / website hits*

Output 3

Enter description of output 1, use stats and figures where possible.

Outputs, Out-takes and Outcomes sections can be used flexibly to suit each presentation. See presenter's notes for more info.

Add or removes outputs to suit presentation.

Out-takes

List key ways your audience responded

See presenter's notes for more info.

Outcomes

List key ways your audience were impacted, how have they been changed/affected?

See presenter's notes for more info.

Impact

Fill in the impacts here, use a list format. See presenter's notes for more info.

Key learning

List key learning points over the duration of the campaign

See presenter's notes for prompt questions.

What's next?

What are the next steps for this client/service?

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
3 December 2019

Subject: The Council's approach to Consultation

Report of: Deputy Chief Executive and City Treasurer

Summary

This report provides Resources and Governance Scrutiny Committee with an overview of the Council's approach to consultation with Manchester residents, and next steps for taking this forward.

Recommendations

That Committee note and comment on the proposed next steps.

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 approach to consultation covers activities that underpin all aspects of the ambitions for Manchester, including the delivery of the zero carbon target for the city.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The approach to consultation covers activities that underpin all aspects of the Our Manchester Strategy outcomes
A highly skilled city: world class and home grown talent sustaining the city's economic success	The approach to consultation covers activities that underpin all aspects of the Our Manchester Strategy outcomes
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The approach to consultation covers activities that underpin all aspects of the Our Manchester Strategy outcomes
A liveable and low carbon city: a destination of choice to live, visit, work	The approach to consultation covers activities that underpin all aspects of the Our Manchester Strategy outcomes

A connected city: world class infrastructure and connectivity to drive growth	The approach to consultation covers activities that underpin all aspects of the Our Manchester Strategy outcomes
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1. Introduction

1.1 This paper sets out Manchester City Council's current approach to consultation. There is an array of ways in which the Council seeks the views of our residents, businesses, organisations and voluntary sector and involve them in the decision making processes. This paper sets out the following:

- The Council's current approach to consultations
- Support from the Corporate Core
 - Communications
 - Legal Services
 - Performance, Research and Intelligence
- Recent examples of consultations
 - Example 1 - The Budget
 - Example 2 - Our Manchester Strategy
 - Example 3 - Manchester's Industrial Strategy
 - Example 4 - Manchester's Local Plan
 - Example 5 - The Clean Air Plan
 - Example 6 - City Centre Transport Strategy
 - Example 7 - Council Tax Support Scheme
 - Example 8 - The Christmas Campaign 2019
- Consultations within other Greater Manchester Authorities
- Next Steps
 - The Co-production and Consultation Group
 - The Campaign Engagement Framework

1.2 The paper then makes some suggestions about how the approach could be improved and next steps.

2. The Council's current approach to consultations

2.1 Each year the Council undertakes many statutory and non-statutory consultations where we ask our residents, businesses, key stakeholders, and voluntary and community organisations their views on a wide range of subjects. This work is usually undertaken by a working group which consists of:

- A lead officer - from the service who is leading the consultation on behalf of the directorate,
- A researcher - colleague/s in the Performance, Research and Intelligence Team (PRI) who work to establish the correct method to use to consult and how the responses will be analysed and presented,
- A communications officer - who leads on how the consultation will be publicised and the channels that can be used to spread the word and boost response rates
- A legal officer (statutory consultations only) - who will provide legal advice on process and legal requirements.

- 2.2 Consultations within the council take many forms and the approach to each one is undertaken differently depending on a range of factors including, proposals to be consulted on and the impact of the changes, the budget allocated to undertake the consultation and time restrictions. The group supporting a consultation will adapt to the needs of the individual consultation. For example, responses are monitored once the consultation has gone live and where there is potential under representation by demographic group or within a geographical area, then the group will look to boost responses by targeting the under-represented areas specifically.

3. Support from the Corporate Core

Communications

- 3.1 Corporate Communications supports services in a variety of ways with their consultations. It could be as simple as supporting online versions or as in the case with the budget consultation designing a communications approach, with Legal Services and PRI, that supports significant engagement internally and externally with the budget process and consultation questions. Consultation support from Communications can include:
- Design and creative concepts
 - Web options
 - Online and offline media channels
 - Print and mail
 - Media Strategy.
- 3.2 Not all options are required for all consultations. This may include insight to understand the targeted audience, so that there is clarity about which channels people use and how they are most likely to engage. For some consultations it could be that Communications will help tailor words, questions and background information to the needs and preferences of particular groups such as older people, younger people, or people with disabilities.
- 3.3 Alongside this, the team will support content generation to drive people to the consultation. This will be content that people may be more likely to engage with, such as video or images in social media. In addition, the service will support with producing materials, such as letters, leaflets and other print options as required. Communications will also measure, evaluate and monitor the effectiveness of these communication activities and feed that learning back into future.

Legal Services

- 3.4 Legal Services provide advice about whether a consultation is necessary, and the length and form of consultation, particularly in relation to statutory consultations. The service will advise and ensure that the consultation is lawful and that it follows the correct process.

Performance, Research and Intelligence

- 3.5 The Performance, Research and Intelligence (PRI) team works with Directorates to advise on the most appropriate approach to effectively consult. This can take many forms including: online questionnaires, focus groups etc. PRI works with colleagues to ensure the questions asked are unbiased nor leading and the responses will be useful to the decision making process.
- 3.6 PRI then lead on the collection of the responses (if undertaken online) and facilitate the process of colleagues having access to response rates. Where response rates are low or certain groups/geographies are under-represented, PRI and Corporate Communications work with colleagues to boost responses. This could come in the form of a targeted communications approach or holding an event in an underrepresented area to publicise the consultation and improve response rates.
- 3.7 In terms of reporting the results of consultations, officers in PRI work with colleagues on providing analysis of all responses in a relevant format which is meaningful to the audience. This analysis is then fed into relevant papers which then informs the decision making process.

4. Recent examples of consultations

- 4.1 The following are examples of different consultations that MCC have undertaken or are up and coming consultations. Details are provided on:
- i. the approach to the consultation,
 - ii. issues and challenges that were raised and;
 - iii. what is being done to improve the way forward

Other examples are not included in the scope of this paper as they have been recently considered by other Scrutiny Committees, for example Neighbourhoods Scrutiny have recently looked at the approach to consultation in Highways.

Example 1 - The Budget

(i) The approach

- 4.2 To maximise opportunities for engagement throughout the budget setting process a three stage approach was carried out in 2016/17 for the three-year budget.
- 4.3 The first phase – Our Budget Conversation - was conversational and more informal: encouraging conversations to take place across a number of channels, that people want to use, rather than on a particular set of questions. The eight-week budget conversation provided a clear understanding about what services and places are valuable to Manchester people. Many people also gave their views about what they and their communities could do to support and improve their city. Over 2,000 people responded to the

questionnaire, on line or postal paper copies, with thousands more sharing their views through social media and at local events. The outcome of the budget conversation was reported to Council Officers and to the Executive and Scrutiny Committees, and was taken into account by Officers when developing budget options.

- 4.4 The second phase asked people for their opinions on the wide range of budget options developed by officers. This approach was designed to provide a clear understanding of the views from all stakeholders on which of the options should be developed into budget proposals. The Executive's draft budget proposals were informed by responses to these first two phases of consultation, including comments and feedback from each of the six Scrutiny Committees.
- 4.5 The final phase shared the detail of the Executive's draft proposed budget, outlining the views captured during the second phase and detailing how the options were considered and developed into the proposed draft budget and offered people the opportunity to share their views for the final time.
- 4.6 This three stage approach was welcomed and more people got involved with the budget consultation than ever before. For 2020/21 the budget will be a one year roll over budget with limited change but the next budget consultation engagement is planned for the start of the next new Medium Term Financial Plan.

Example 2 - Our Manchester Strategy 2016 - 2025

(i) The approach

- 4.7 The opportunity to use a new engagement approach to inform the development of the city's new 10-year strategy was realised. As such, a 12-week consultation process was undertaken between August - October 2015 to ask residents and businesses what their dream Manchester would look like. The consultation activity was undertaken in a number of different ways to try and ensure maximum engagement across the city, including:
- Several engagement events - held by partners across the city and in libraries
 - MyDreamMcr.co.uk website - invited people to briefly tell us what their vision was for Manchester in 2025. Information on where people could go to give more detailed responses was available.
 - Twitter - use of #MyDreamMcr hashtag promoted by the Council and partners; use of open and informal questions to generate informal discussions. Also held Twitter Q&A with the Leader.
 - Facebook - posted messages through the Council's Facebook page, alongside targeted methods to encourage traffic to visit MyDreamMcr.co.uk website.
 - Longer online questionnaires - used to gather more detailed written responses from partners, businesses and residents.

- Offline materials - created A3 posters and postcards, which were displayed in public and partners' buildings to promote the consultation and capture feedback
- Screens - use of some prominent public advertising screens in the city to publicise the consultation.

At the time of its closing, it received the highest reach and response rate of any Council consultation to date.

(ii) **Issues and challenges**

4.8 This consultation was a new approach for the Council. Whilst successfully creating a greater qualitative evidence base to develop the Strategy from, significant resource and time was required to undertake the consultation. Analysing the consultation feedback in its various forms also required greater resource and time.

(iii) **What is being done about it to improve the approach?**

4.9 Following the success of this approach in creating the Our Manchester 2016 - 2025 Strategy, the Our Manchester approach is now considered within all strategy development. The Council recognises the importance of using engagement to inform a strategy's development, not just consulting on the final product.

4.10 The use of social media allowed for a greater reach (the number of people that see a message on social media). Reach is broadened when people like, share or comment on messages. Using targeted Facebook advertising here significantly boosted the campaign's visibility to the Manchester audience. However, the algorithms in social media platforms have changed since this consultation. For example, Facebook's aim is to keep people in their platform and not encourage people to go to another site for more information or to capture information. This, along with the 'value' given to organic posts from organisations will make it harder to engage people in a consultation in the same way, without spending money to advertise or native content within the site itself.

Example 3 - Developing a more inclusive economy - Our Manchester Industrial Strategy

(i) **The approach**

4.11 In line with the Our Manchester approach, a wide ranging engagement exercise was undertaken in autumn 2018 to develop a qualitative evidence base to inform the development of Developing a More Inclusive Economy - Our Manchester Industrial Strategy (alongside quantitative data and a literature review).

4.12 Different engagement methods were used for different cohorts across all of the city's neighbourhoods to ensure optimal engagement. Using the Our

Manchester approach, any questions were deliberately open-ended to allow for a conversation between the interviewer and interviewee, which was recorded. Examples of how these methods were tailored to different cohorts included:

- Businesses and organisations - the Work and Skills team undertook a large number of targeted in person conversations with employers. An online questionnaire specifically tailored to businesses and organisations was also promoted, including via LinkedIn.
- Resident engagement - face-to-face conversations were undertaken in every ward in strategic locations and at community assets. This included a focus on 50+ residents and university students.
- Workshops with young people - workshops were run with schools and at a Youth Council event to ask young people their views on Manchester's labour market.
- Online survey - promoted via social media to get a more universal response.
- Presented at governance and partnerships boards.

The conversations were then coded to extract the qualitative data, with the key themes forming the basis of the Strategy.

- 4.13 More information on the methodology and findings from this engagement was presented to Economy Scrutiny Committee on 18 July (see Appendix 2 - Methodology and Findings):

<https://democracy.manchester.gov.uk/ieListDocuments.aspx?CIId=136&MIId=130&Ver=4>

(ii) **Issues and challenges**

- 4.14 Again, significant resource and time was required to implement the engagement activity and its subsequent analysis. The desire to engage with a broad audience meant that the timetable for engagement was extended to include those who said they could not partake within the given timescales; this did lead to a greater range of views being captured but did shorten the amount of time for writing the final Strategy. As a number of teams from across the Council and several partners were involved in undertaking and promoting the consultation, it was occasionally difficult to ensure that all engagement had the same messaging as to why we were undertaking the activity.

(iii) **What is being done about it to improve the approach?**

- 4.15 Knowledge learnt from this approach is being used to inform future consultations. For example, the forthcoming Local Plan consultation will consider using a workshop exercise when engaging with schools.

Example 4 - Manchester's Local Plan

(i) The approach

4.16 Consulting on the Local Plan is guided by the Council's Statement of Community Involvement (SCI) which was adopted in 2018. The planning legislation dictates to a degree the process in terms of timescales that needs to be undertaken at each stage of consultation for the Local Plan. The methods of consultation are however very much in the gift of each local authority. At the early stages of consultation (Issues) the Council has looked to deploy various methods of engagement to raise awareness and encourage participation/ response to the consultation. The forthcoming consultation on the issues for the new Manchester Local Plan is intended to feature the following methods of consultation:

- Working with colleagues to apply methods deployed in the recent consultation on the Local Industrial Strategy including working with local schools;
- Working alongside colleagues undertaking current/forthcoming consultations (e.g. City Centre Transport Strategy/ Clean Air Plan);
- Notification of the consultation to our Local Plan consultee database (via Objective);
- Production of a summary leaflet to cover the key issues and signpost to the main Issues Consultation document;
- Social media campaign to raise awareness (worked up with colleagues in Communications and PPR);
- Linking into existing meetings within neighbourhood teams;
- Picking up key messages already communicated by the business community through the consultation on the LIS; and
- Considering sector specific consultation events through linking to other consultations (e.g. City Centre Transport Strategy, Clean Air Plan)

(ii) Issues and challenges

4.17 The earlier stages of consultation for the Local Plan are seen as an important stage to ensure organisations and individuals understand the scope and purpose of the plan. It is also important that there is a real opportunity to influence the content of the plan. Conversely, at this early stage there tends to be relatively little detail in terms of firm proposals and policies, which is often the stage when comments are more likely to occur (simply because the plan at that point will show more tangible information in terms of site allocations for example).

4.18 Another key challenge is the coordination of consultations across a range of related strategies and plans. In the current timeline over the next few months there will be consultations on the City Centre Transport Strategy and the Clean Air Plan (GM wide) that have a direct correlation with parts of the Local Plan. There is a need for a careful approach to how these various consultations take place to avoid consultation fatigue and to deliver a joined up timetable on consultation events where appropriate.

(iii) What is being done about it to improve the approach?

- 4.19 As noted in the approach the plan for consultation on the issues stage of the Local Plan is cognisant of other consultations and will link into those consultations where feasible/appropriate. We are also looking to replicate aspects of the Our Manchester Industrial Strategy consultation, and in particular the work with schools that was undertaken for the Our Manchester Industrial Strategy.

Example 5 - The Clean Air Plan**(i) The approach**

- 4.20 This consultation was a Greater Manchester wide consultation which sought the views of the public on how to tackle air pollution across the conurbation. The first stage involved raising awareness of the issues and part seeking views on outline proposals. An informal conversation took place over the summer of 2019 where MCC used a multi way approach to gather the views of residents. A wide range of media channels were used to publicise the conversations we were having and drop in sessions were held to gather residents' thoughts, often to coincide with existing community events.

- 4.21 These venues were chosen due to the high footfalls. Social media and advertising on billboards and bus backs were used to raise awareness and specific events were targeted at specific audiences such as taxi drivers and van owners. Overall this first stage of informal consultation led to 3,300 responses being received with the largest volume from Manchester residents. This early informal stage is due to be followed up by a formal consultation early next year. The second phase is more prescribed by regulation so there will be key legal tests to pass and advice has been sought from The Consultation Institute on process.

(ii) Issues and challenges

- 4.22 Key issues to date have included how to increase response rates. Messaging needs to be tested and adjusted accordingly. It's important to be flexible and if something isn't working to be prepared to change it.

Example 6 - City Centre Transport Strategy**(i) The approach**

- 4.23 This is a current consultation which is going to be a three stage process. The first stage was a conversation where over 6000 people gave their views on city centre transport issues. This feedback was via an online questionnaire. The outline went to scrutiny and we held member briefings both when the consultation went live and after we had received the results.
- 4.24 The second phase, due to start imminently is an " engagement and co design" exercise. This is using outside consultants to run some workshops and to have some more in depth conversations with specific stakeholder groups.

- 4.25 The third stage will be a more conventional consultation on a draft strategy. Again though we are keen to look at possible innovative techniques to increase the level of engagement.

Example 7 - Council Tax Support Scheme

(i) The approach

- 4.28 To ensure that the consultation reached as many benefit claimants and Manchester residents as possible, a wide-ranging consultation and engagement plan was developed. The approach was both digital and offline, ensuring that those most impacted by the proposals had the opportunity to respond. This was developed with the evaluation results of previous consultation exercises in mind. A comprehensive consultation narrative, explaining the scheme and why it had been proposed and the impact on benefit claimants was used as the basis of both content for the Council website and a paper questionnaire. 1,310 paper questionnaires were also distributed.
- 4.29 The paper questionnaires were sent to Libraries, the Customer Service Centre and to Members. Advice groups in the city and registered providers were also contacted. Historically, the greatest response to a Council Tax Support Scheme (CTS) consultation was a direct mail out with a paper questionnaire. With that in mind, a letter with the overarching narrative, options and questionnaire with a freepost return envelope was sent directly to a selection of 30,000 of the working age CTS caseload - 5,911 Universal Credit households currently claiming CTS (directly affected by the Scheme change) as well as a random sample of 9,089 households currently claiming CTS (excluding pensioners and UC claimants currently claiming CTS) plus 15,000 Council Tax payers.
- 4.30 A total of 1,051 questionnaires were completed, this includes 809 paper questionnaires and 242 online questionnaires. Of this total, 567 were from people in receipt of CTS and 365 of them are Manchester residents.

(ii) Issues and challenges

- 4.31 Of the 1,051 respondents, the response rate from all districts of Manchester where residency was declared (700 respondents), in comparison with the 2016 mid-year estimate Manchester population figures, reveal that the City Centre and Central are overrepresented and the North and East and South and Wythenshawe were slightly underrepresented. In the age groups the headlines were that the 16-25 category are very underrepresented, the 40-49s are overrepresented and there is an even greater overrepresentation with the 50-64s. As with all consultations, response rates ideally would have been higher.

(iii) What is being done about it to improve the approach?

- 4.32 The approach to this consultation was welcomed and the forthcoming CTS consultation will follow the same approach.

Example 8 - The Christmas Campaign 2019

- 4.33 The Christmas campaign for 2019 is well underway supporting the full Christmas offer in the city. A full evaluation will be completed in the New Year, once complete the findings will be brought back to scrutiny. The evaluation results have been added to the forward work plan.

Consultations within other Greater Manchester Authorities

- 4.34 Colleagues in PRI sit on the Greater Manchester Consultation Network. This group consists of representatives from the ten districts in the conurbation and others from further afield, mainly the North West and Cheshire. The aim of the group is to share best practice, discuss approaches to consultations, pool training resources, discuss developments in the field and consultations of each other's which we can complement/feed in to. Through this group it has become apparent that the approach to consultation differs between each local authority. Some local authorities have a lead consultation officer that coordinates and runs all consultations in their LA including the methodology, publicity and analysis. In other LAs a working group approach, similar to our approach, is used.

5. Next Steps

- 5.1 Whilst every effort has been put in to the consultations we have implemented, including the ones stated in the previous section, more can be done. This section outlines some of the next steps that are being taken to improve how the Council undertakes consultations and engagement.

Co-production and Consultation Group

- 5.2 A new officer Co-production and Consultation Group (CPCG) group was established in October 2019 with representatives from across the Council. The group will consider how to use co-production techniques where appropriate, and how to apply an Our Manchester approach to consultation and engagement activities.

The specific aims of the group include to:

- develop guidance / toolkits for how to consult effectively
- develop guidance / toolkits for how to undertake co-production methods effectively
- understand when is it appropriate to use a spectrum of methods from consultation to co-production and options in between, and how the workforce is supported to know what to use and when
- learn from previous experience of what has and hasn't worked well in Manchester, and in other areas

- build our workforce capacity and capability to work in this way as part of the Our Manchester engagement and workforce work
- understand how we engage and communicate consultations better, given the changes to social media platforms and taking into account how people wish to engage with the Council.

- 5.3 The group has met once to date, and will meet again in December to begin to develop principles and establish a programme of work streams.
- 5.4 The role of external partners and organisations in this group is being considered taking into account how their time can be best used in the design and shaping of any guidance and toolkits, and how their expertise can influence

The Campaigning Engagement Framework

- 5.5 There is a commitment to ensuring that our workforce have the skills to take an Our Manchester engagement approach to working with residents and communities which forms part of the programme for the new Campaigning Engagement Framework (CEF).
- 5.6 The CEF will support Our Manchester to feel more bottom-up and generated by our residents. It will also outline the development required to empower front line staff, who regularly work with residents, across a range of services, to take a more engaging approach.
- 5.7 There is some time-limited resource allocated to deliver a programme of work for the Campaigning Engagement Framework (CEF) which will include intensive work (at scale and pace) to:
- understand how, where, when and why we are engaging with residents and communities
 - develop the frameworks, tools and skills development that underpin meaningful and high-quality engagement
 - try out new models of engagement and practice, and influence their use in mainstream engagement
 - support the coordination of engagement to reduce duplication and increase quality, trust and reputation of the organisation.
- 5.8 The CEF commits support to consultation and engagement with communities. In particular, it plans to ensure that there is a consistency of messaging about Our Manchester, what it is and what it means in communities. Taking a resident focused approach and not an organisational one. It also suggests that consistency (along with knowledge and confidence in coproduction and how do this well is required too.

As part of this work it is suggested that Co-production Framework or toolkit is produced so that staff know what to do when. Understanding when it is the right time to co-produce or consult formally or engage. This will include engagement development and training at two levels – practitioner and

specialist. Practitioner, for general engagement and supportive Our Manchester engagement; and specialist, for community capacity-building engagement.

- 5.9 In addition, updated guidance, training and tools that is aligned to Our Manchester to allow teams working in neighbourhoods, with residents and communities to best promote their local services, events and activities and to encourage more local people to get involved in local activity.
- 5.10 Finally the CEF suggests that activities take place at a local level that demonstrate that the Council is listening, and so this will also include effective and engaging consultation. This would lead to a “you said, WE (all of us) did” approach. Rather than “you said, we did”.
- 5.11 A paper with more detail on the CEF will be presented to Communities and Equalities Scrutiny Committee in January.

**Manchester City Council
Report for Information**

Report to: Resource and Governance Scrutiny Committee – 3 December 2019

Subject: GDPR communications update

Report of: City Solicitor and Director of Strategic Communications

Summary

This paper provides a summary of the Council’s recent work to communicate with staff on the requirements of GDPR.

Recommendations

The committee is asked to note and comment on the report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
Zero carbon messaging will be woven into all relevant communications to encourage staff to change behaviour and take action on climate change.

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	All areas of the Council’s Corporate Communications service are driven by the Our Manchester Strategy and Corporate plan. The strategy and Corporate Plan messages are woven into all content.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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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.

Reports to the Resources and Governance Scrutiny Committee dated 7 December 2017 and 19 July 2018

1.0 Introduction

- 1.1 The General Data Protection Regulation (GDPR) came into force on 25 May 2018. As indicated in the City Solicitor's report to this Committee in July 2018 whilst the fundamental principles of data protection remain largely unchanged, the GDPR introduced an enhanced data protection regime. At its core it brings a 21st century modernising approach to the processing of personal data in the digital age, imposing new obligations on data controllers, such as the Council and (for the first time) data processors - a person who handles information under outsourcing arrangements - as well as expanding the rights individuals have over the use of their personal information impacting people, processes and technology across all business functions.
- 1.2 The GDPR requires organisations not only to show compliance through existence of policies and procedures and staff training but to be able to demonstrate how in each case it has complied with GDPR requirements. It requires accountability at Board level evidencing a 'whole system' ethos in the way the organisation protects, governs and knows its data.
- 1.3 The new legislation puts Data Controllers at risk of fines of up to 20 million euros if they fail to meet GDPR requirements. The Information Commissioner's Office (ICO) has other significant enforcement powers to deal with failure to comply with GDPR requirements e.g. temporary or permanent bans on processing personal data, and mandatory audits.
- 1.4 Although serious fines can be imposed on the Council for non-compliance with GDPR requirements, the importance of GDPR compliance is less about fines and more handling personal information with respect. We'd all expect our personal information to be handled in accordance with the GDPR principles and the same applies to Manchester's residents and their interactions with the Council.
- 1.5 This paper provides an update on communications activity to date and the communications plan for the coming phase of activity.

2.0 Background

- 2.1 As indicated in the report to this Committee in July 2018 work to prepare for GDPR was undertaken by an interdisciplinary team of officers overseen by the City Solicitor as Senior Information Risk Owner (SIRO) for the Council supported Corporate Information Assurance Risk Group (CIARG) which is a group of senior Council officers who support the SIRO in relation to Information Governance (IG) matters including Information Security. Although the Council is at the stage whereby the organisation is overall GDPR compliant, it is recognised that work around GDPR needs to continue to strengthen and reinforce our position.
- 2.2 The GDPR journey therefore continues to be a priority, and the medium to long term objective is that the Council is an organisation which fully embeds effective data governance principles and promotes positive culture around

Data Protection. This should be reflected in everyday behaviours and embedded as business as usual (BAU).

2.3 To ensure GDPR and Information Governance needs in general are subsumed as part of day to day business as usual activity, the following supporting actions have been agreed by CIARG:

- Communications around Information Governance.
- Information Asset Register is maintained and refreshed on an annual basis.
- Review of the structures that deliver IG.
- Refresh of IG training every 2 years.

3.0 Communications - Phase One

3.1 From transacting with residents online, communicating to residents through the e-bulletin, handling staff information and processing sensitive personal information about vulnerable children and adults - most staff in the organisation will have some sort of interaction with data. Therefore, it is imperative that staff understand their role in keeping the organisation compliant.

3.2 An internal communications campaign was developed to support staff awareness of GDPR in the run up to GDPR 'go live' including regular broadcasts, promotion of mandatory e-learning, a refresh of our 'Golden Rules' for handling Personal Information, promotion of our GDPR fact sheets and checklists. Examples can be found in Appendix 1.

3.3 The Council's website, www.manchester.gov.uk was updated to ensure that the following were GDPR compliant, the changes included:

- Any forms collecting data.
- Information on subject access rights.
- Data protection – new, updated information.
- Updated information for privacy messages, T&Cs and cookie policy.

4.0 Evaluation and outcomes for phase one

4.1 Staff were signposted to information and support on the intranet. Following internal messaging, the number of visits to the 'Protecting Information' landing page on the intranet increased by 136%. Staff were also signposted to information and tools on the intranet as part of phase two of the campaign which resulted in an increase in page views of 149% on the monthly average. This increase in page views can also be seen across other intranet pages, such as the tools and resources page, which saw an increase of 227% on the monthly average following recent communications activity.

4.2 A new requirement introduced by GDPR was that all personal data breaches must be recorded, though the Council introduced a central logging system for breaches in late 2014 along with an updated breach management procedure,

communication to staff, and regular reporting to CIARG. So there was already a good awareness of data breaches. However, the number of potential breaches logged and investigated rose significantly from May 2018 showing increased awareness and action by staff. As the table shows, while the number of breaches discovered does vary from month to month the very significant increase has been maintained.

Table 1: Breaches logged pre- and post-GDPR

Month	2017 to 2018	2018 to 2019
June	5	43
July	6	34
August	12	36
September	10	37
October	19	44
November	14	38
December	8	21
January	14	38
February	9	28
March	17	28
April	15	45
May	28	53
TOTAL	157	445

4.2 While the number of data breaches appears high it should be noted that of the 713 breaches logged since GDPR only 11 (1.5%) potentially posed a high risk to the data subjects involved. 54% of breaches were considered 'low risk' and in 8% of investigations it was found that there was actually no loss of control of personal data. These figures suggest high awareness and that staff are regularly identifying and acting on even low level breaches and 'near misses'.

5.0 Communications activity for phase two

5.1 Phase two of the communications campaign builds on the earlier 'Golden Rules Campaign':

- To embed effective information governance principles into business as usual practice.
- Raise awareness of everyone's personal responsibility around Data Protection and Information Governance.
- To promote a positive culture around Data Protection.

5.2 There are also a number of secondary objectives:

- Reinforce 'good housekeeping' practices and direct staff to key points of reference/policies/schedules e.g. the Council's data retention schedule.
- Showcase the wider context of IG and link to wider strategic objectives, for example, the 'Our Ways of Working', effective document management and good practices around information governance.

- Highlight the legislation more broadly and the implications of breaching them.
- Highlight changes to current policy and timescales as needed.

5.3 Communications will be disseminated to staff regularly via a variety of channels, depending upon the message and target audience. Channels include:

Online communications channels (see examples in Appendix 2):

- Intranet
- The Forum staff e-newsletter - every Thursday
- Team Talk - monthly e-bulletin distributed to managers
- The Buzz - monthly Chief Executive's e-bulletin
- Senior Leadership Group emails
- Staff information broadcasts
- Desktop screensavers

Directorate specific online communications channels

- Children's and adults directorate newsletter
- Strategic development and neighbourhood newsletter
- Google groups and hangouts
- Staff networks / groups / champions

Other communication channels

- 'Information Matters' Newsletters
- Notice Boards
- Staff engagement events such as Listening in Action sessions
- About You, team meetings, away days
- Individual service communication channels, such as printed newsletters

5.4 The success of the internal communications campaign will be measured using the following indicators:

- Reductions in breaches
- Breach reporting rates
- Open rates (newsletters, e-bulletins etc.)
- Take up of e-learning
- Numbers that click through to intranet and web links
- Number of page visits/downloads of tools and support

6.0 Next steps

6.1 Regular messages will continue to be rolled out. Where opportunity allows, IG messages will also be weaved into other internal communications messages to further embed IG practices.

- 6.2 A message matrix has been created by the internal communications team in collaboration with legal services providing messages content for the next 8 months. These messages will be used across all corporate communications channels to raise awareness of GDPR, help staff understand their responsibilities and support the organisation to be a well-managed Council.
- 6.3 Messages will cover the following key information governance areas:
- Personal Data and its importance
 - Subject Access Requests
 - Avoid Data Breaches
 - Know what to do if collecting personal information
 - Data Protection Impact Assessments
 - Keeping a record of personal data
 - Only keep data for as long as it's needed
 - Don't be tempted to sneak a peek
 - Keep info safe & secure
 - Information on the move
 - Work securely online
 - Personal Liability
 - Reporting Data Breaches
 - Data Sharing
 - Golden Rules
 - E-learning
- 6.4 Topical messaging will continue to go out on an ad-hoc basis as and when (non-MCC) data breaches are reported in the media to providing learning opportunities and case studies to bring messages to life.
- 6.5 Communications activity will continue to be reviewed and evaluated on an ongoing basis.
- 6.6 The IG e-learning will be refreshed next year and promoted to staff once available.

7.0 Conclusion

- 7.1 The committee is asked to note and comment on the report.

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Appendix 1 - GDPR Campaign materials

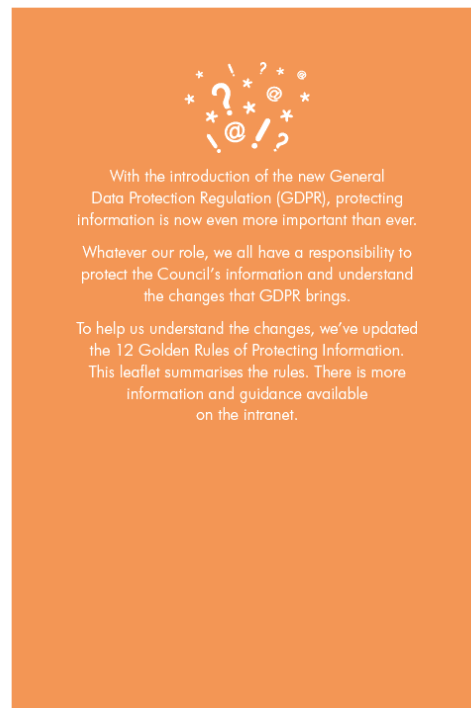
Intranet banners




12 golden rules
Report any data breaches immediately.

12 golden rules
Know how you're allowed to use people's information.

Staff leaflet






No.1: Understand why GDPR is important
 We all have the right to expect that our personal data and privacy are respected.


The new General Data Protection Regulation (GDPR) enhances these rights – good for us and our residents.

(Oh – and there’s a fine of up to €20million if we don’t comply.)



No.2: People have the right to know what personal information we hold on them
 From 25 May 2018, people have the right to access their personal data for free. This is called a Subject Access Request, and generally we now have a month to respond to these requests.


3



No.3: Avoid data breaches
 Please double and triple-check postal and email addresses before sending out personal information.

Check with your line manager when asked to disclose personal information.

Think twice about using group email lists and ‘reply to all’, and check your sharing settings on Google documents and sheets.



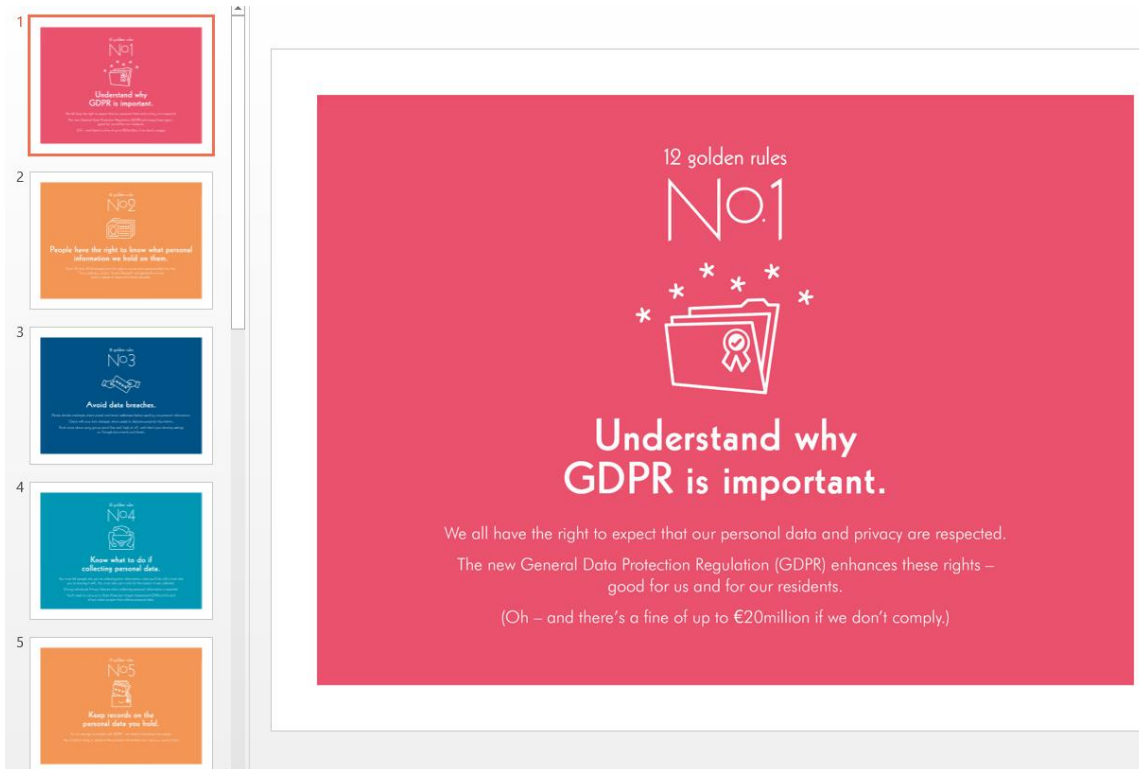
No.4: Know what to do if collecting personal data
 You must tell people why you’re collecting their information, what you’ll do with it and who you’re sharing it with. You must also use it only for the reason it was collected.

Giving individuals Privacy Notices when collecting personal information is essential.

You’ll need to carry out a Data Protection Impact Assessment (DPIA) at the start of any major project that collects personal data.

4

Branded PowerPoint to share with teams



12 golden rules
No.1
 Understand why GDPR is important.

We all have the right to expect that our personal data and privacy are respected.
 The new General Data Protection Regulation (GDPR) enhances these rights – good for us and for our residents.
 (Oh – and there’s a fine of up to €20million if we don’t comply.)

Guides/Factsheets for staff



GDPR Fact Sheet No.11 Marketing and Consent

The law on direct marketing by electronic means is governed by the Privacy and Electronic Communications Regulations (PECR). PECR restricts unsolicited marketing by phone, fax, email, text or other electronic messages.

Direct marketing is a communication (by whatever means) of any advertising or marketing material that is directed at particular individuals. Marketing doesn't just include services or products – it also includes the promotion of policies, aims and ideas, and therefore covers public authorities, political parties, charities etc. Routine communications about a service being provided or traditional forms of communication (letters, leaflets, flyers etc) do not constitute direct marketing for the purposes of PECR; however, the processing of the personal data must still comply with GDPR.

Under PECR you must not send electronic mail marketing to individuals unless:

- They have specifically consented to electronic mail (GDPR imposes strict conditions on this); or
- They are an existing customer who bought (or negotiated to buy) services from the Council and at that time were given an option to opt out when we collected their details and each time we communicate with them. This is likely to be of limited use to the Council.

The rules for direct marketing to businesses or corporate bodies are less restrictive; however, if you directly market a business it is good practice to give them a right to opt out.

What will change under GDPR?

PECR will not change because of GDPR. Legislation is currently being considered at a European level to replace the directive upon which PECR is based. This is known as the 'ePrivacy Regulation'. Further guidance will be issued when more details are known.

GDPR will change the requirements of obtaining consent. Under GDPR, consent must be given by a clear affirmative act establishing a freely given, specific, informed and unambiguous indication of the data subject's agreement to the processing of personal data relating to him or her, such as by a written statement, including by electrical means, or an oral statement (recital 32), and the controller should be able to demonstrate that the data subject has given consent to the processing operation (recital 42).

How do I obtain valid consent?

Under GDPR, the standard of consent is now higher – and the Council has an increased duty of accountability. This means that the Council must be able to show that proper consent has been obtained from the data subject to directly market to them.

1. It is informed consent, i.e. the person is given clear information about what information is collected, who it is shared with, and how it will be used at the point of consent).
2. The consent is unambiguous – it cannot be a general catch-all consent for any kind of use of that information.
3. The consent should be 'granular', eg. rather than one single consent for all marketing purposes, it should give the person the most control over exactly what direct marketing they are consenting to, eg. allowing them to select the channels they will be contacted by (email, SMS etc) and specifying from whom the marketing will come, eg. the organisation itself or third parties.

Fair Blame Statement

Manchester City Council is required to have the highest standards of information security and welcomes the introduction of GDPR to help achieve this. Not only is it about protecting our residents' data and information, it's also about our own information as staff members.

We all have the right to privacy and would want our own data protected to the highest standards. Our residents should expect the same from the Council.

All members of staff should be engaged in creating an information-sensitive culture, including learning lessons from any instance where we do not meet our own high standards or the terms of the regulations.


However, we recognise that genuine mistakes can be made and we will work quickly to review these in full consultation with the staff members involved. This will be a constructive exercise with no reference to formal disciplinary proceedings (although staff may be required to review their current practices and/or undertake further training or skills development) on the basis that we are satisfied the incident is not:

- Malicious or criminal in intent, or where confidential data is accessed inappropriately for personal benefit or the benefit of others
- The result of working practices so out of line with Council procedures as to be reckless
- Evidence of a sequential failure where the same team or member of staff makes the same mistake repeatedly.

All staff are actively encouraged to report errors quickly to their line manager in order to meet the new regulations and so that we all work to improve our working practices.

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Appendix 2 – Examples of internal staff communications




MANCHESTER CITY COUNCIL

Monthly update from Joanne Roney OBE
Chief Executive of Manchester City Council

Staying safe online at work and at home

One of our seven key priorities, as outlined in our [Corporate Plan](#), is to be a well-managed Council. This takes into account our commitment to keeping data safe and protecting the information we are responsible for.



We are increasingly becoming more digitally focused as we make use of available technology to find new and improved ways of working. Sadly, as quickly as modern technology develops so do the practices of the cyber-criminals who look to exploit any weaknesses in the systems we operate.

In July, our Cyber Security Team saw off a staggering 46,074 incidents – that's an average of 1,486 a day, or 62 every hour, but they need your continuing help to keep the hackers at bay.

As a council we hold a variety of confidential, personal and often sensitive information. It is imperative that we all act carefully and responsibly to protect this data and maintain the integrity and security of our IT systems.


You can [find out online](#) if your email (work and home) has been subject to a past data breach.

In the coming months we will be rolling out a programme of cyber security awareness training for staff, but one easy step we can all take now is to improve the strength of our passwords. This is equally important for you to practise at home so you can enhance your personal security, and the security of your family.

Test the strength of your passwords. If you add some upper and lower case letters, along with some numbers, you'll find an infinitely better password.

getting to know you





Tell us about your role

I work in the City Solicitor's Department.

My role includes advising on the constitution and governance, Member Services, Committee and Scrutiny Support as well as information governance work (FOI and data protection)

What do you love most about what you do?

There's a real sense of achievement from being able to deliver projects successfully, and working as part of a team. I love working with our fantastic colleagues. While working at the Council I've been incredibly lucky to have been involved in loads of exciting projects to deliver improvements for Manchester and our residents.

What has your team done that you're most proud of?

This is a difficult choice as all my teams have done amazing things. If I had to choose just one it would be working together to ensure GDPR compliance and spreading the message why data protection is important – that it's about respecting people's privacy as we'd like ours to be respected.


What do you enjoy doing outside of work?

I'm an avid reader and have just finished *Circle* by Madeline Miller, which was brilliant.

I also enjoy the theatre, cinema and (oh yes) holidays, especially in Italy, my second favourite place – after Manchester, of course!

What are your favourite memories of Manchester?

Watching films at the Cornerhouse, the brilliant summer of the Commonwealth Games, and university memories, from aeons ago!




team talk

MANCHESTER CITY COUNCIL

By managers, for managers

Data breaches are serious business – don't wait. Report them ASAP!

An [information security 'incident'](#), or 'data breach' as they are more widely known, involves a compromise of protected information we control, such as personal, sensitive or confidential information, being given to someone who should not have access to it verbally, in writing, or electronically.



Breaches can involve unauthorised access, misuse, corruption, and loss or theft of protected information assets, and may cause harm to individuals, third-party organisations and the Council.

What do I need to do?

It is crucial that data breaches are reported and investigated by a manager as soon as they come to light. They often require urgent action to recover the compromised information and minimise the potential for harm. In serious cases, the Council must notify the Information Commissioner's Office (ICO) of the breach within 72 hours.

As a manager please ensure that:

- you report the incident as soon as you are made aware of it, even if you do not have all the details
- you and your teams know [how to report a data breach](#)
- you and your teams understand our learning approach to breaches and how our [Fair Blame Statement](#) supports this
- you anonymise the reports and refrain from using jargon or acronyms.

Remember, if we don't know about incidents, we can't ensure that we take the right steps within teams and across the Council to prevent them happening again.

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
3 December 2019

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

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.

Wards Affected: All

Contact Officer:

Name: Mike Williamson
Position: Team Leader- Scrutiny Support
Telephone: 0161 234 3071
E-mail: m.williamson@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.

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
3 Sept 2019	RGSC/19/44 Revenue and Benefits Annual Report	To request the Director of Homelessness provide a briefing note on the level of debt owed to the Council through the use of dispersed temporary accommodation and that this includes a comparison with Local Housing Allowance rates on a ward basis.	Still awaiting response from the Director of Homelessness	Mike Wright
3 Sept 2019	RGSC19/48&50 Domestic Violence and Abuse Review	<p>To request that the Director of Homelessness provides Members with information on:-</p> <ul style="list-style-type: none"> • how quickly support was accessible by individuals placed in dispersed accommodation; • when the strategic review was intended to be fully scoped; and • the projected timescale for 	Still awaiting response from the Director of Homelessness	Mike Wright Fiona Worrall Nicola Rea

		<p>the strategic review to be completed and anticipated costs.</p> <ul style="list-style-type: none">• Who will be involved in the review; and• The budget provision afforded to the review		
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2. 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 **25 November 2019**, 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.

Chief Executive

Corporate Core					
Subject/Decision	Decision Maker	Decision Due Date	Consultation	Background Documents	Officer Contact
National Taekwondo Centre 2018/10/19A Enter into a 39 year lease with Sport Taekwondo UK	Chief Executive	Not before 1st Nov 2018		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk

Ltd for areas within the building.					
<p>TC821 - Framework for the supply of Desktop Hardware 2019/03/01A</p> <p>The Council is looking for a supplier not only for the supply of desktop hardware and peripherals but to also support in the development and deployment of the ongoing end user device strategy.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Apr 2019		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk
<p>Collyhurst Regeneration Ref: 15/005</p> <p>The approval of capital expenditure for land and buildings in Collyhurst.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Eddie Smith, Strategic Director (Development) e.smith@manchester.gov.uk
<p>Leisure Services - External Ref: 2016/02/01C</p> <p>The approval of capital expenditure on external Leisure Services land and buildings.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Lee Preston l.preston2@manchester.gov.uk

<p>Capital Investment in schools Ref: 2016/02/01D</p> <p>The approval of capital expenditure in relation to the creation of school places through new builds or expansions.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Business Case</p>	<p>Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk</p>
<p>Estates Transformation Ref:2017/06/30D</p> <p>The approval of capital spend to ensure that the operational estate is fit for purpose.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Business Case</p>	<p>Richard Munns r.munns@manchester.gov.uk</p>
<p>Silver Offices Refurbishment (located at One Central Park) Ref: 2017/07/18B</p> <p>Capital expenditure approval for the cost of refurbishment works at part of the facility.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Reports to the Executive and Full Council dated 28 June 2017</p>	<p>Ken Richards k.richards@manchester.gov.uk</p>
<p>TC969 - Provision of LAN AND WLAN 2019/03/01E</p> <p>MCC requires a delivery partner to refresh the</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st May 2019</p>		<p>Report and Recommendation</p>	<p>Andrew Blore a.blore@manchester.gov.uk</p>

hardware in the Comms Rooms and to design, test and implement a fit for purpose Software Defined LAN and Wifi.					
<p>TC986 - SAP support and maintenance (2019/03/01F)</p> <p>To provide support to the SAP team in order to resolve incidents.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st May 2019		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk
<p>Provision of Telephony / Unified Communications 2019/03/01G</p> <p>To seek approval to award a contract to a single supplier for the provision of Telephony / Unified Communications across the Council.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st May 2019		Confidential Contract Report with Recommendations	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk
<p>Wide Area Network provision 2019/03/01L</p> <p>To appoint a supplier to provide our Wide Area Network Solution.</p>	City Treasurer (Deputy Chief Executive)	Not before 29th Mar 2019		Report and Recommendation.	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk

<p>Heron House 2019/03/01P</p> <p>Disposal by Leasehold of office accommodation at Heron House.</p>	Chief Executive	Not before 1st Apr 2019		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk
<p>Manchester Active Annual Contract Renewal 2020 2019/04/02B</p> <p>To consider the renewal of the contract for the delivery of the Manchester Sport and Leisure Strategy.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Jan 2020		Contract report and performance report for the 2019/20 annual contract.	Rebecca Livesey r.livesey@mcractive.com
<p>To report on changes to the Council's Allocations Scheme. 2019/04/25D</p> <p>To agree the changes to the Allocations Scheme.</p>	Executive	16 Oct 2019		Revised Allocations Scheme	Martin Oldfield m.oldfield@manchester.gov.uk
<p>The Manchester College property, Ashley Lane, Moston. 2019/05/21A</p> <p>Approval of Capital Expenditure for the acquisition of the property and future demolition.</p>	City Treasurer (Deputy Chief Executive)	Not before 21st Jun 2019		Checkpoint 4 Business Case	Nick Mason n.mason@manchester.gov.uk

<p>Strategic land and buildings acquisition 2019/06/03B</p> <p>The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 3rd Jul 2019</p>		<p>Checkpoint 4 Business Case & Briefing Note</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>
<p>Strategic land and buildings acquisition 2019/06/03C</p> <p>The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2020</p>		<p>Checkpoint 4 Business Case & Briefing Note</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>
<p>House of Sport (2019/07/26A)</p> <p>Remodelling of the Regional Athletics Arena/National Squash Centre to incorporate and accommodate the relocation of sports and related institutions to be known as the House of</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 3rd Oct 2019</p>		<p>Report to Executive (Eastlands Regeneration Framework – 13.12.17, 25.07.18 (update), 25.07.19) Eastlands Update Executive Report – 11.09.19 & Full</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>

Sport.				Council 02.10.19	
<p>Hammerstone Road Depot refurbishment (2019/07/30A)</p> <p>The approval of capital expenditure to refurbish the depot to increase utilisation, reduce carbon emissions and improve the accommodation.</p>	City Treasurer (Deputy Chief Executive)	Not before 2nd Sep 2019		Checkpoint 4 Business Case	Georgia Cayton, Estates Service Lead Tel: 0161 234 4659 g.cayton@manchester.gov.uk
<p>Manchester Regional Arena - Indoor & Outdoor Athletics Track Replacement (2019/08/01A)</p> <p>The approval of capital expenditure for the refurbishment works on both the indoor and outdoor athletics tracks at Manchester Regional Arena.</p>	City Treasurer (Deputy Chief Executive)	Not before 30th Sep 2019		Checkpoint 4 Business Case	Neil Fairlamb N.Fairlamb@manchester.gov.uk
<p>CCTV System Replacement (2019/08/19A)</p> <p>To appoint a supplier to replace the Council's CCTV</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Contract Report with recommendation	Danny Holden d.holden1@manchester.gov.uk

operating system and associated storage servers.					
OTH - Early Works (3) prior to Notice to Proceed (2019/09/12B) Approval to spend Capital Budget on Early Works	City Treasurer (Deputy Chief Executive)	Not before 11th Oct 2019		Business Case Early Works (3) prior to Notice To Proceed	Jared Allen j.allen4@manchester.gov.uk
Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's Housing Group (2019/09/23A) The approval of £2m capital expenditure from the Housing Affordability Fund for Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's, to acquire, refurbish and sell empty homes/stock surplus to requirement to first time buyers/owner occupiers.	City Treasurer (Deputy Chief Executive)	Not before 22nd Oct 2019		Checkpoint 4	Martin Oldfield m.oldfield@manchester.gov.uk
Commercial Wharf Lease and Refurbishment (2019/09/24A) To enter into a lease for a	City Treasurer (Deputy Chief Executive)	Not before 31st Oct 2019		Draft Lease document and Checkpoint application	Julie Heslop julie.heslop@manchester.gov.uk

term of 5 years and to complete a refurbishment of the property					
Highways Structures Improvements (Ref:2019/10/23A) The approval of capital expenditure to undertake remedial works on highway structures identified from Principal Bridge Inspections	City Treasurer (Deputy Chief Executive)	Not before 23rd Nov 2019		Checkpoint 4 Business Case	Colin Butterworth c.butterworth@manchester.gov.uk
Great Ancoats Street Improvement Works (Ref:2019/10/23B) The approval of capital expenditure for the purpose of highway improvement works to Great Ancoats Street.	City Treasurer (Deputy Chief Executive)	Not before 23rd Nov 2019		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk
Blackley Cremator Replacement Strategy (2019/11/04C) To seek approval of capital expenditure to replace three current cremators with two, and replace mercury abatement plant at Blackley	City Treasurer (Deputy Chief Executive)	Not before 3rd Dec 2019		Feasibility report costings and Checkpoint 4	Barrie Jones b.jones@manchester.gov.uk

Crematorium.					
<p>Our Town Hall - Early Works (4) prior to Notice to Proceed (2019/11/04D)</p> <p>To seek approval to spend Capital Budget on Early Works.</p>	City Treasurer (Deputy Chief Executive)	Not before 3rd Dec 2019		Business Case Early Works (3) prior to Notice To Proceed	Jared Allen j.allen4@manchester.gov.uk
<p>Microsoft Consultancy engagement piece Q20377 (2019/11/05A)</p> <p>To award a contract to allow for the Microsoft engagement and consultancy piece as part of the transition to Microsoft Office 365</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Dec 2019		Report and Recommendation	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk
<p>Microsoft Licenses TC718 (2019/11/05B)</p> <p>To appoint a Microsoft Licensing Partner to work with the Council and revise its licensing estate.</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Dec 2019		Report and Recommendation	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk
<p>Council Tax Base 2020/21 (2019/11/13A)</p> <p>To set the 2020/21 Council Tax Base</p>	City Treasurer (Deputy Chief Executive)	Not before 31st Jan 2020	In consultation with the Executive Member for	Council Tax Base report	Julie Hardman julie.hardman@manchester.gov.uk

			Finance and Human Resources.		
<p>Business Rates Base 2020/21 (2019/11/13B)</p> <p>To set the 2020/21 Business Rates Base.</p>	City Treasurer (Deputy Chief Executive)	Not before 31st Jan 2020	In consultation with the Executive Member for Finance and Human Resources.	Business Rates Base report	Julie Hardman julie.hardman@manchester.gov.uk
<p>Council Tax 2019/20 Balance (2019/11/13C)</p> <p>To agree the estimated council tax surplus or deficit</p>	City Treasurer (Deputy Chief Executive)	Not before 15th Jan 2020	In consultation with the Executive Member for Finance and Human Resources.	Council Tax balance report	Julie Hardman julie.hardman@manchester.gov.uk
<p>Business Rates 2019/20 balance (2019/11/13D)</p> <p>To agree the estimated business rates surplus or deficit.</p>	City Treasurer (Deputy Chief Executive)	Not before 15th Jan 2020	In consultation with the Executive Member for Finance and Human Resources.	Business Rates balance report	Julie Hardman julie.hardman@manchester.gov.uk
<p>Microsoft 365 Migration (2019/11/13E)</p>	City Treasurer (Deputy Chief Executive)	Not before 12th Dec 2019		Checkpoint 4 Business Case	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk

<p>To seek approval of capital expenditure for a collaboration project and to enter into separate contacts for additional Microsoft User Licenses with an appropriate reseller and for consultancy support for migration to the new collaboration platform.</p>					
<p>Northwards Harpurhey 200 Estate Internal Works (2019/11/19A)</p> <p>To grant approval of capital expenditure for the purpose of replacing the kitchen or bathroom (including installation of electric shower) where not previously replaced, and full rewires to properties (where required) to 139 properties.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 18th Dec 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>
<p>Wide Area Network (WAN) Replacement (2019/11/19B)</p> <p>To grant the approval of capital expenditure for the procurement and implementation of an</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 18th Dec 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk</p>

updated WAN for Manchester City Council.					
Development and Growth					
<p>Delivering Manchester's Affordable Homes to 2025 - Disposal of sites (2019/09/05B)</p> <p>To agree the disposal of sites in Council ownership for the provision of affordable homes</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Oct 2019	In consultation with Strategic Director (Growth and Development) and Executive Members for Housing and Regeneration and Finance and HR	Report and Recommendations	Steve Sheen s.sheen@manchester.gov.uk
<p>Land Disposal at Blackrock Street, Beswick (2019/09/11C)</p> <p>To agree the disposal of land at Blackrock Street, Beswick to One Manchester to facilitate the delivery of 25 social rent homes.</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Oct 2019		Executive report - 16.10.19 Executive Report - Eastlands Regeneration Framework 13.12.17 and 13.03.19 Economy Scrutiny and Executive Report – Delivering Manchester's Affordable Homes to 2025 06.09.19 & 11.09.19	Richard Cohen r.cohen@manchester.gov.uk

Neighbourhoods					
<p>Provision of Neighbourhood Services Case Management System TC1024 (2019/09/10A)</p> <p>To appoint a supplier to provide a Neighbourhood Services Case Management System . This is a Software case management application for public protection and licensing services.</p>	City Treasurer (Deputy Chief Executive)	Not before 3rd Feb 2020		Confidential Report with Recommendation	Rachel Williams rachael.williams@manchester.gov.uk
<p>Liquid Fuels Award (2019/11/22A)</p> <p>To seek approval to award a Contract to 1 supplier to supply liquid fuels to the City Council and is used by Fleet Services.</p>	City Treasurer (Deputy Chief Executive)	Not before 21st Dec 2019		Confidential Contract Report with recommendation	Gary Campin g.campin@manchester.gov.uk

Highways					
<p>A6 Stockport Road 2019/03/01K</p> <p>The approval of capital expenditure to provide additional lane width to the A6 Stockport Road and a cycle bus stop bypass.</p>	City Treasurer (Deputy Chief Executive)	Not before 29th Mar 2019		Checkpoint 4 Business Case	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk
<p>Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/08/07B)</p> <p>To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Contract Report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk
<p>Framework for The Supply of Dense Bituminous Macadam (DBM) & Associated Products TC012 (2019/08/29B)</p> <p>To appoint more than one supplier to a framework for the supply Dense</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Report and Recommendation	Robert Kelk, Procurement Manager r.kelk@manchester.gov.uk

Bituminous Macadam (DBM) & Associated Products					
<p>Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/09/03B)</p> <p>To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential contract report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk
<p>Highways Investment Programme - Large Patching Programme (2019/10/02A)</p> <p>The approval of capital expenditure for the purpose of Highways Investment Programme Patching Programme 2019/20 & 2020/21</p>	City Treasurer (Deputy Chief Executive)	Not before 30th Oct 2019		Checkpoint 4 Business Case	Kevin Gillham k.gillham@manchester.gov.uk

<p>Highways Maintenance Defect Repairs TC1039 (2019/09/03C)</p> <p>To seek approval to award a Contract to one supplier to undertake a backlog of all current highway defect repairs</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Nov 2019</p>		<p>Confidential contract report with recommendation</p>	<p>Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk</p>
<p>Surfacing of Carriageways - TC040 (2019/09/11B)</p> <p>To seek approval to award a Framework agreement to 3 suppliers to undertake the re-surfacing of carriageways within the Manchester boundaries.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 2nd Dec 2019</p>		<p>Confidential Contract Report with Recommendation</p>	<p>Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk</p>
<p>Proprietary treatments to Carriageways & Footways TC041 (2019/09/11D)</p> <p>To seek approval to award a Framework agreement to 4 suppliers to provide proprietary treatments to carriageways and footways within the Manchester boundaries.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 2nd Dec 2019</p>		<p>Confidential contract report and recommendation</p>	<p>Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk</p>

<p>Car Park Management Services TC1054 (2019/11/04E)</p> <p>To appoint a supplier to provide Car Park Management Services</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Sep 2020</p>		<p>Report and Recommendation</p>	<p>Danny Holden d.holden1@manchester.gov.uk</p>
<p>Children and Families</p>					
<p>Extra Care - Russell Road LGBT Project 2019/03/01H</p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Steve Sheen s.sheen@manchester.gov.uk</p>
<p>Extra Care - Millwright Street Project 2018/03/01I</p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Steve Sheen s.sheen@manchester.gov.uk</p>

Adults Social Care and Health					
<p>TC1041 - TEC Phase 1 - Falls protection / Panic Alarm and GPS Tracking (2019/08/23A)</p> <p>To appoint a supplier to provide falls protection / panic alarms with GPS Tracking.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1042 - TEC Phase 1 - Movement and Environmental Sensors that analyse and sense those at risk of falling (2019/08/23B)</p> <p>To appoint a supplier to provide movement and environmental sensors that analyse and sense those at risk of falling</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1043 - TEC Phase 1 - Movement and Environmental Sensors that analyse movement patterns (2019/08/23C)</p> <p>To appoint a supplier to provide movement and</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk

environmental sensors that analyse movement patterns.					
<p>TC1044 - TEC Phase 1 - Movement and sensors that allows remote physio (2019/08/23D)</p> <p>To appoint a supplier to provide movement sensors to allow remote physio</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1045 - TEC Phase 1 - Falls Prevention (2019/08/23E)</p> <p>To appoint a supplier to provide specialist ICT equipment that prevents falls in the home</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1046 - TEC Phase 1 - TEC Digital Platform (2019/08/23F)</p> <p>To appoint a supplier to create a central database to collate and analyse the data received from the TEC devices.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk

<p>Adult Social Care Commissioned Service Fees Uplift (2019/10/11A)</p> <p>To approve uplifts to fees for adult social care providers for financial year 2019/20.</p>	<p>Executive Director of Adult Social Services</p>	<p>Not before 11th Nov 2019</p>		<p>Report and recommendation</p>	<p>David Roberts david.roberts28@nhs.net</p>
<p>Education and Skills</p>					
<p>Q20347 Consultant for EYES data Migration. 2019/04/25A</p> <p>Contract is to support Manchester City Council with the migration of their Education Management System away from Capita One towards the Liquidlogic EYES solution.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Jun 2019</p>		<p>Report and Recommendation</p>	<p>Jon Nickson j.nickson@manchester.gov.uk</p>

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

4. Resources and Governance Scrutiny Committee - Work Programme – December 2019

Work Programme – December 2019

Tuesday 3 December 2019, 10.00am (Report deadline Friday 22 November 2019)				
Theme –				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
The Council's approach to Communications and Consultation	<p>To receive a report on how the Council's approach to communication and consultation. To include:-</p> <ul style="list-style-type: none"> • A review of the Council's communications plan for 2019/20; • The Council's approach to consultation with Manchester residents; • An update on how successful the Council has been communicating with staff on the requirements of GDPR 	<p>Cllr Nigel Murphy (Deputy Leader)</p> <p>Cllr Ollerhead (Exec Member for Finance and HR)</p>	<p>Jen Green James Binks Carol Culley</p>	
Setting of the Council Tax base and Business Rates shares for budget setting purposes	To receive a report that details the method of calculating the Council's Council Tax base for tax setting purposes and Business Rates income for budget setting purposes for the 2020/21 financial year	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley Julie Price	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work		Mike Williamson	

	programme and any items for information.			
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Tuesday 7 January 2020, 10.00am
(Report deadline Friday 20 December 2019) ** DUE TO CHRISTMAS BREAK PLEASE CAN ALL REPORTS BE SUBMITTED BY FRIDAY 20 DECEMBER 2019**

Theme –

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Budget 2020/21 – Officer proposals	The Committee will receive a report outlining the main changes to delivery and funding arrangements. Savings included as officer options to be debated.	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley	There will be no detailed business plans for Directorates included in this report
The Council's Capital Projects pipeline	To receive a report that on the Council's capital projects pipeline, including any major changes to the capital strategy	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley Janice Gotts	
Draft Peoples Strategy	To receive a report on the Council's draft Peoples Strategy. To include an update on staff vacancies	Cllr Ollerhead (Exec Member for Finance and HR)	Helen Grantham	
Delivering the Our Manchester Strategy	This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Executive Member	Cllr Ollerhead (Exec Member for Finance and HR)	Cllr Ollerhead	

	for Finance and Human Resources			
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Tuesday 4 February 2020, 10.00am
(Report deadline Friday 24 January 2020)**

Theme – Budget and Corp Core updates

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Budget 2020/21 – final proposals	The Committee will consider refreshed budget proposals following consideration of original proposals at its January 2020 meeting.	Councillor Ollerhead (Exec Member for Finance and HR)	Carol Culley	There will be no detailed business plans for Directorates included in this report
ICT update	To provide a further update on work around resiliency for Manchester's IT network and service. To include an update on the implementation of Liquid Logic including how it is being utilised and the benefits that are being derived from its use.	Councillor Ollerhead (Exec Member for Finance and HR)	Ian Grant	
Legal Services Update	To receive a report on the work of the Council's Legal Services Department. Details of the report to be confirmed	Councillor Ollerhead (Exec Member for Finance and HR)	Fiona Ledden Jacqui Dennis	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Monday 24 February 2020, 10.00am – BUDGET MEETING
(Report deadline Thursday 13 February 2020)

Theme – Budget

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
The Council's Budget 2020/21	<p>To receive an update on the Councils Budget options prior to submission to the Executive and Full Council.</p> <p>To include an update on the Global Revenue and Monitoring position.</p>	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley	There will be no detailed business plans for Directorates included in this report

**Tuesday 3 March 2020, 10.00am
(Report deadline Friday 21 February 2020)**

Theme – Policy and Performance – Our Manchester Approach and Our Transformation Programme

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Evaluation of the Our Manchester approach	To receive a further report evaluating how of Our Manchester and how this is helping to deliver the required Council savings targets.	Cllr Ollerhead (Executive Member for Finance and HR)	Carol Culley James Binks	See minute RGSC/19/20 from March 2019 meeting
Our Transformation Programme – progress update	To receive an update on the progress of work and outcomes of the Our Transformation Programme. To include practical examples of the difference being made as part of this piece of work.	Cllr Ollerhead (Executive Member for Finance and HR)	Carol Culley Fiona Ledden James Binks	See minute RGSC/19/56 from October 2019 meeting
Policy and Performance Priorities	To receive a report on the priorities and performance of the Council’s Performance, Policy and Reform department for the 2020/21 Municipal Year.	Cllr Ollerhead (Executive Member for Finance and HR)	James Binks	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee’s work programme and any items for information.		Mike Williamson	

Items to be Scheduled (Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings). (New items added are highlighted in blue)				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
S106 governance arrangements	To receive and update report following Internal Audit's review of the new S106 governance arrangements and that this report includes the following information:- <ul style="list-style-type: none"> An indication of affordable housing being provided from S106 contributions How Developers are encouraged to mitigate any harm from their developments Best practice and comparison of S106 arrangements with other GM local authorities; and The S106 triggers for planning applications within the Deansgate Ward (Land Bounded By Chester Road, Mancunian Way And Former Bridgewater Canal Offices and Land Bounded by Jackson Row, Bootle Street, Southmill Street and 201 Deansgate. 	Cllr Stogia (Exec Member for Environment, Planning and Transport)	Julie Roscoe Eddie Smith	Representatives from Neighbourhoods and Capital Programmes attend to help address the Committees concerns around the rate of spend of S106 agreements
Implementation of Liquid Logic	To receive a report on how the implementation of Liquid Logic has gone, including how it is being utilised and the benefits that are being derived from its use	Cllr Ollerhead (Exec Member for Finance and Human Resources)	Ian Grant	Scheduled for 4 Feb 2020 meeting as part of ICT update
Our Transformation – progress update	To receive progress report which will include practical examples of the difference being made as part of this piece of work	Cllr Ollerhead (Exec Member for Finance)	Carol Culley Fiona Ledden	Scheduled for 3 March 2020 meeting

		and Human Resources		
Income Generation	<p>To receive a more detailed report on income generation across key areas of the Council and include:-</p> <ul style="list-style-type: none"> • responses to queries around the shortfall in actual income for 2018/19 and the projected level of income to be generated in 2019/20 for Legal and Democratic Services; • future opportunities connected to innovative income opportunities; • distinctions between the amount of income generated from cores services the Council provides for social reasons and those it provides solely to make profit; and • what other local authorities are doing around income generation which the Council could possibly look to emulate 	Cllr Ollerhead (Exec Member for Finance and Human Resources)	Carol Culley Fiona Ledden	<p>Date to be confirmed</p> <p>Requested at RGSC meeting on 16 July 2019</p> <p>(see minute RGSC/19/40)</p>
Council Communications themed meeting	<p>To include:-</p> <ul style="list-style-type: none"> • Review of the Council's communications plan for 2019/20; • Review of the Council's Christmas 2019 Communications plan; • The Council's approach to consultation with Manchester residents; • The Council's approach to consultation with Manchester residents on its budget process for 2020 and beyond; and • Update on how successful the Council has been communicating with staff on the requirements of GDPR. 	<p>Cllr Nigel Murphy (Deputy Leader)</p> <p>Cllr Ollerhead (Exec Member for Finance and HR)</p>	Jen Green Fiona Ledden Carol Culley Janice Gotts Kate Waterhouse	<p>Date to be confirmed</p> <p>Potentially December 2019</p>

HR Workforce themed meeting	To include:- <ul style="list-style-type: none"> • Scrutiny of equalities within the workforce; • BHeard survey 2019 results and outcomes; and • Case and performance management (including the management of staff suspension) 	Cllr Ollerhead (Exec Member for Finance and HR)	Helen Grantham	Date to be confirmed Potentially February 2020
The Council's Budget and Business Planning Process for 2020/21 and beyond	To include:- <ul style="list-style-type: none"> • An update on national process (Spending Review, Autumn Statement and Finance Settlement, Fairer Funding and Business Rates Reform); • Lobbying work carried out by the council; • Review of business plans/proposals under the committee's remit, • The Council Tax and Business Rates key decision reports; and • The equalities impact of council budget decisions. 	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley Janice Gotts	Jan and Feb 2020
State of the City 2019	To receive the State of the City report 2019	Cllr Leese (Leader)	TBC	Date to be confirmed
GMCA Governance and Public Sector Reform	To receive an update on what is being delivered for the City through these arrangements	Cllr Leese (Leader)	TBC	Date to be confirmed