

## **Communities and Equalities Scrutiny Committee**

### **Minutes of the meeting held on 12 October 2021**

#### **Present:**

Councillor Hacking - In the Chair  
Councillors Azra Ali, Shaukat Ali, Andrews, Chambers, Connolly, M Dar, Evans, Grimshaw, Hilal, Rawson, Sheikh, Wills and Wilson

#### **Also present:**

Councillor Rahman, Deputy Leader  
Councillor Akbar, Executive Member for Neighbourhoods  
Chief Superintendent Paul Savill, Greater Manchester Police (GMP)

#### **Apologies:**

Councillors Douglas, S Judge and Whiston

### **CESC/21/40 Minutes**

#### **Decision**

To approve the minutes of the meeting held on 7 September 2021 as a correct record.

### **CESC/21/41 Deep Dive: Race and Ethnicity in Manchester**

The Committee received a report of the City Solicitor which provided an overview of the data and activity in Manchester in relation to Race and Ethnicity, linked to life chances, COVID-19 impacts, crime and community participation. This was one of a series of 'deep dive' reports that the Committee requested into different aspects of equalities.

The main points and themes within the report included:

- Data relating to race and ethnicity in Manchester, including geographical data and information on educational attainment;
- Work to improve life chances;
- How the city's diversity was celebrated; and
- The impact of COVID-19.

Some of the key points that arose from the Committee's discussions were:

- What aspects of this related to the Council's climate change aims;
- What was being done to address the inequalities which had led to Black and South Asian people been hit hardest by COVID-19;
- The economic recovery of BAME communities following the pandemic;
- That the report should have included a focus on Black, Asian and Minority Ethnic (BAME) women and the impact of the pandemic on them;
- That the Kashmiri community should be specifically referenced in the report, noting the Motion to Council in April 2015 calling for this to be included as a

category in equality monitoring and for more work to take place to engage with this community;

- Concern about some of the statistics on educational attainment within the report, whether they could be further broken down by gender, to see the impact of the intersection of race and gender, and whether there were any more recent figures since 2019;
- That, in addition to work to improve educational attainment for these groups, schools should conduct a race review of their workforce, similar to the one conducted by the Council, noting that teaching staff and senior leadership within schools were disproportionately white; and
- Uptake of applications for compensation for those affected by the Windrush scandal and work to encourage eligible Manchester residents to apply.

The Deputy Leader outlined the ways in which climate change linked in with work to create a more equal city and improve people's lives, including tackling poor housing, making homes more energy efficient, creating, and preparing people for, jobs in the green economy and encouraging a healthy lifestyle, including walking and cycling.

The Director of Policy, Performance and Reform informed Members that health and social care partners were working on a recovery framework and that inequalities based on race and ethnicity were central to this work. He also informed Members about the COVID Health Equity Manchester Group, which was working with those communities. He highlighted that the Health Scrutiny Committee would be looking at health inequalities at its meeting the following day.

In response to questions about domestic abuse and the intersection of race and gender, the Strategic Lead (Business Change, Reform and Innovation) advised that intersectionality was an area that the Council would be looking at and that issues relating to intersectionality would be pulled together in the Communities of Identity report which would be submitted to a future meeting of the Committee. She advised that, when more up to date educational attainment figures were available, she would circulate them to Committee Members and that she would also check whether a further breakdown by gender was available.

The Deputy Leader advised that work would now take place to address the inequalities which had been identified through this report. In relation to educational attainment, he highlighted the work that had been done in Wythenshawe previously to improve the attainment of white working class boys and advised that similar work could be done to address educational inequalities affecting other groups. The Director of Policy, Performance and Reform advised that he would speak with colleagues in Children and Education Services about the points raised in relation to educational attainment and the schools workforce. In response to a further question about care leavers of Afro-Caribbean heritage, he advised that he would also discuss this with the service.

In response to the question about the Kashmiri community and which groups were included in the demographic data, the Strategic Lead (Business Change, Reform and Innovation) advised that officers were reliant on the data available but that it was hoped that the data coming out of the next census would be more robust. The Director of Policy, Performance and Reform advised that, in addition to the statistics,

officers could do more to gather intelligence from local communities and that this would be included in the Communities of Identity report. The Equality, Diversity and Inclusion Manager suggested that she speak with the Member who had raised the issue about the best way to engage with the Kashmiri community.

The Director of Policy, Performance and Reform advised that he would provide data on the take-up of the Windrush compensation scheme after the meeting. The Deputy Leader advised that he had circulated a note to Members on this. He reported that this was a government scheme but that the Council and Citizens' Advice Bureau were offering support to Manchester residents who had been affected and that the Council would continue to promote awareness of the scheme.

In response to a Member's question about youth crime and violence involving young people from BAME communities and strategies to address this, Chief Superintendent Paul Savill advised that he and the Community Safety Lead could meet with the Member outside of the meeting to discuss this further and, if invited, would be happy to attend a future meeting to provide the Committee with data and information on actions being taken in relation to this.

In response to a question from the Chair about data on the ethnicity of students in further and higher education and why there was no data recorded for 33% of students, the Director of Policy, Performance and Reform advised that this information came from one survey and that he would look into whether there was a better source of data available. He also advised that it was important that people understood why this data was being collected as that would encourage more people to respond to those questions.

## **Decision**

To note the report.

### **CESC/21/42 Greater Manchester Police (GMP) presentation**

The Committee received a presentation of Chief Superintendent Paul Savill, GMP, which provided an update following the HMICFRS Victim Services Inspection and the presentation delivered to the Committee's meeting in March 2021.

The main points and themes within the presentation included:

- Progress made in responding to the concerns raised in the HMICFRS Victim Services Inspection report of December 2020;
- An accelerated cause for concern raised in the most recent inspection relating to the timeliness of GMP's response to incidents where the subject of the public contact might be at continuing risk of harm; and
- How GMP was going to address those causes of concern in a more sustainable way, including the Plan on a Page.

Some of the key points that arose from the Committee's discussions were:

- To welcome the detailed presentation and plans to strengthen the neighbourhood policing teams;
- That the Chief Officer team did not reflect the diversity of the city;
- Concern that people were not reporting crimes and that GMP was not receiving useful intelligence because of people struggling to get through on the 101 non-emergency police number;
- Domestic abuse training, including whether specific training would be provided on domestic abuse affecting BAME women;
- The triaging of domestic abuse cases; and
- Whether some of the concerns that Members had, such as about GMP's IT system and the number of police officers, should be directed to the Mayor of Greater Manchester, rather than to GMP.

Chief Superintendent Savill recognised that there were currently no women in the Chief Officer team, although there were now two Assistant Chief Constables from BAME communities and he advised that he would feed back the Member's concerns. He informed the Committee that the new Chief Constable was leading on GMP's Inclusion and Diversity Strategy. He supported the Member's comment about the importance of people being able to get through on the 101 number, stating that he and Chief Superintendent Chris Gibson, who oversaw the Operational Communications Branch (OCB), provided mutual challenge to each other. He advised that he welcomed feedback from Members on this and that Chief Superintendent Gibson could attend a future meeting, if the Committee wished.

Chief Superintendent Savill assured the Committee that GMP's domestic abuse training for officers would reflect the diverse communities within the city and informed Members that officers were provided with a toolkit of different support services so they could work with the victim to identify and refer them to a service which met their needs. He advised that the triaging of domestic abuse cases was subject to internal scrutiny and he outlined how cases were assessed and responded to, using the Domestic Abuse Safeguarding scores.

Chief Superintendent Savill explained that there were three parts to GMP's iOPS (Integrated Operational Policing System) IT system and that the part which was of concern was PoliceWorks. He advised Members that the Chief Constable had commissioned an external review of PoliceWorks and the outcome of this review was expected soon. The Community Safety Lead reported that all Greater Manchester local authorities regularly met with GMP colleagues and the Mayor's office and received regular updates about iOPS.

The Chair advised that some of the Committee's concerns should be discussed with the Mayor of Greater Manchester or the Deputy Mayor for Policing, Crime, Criminal Justice and Fire, rather than GMP, to which the Executive Member for Neighbourhoods agreed. The Chair reported that he would work with the Executive Member for Neighbourhoods to try to get the Mayor or Deputy Mayor to attend a future meeting. A Member suggested that they liaise with their counterparts in other local authorities regarding this.

The Chair thanked Chief Superintendent Savill and his officers for their work.

## Decision

That the Chair will work with the Executive Member for Neighbourhoods to invite the Mayor or Deputy Mayor to attend a future meeting.

### **CESC/21/43    Review of Leisure Recovery**

The Committee received a report of the Strategic Director (Neighbourhoods) which provided an overview on the leisure centre recovery position in Manchester, following the most recent restart on 12 April 2021. The report set out the performance of the various sport and leisure centres compared to their pre-pandemic levels. The report detailed usage data, lesson and course uptake information and health and fitness patronage. The report also highlighted demographic data and how this had changed during the pandemic for protected characteristic groups.

The main points and themes within the report included:

- Background information;
- Current position;
- Participation and usage levels;
- Equalities information; and
- Next steps.

Some of the key points that arose from the Committee's discussions were:

- A suggestion for family days at leisure centres to promote the activities and facilities available;
- Was data on BAME leisure centre users broken down by gender available, to ensure that activities were accessible to BAME women;
- Request for information on the provision of women-only classes;
- What was being done to encourage people from areas of higher deprivation to return to leisure facilities; and
- The impact of the forthcoming temporary closure of the Aquatics Centre for refurbishment work.

In response to a question from the Chair, the Head of Parks, Leisure, Events and Youth outlined work that had been carried out across the city's leisure facilities to reduce their carbon footprint and advised that this would continue to be a focus for the service in future. A Member asked for further information on this work to be included in a future report.

The Head of Parks, Leisure, Events and Youth reported that family days had been held previously and agreed that they were an effective way to engage people with leisure facilities. He reported that he would speak to leisure operators about arranging more family days when he met with them the following week. He advised that all the demographic data that the service currently held had been included in the report. He reported that participation by women and ethnic minorities had increased from pre-pandemic levels. He advised that, when they had re-opened, pools were not operating the full range of sessions due to social distancing but that, with demand increasing, more women-only sessions were being re-introduced. A Member

highlighted the increase in use of Whalley Range Sports Stadium and its strong women only offer and suggested that their approach be replicated elsewhere. In response to a Member's question on pre-operative transgender women and women-only swimming sessions, the Head of Parks, Leisure, Events and Youth advised that he would look into this and respond to the Member.

In response to a Member's question, the Head of Parks, Leisure, Events and Youth advised that grants had been provided to voluntary and community organisations through MCR Active to provide additional support for them with recovery from the impact of the pandemic.

The Head of Parks, Leisure, Events and Youth reported that, when new facilities with swimming pools had been built to replace older pools, community groups had stepped in to run some of the older facilities which would have otherwise been closed and this had led to additional pool capacity in the city; however, he advised that, the Aquatics Centre provided a significant part of the city's capacity and it was, therefore, planned to phase the work, for example, carrying out work on the upstairs and downstairs pools separately so that some access was still available during this period.

The Head of Parks, Leisure, Events and Youth advised that the Council was working with its leisure operators to look at ways to identify and incentivise people on lower incomes to return to leisure facilities. He reported that discounted charges for off-peak use of leisure facilities had recently been introduced.

The Chair reported that he had received an email from a Manchester resident questioning why swim only membership and gym and swim membership were no longer available and stating that he had not seen any offers or discounts being promoted by the leisure operator Better. The Chair asked officers to respond to these points.

The Head of Parks, Leisure, Events and Youth reported that the contractual arrangements with its leisure providers gave the Council control over their pricing which protected the charge for a range of activities; however, he advised that the providers had some freedoms to introduce new products, determine the pricing of those products and also to remove them at a later date, as well as to introduce discounts whenever they felt this was appropriate. He advised that operators could choose to no longer make these offers available to new customers, for example, because the use of the facility was reaching saturation point. He advised that operators tended to offer discounts at particular times of the year, such as New Year, to coincide with a promotional campaign, that some discounts had been introduced over the summer which were no longer available but that more would be introduced in future to coincide with future campaigns to increase participation.

## **Decision**

To note the report.

## **CESC/21/44 Overview Report**

A report of the Governance and Scrutiny Support Unit was submitted. The overview report contained a list of key decisions yet to be taken within the Committee's remit, responses to previous recommendations and the Committee's work programme, which the Committee was asked to approve.

### **Decision**

To note the report and agree the work programme.





## **Resources and Governance Scrutiny Committee**

### **Minutes of the meeting held on 12 October 2021**

#### **Present:**

Councillor Russell (Chair) – in the Chair  
Councillors Ahmed Ali, Andrews, Clay, Hitchen, Kirkpatrick, Lanchbury, B Priest, Robinson, A Simcock, Wheeler and Wright

#### **Also present:**

Councillor Craig, Deputy Leader (Finance)  
Councillor Rahman, Deputy Leader (Equalities and Human Resources)  
Councillor Igbon (Lead Member, Race, Women)

#### **Apologies:**

Councillors Davies and Rowles

#### **RGSC/21/41            Minutes**

#### **Decision**

To approve the minutes of the meeting held on 7 September 2021 as a correct record.

#### **RGSC/21/42            Update from the Revenues and Benefits Unit**

The Committee considered the report of the Deputy Chief Executive and City Treasurer, that provided an update on the activity of the Revenues and Benefits Unit, including details of how the service was affected and maintained during the pandemic.

Key points and themes in the report included:

- Benefits administration, including Council Tax Support and the management of the Welfare Provision Scheme as well as other discretionary schemes;
- The financial support provided as part of the Test and Trace Scheme;
- Performance in the collection of council tax and how we balance collection, whilst working in an ethical way and supporting those residents on a low income; and
- Performance in the collection of business rates including the support that has been made to businesses during the pandemic.

Some of the key points that arose from the Committee's discussions were:

- Welcoming the comprehensive report and recognising the positive contribution the service made to the residents of the city;
- Noting that 79% of applications to the Discretionary Housing Payments (DHP) funding were successful, what alternative support was provided to those application that were not successful;

- Noting the increased pressures experienced by residents as a result of a reduction in Universal Credit and the freeze in Local Housing Allowance (LHA), was it anticipated that the LHA rate would increase;
- Was the budget allocated to deliver support to residents sufficient to meet the demand;
- Were the incidents of evictions increasing;
- Are there any figures available to indicate how many households were seeking to move to more affordable accommodation;
- What measures had been introduced through the Council Tax scheme to encourage owners of empty properties to bring them back into use;
- Was data available at a ward level that detailed the numbers of long term empty properties;
- Were officers confident that all residents that were eligible for Council Tax support during the pandemic had accessed this;
- What was the approach taken to the assessment of applications to the Welfare Provision Scheme;
- An explaining was sought as to the changes in the reported figures of 4,331 children who received Free School Meals – Alternative Support during the Easter period and 6,709 for the autumn half-term;
- How had the findings of the Manchester Poverty Truth Commission been communicated to staff administering support;
- With reference to Council Tax collection rates, how did Manchester compare to other cities; and
- What modelling was done to predict future Business Rates levels in the city;
- Was the Director confident that staff were capturing all of the larger families who were potentially eligible for support under our Council Tax Support Scheme, whose third and subsequent children were potentially not eligible for benefit support under national government criteria?

The Deputy Leader (Finance) said that the report represented and reflected the important work that the service provided to protect the most vulnerable residents across the city. She paid tribute to the staff working in the service who continue to strive to improve the outcomes for residents. She highlighted that this was in the context of continued austerity, cuts to Universal Credit and a freeze to the Local Housing Allowance. She gave reference to the Council having passed a motion deploring the cut to Universal Credit and said that Manchester would continue to lobby the Government on this issue. She said that despite the financial challenges placed on the city as a result of unfair funding settlements, Manchester had taken the decision to fund this discretionary scheme.

The Director of Customer Services and Transactions said that all staff assessing an application for a discretionary award took a holistic approach to the circumstances of the individual. She said that each case was treated on its own merits with the priority to keep people safe and to maintain the occupancy of their home. She stated that this could be complex and challenging and regrettably not all applications would be

successful. She added that for those that were unsuccessful appropriate sign posting to alternative support was provided.

The Head of Corporate Assessments commented that a written decision notice would be issued following a DHP application and if an application had been refused the individual could request that decision was reviewed and the applicant had the opportunity to submit any additional supporting evidence to assist the decision maker. He commented that the decision to extend any existing DHP award during the pandemic without the need to reapply was a positive step, noting that as the lock down restrictions began to be lifted people would be invited to reapply, with the budget being used to support the most vulnerable residents and prevent homelessness. He described that systems had been established to support those residents at risk of being evicted from their property.

The Head of Corporate Assessments said that weekly reporting on the DHP budget was undertaken to understand the pressures and trends and to flag any concerns if necessary.

The Head of Corporate Assessments also said that following his previous experience when dealing with the Valuation Office Agency who determine Local Housing Allowance rates, he was not optimistic that the rates would be reassessed.

The Director of Customer Services and Transactions said that the service did not have the time or resources to be able to collate data on the numbers of households across the city wanting to move to more affordable housing at any one time.

The Director of Customer Services and Transactions explained that Officers and Members from the Council were involved in the recent Manchester Poverty Truth Commission that was published earlier this year. This included the commissioner role and to take part in a specific session on how the collection of council tax could be improved. She made reference to principles that had been agreed following this process and said that these had been shared across the service to reinforce the requirements of council staff to support and inform the dialogue that staff had with residents.

The Director of Customer Services and Transactions informed the Committee that having listened to the wishes and preferences of the management team at the Oasis Centre it had been agreed that access to four named individuals in the council tax back office had been given as a contact to deal with any enquiries and resolve issues brought up by the local community who visit the facility.

The Head of Corporate Revenues advised the Members that the numbers of empty properties (empty for 2 years) had reduced from c1400 properties in 2013 to c400 currently. He stated that those properties empty for over ten years attracted a 400% Council Tax charge. He also said that they worked closely with colleagues in Strategic Housing with the intention to work with owners to bring properties back into use. In

terms of empty property data at a ward level, he advised this could be provided to Members following the meeting.

The Director of Customer Services and Transactions addressed the comments regarding Council Tax collection rates by stating that compared to other cities Manchester's performance was not as good in terms of in year collection rates, noting the particular challenges presented by the pandemic. She said it was important to understand why people on a limited income or benefits struggle to pay their arrears or were reluctant to engage on this issue. She said that the intention was to engage with people who have arrears, understand their particular circumstances and establish a realistic and sustainable repayment plan. The Head of Corporate Revenues commented that for those people who were working and earning a reasonable income yet refused to pay their Council Tax an attachment to earnings could be applied to recover debts.

The Head of Corporate Assessments advised that the take up of the Free School Meals – Alternative Support had been promoted by using the eligibility information retained by schools. He stated that as Universal Credit was administered by the DWP the Revenues and Benefits Unit no longer maintain a list of all those that were eligible, however by working with the schools the FSM offer was promoted and as knowledge of this scheme became known amongst families the uptake figures were seen to increase.

The Deputy Chief Executive and City Treasurer explained that he modelling for the predicted levels of Business Rates to be collected in future years was conducted by Finance Officers using a range of metrics. He also confirmed that the Service believed that they were capturing all relevant larger families for the Council Tax Support Scheme.

## **Decision**

To note the report.

## **RGSC/21/43      Equalities Strategy Implementation Update**

The Committee considered the report of the Director of Human Resources and Organisation Development, which provided Members with an update on progress to date to increase diversity in the organisation, ensure we are an inclusive employer and to challenge discrimination.

Key points and themes in the report included:

- The context and development of the Strategy, which had arisen from the findings of an external review of race issues published in 2020;
- An update on a range of activities over the last 12 months against identified actions, arising from the review;
- An update on the ongoing development of a revised Workforce Equalities Strategy; and
- Conclusions.

Some of the key points that arose from the Committee's discussions were:

- The extended scope of the data the organisation now gathers from its workforce, and how the collection of data is embedded across the Strategy
- Progress towards achieving parity across the disciplinary action process for employees
- Changes to the organisation's recruitment practices
- Communication strategy

The Race Lead for Women welcomed the report and the organisation's ambition to eradicate all forms of discrimination. She spoke about her involvement in the Working Group and said that she was encouraged to see that early feedback from staff had been positive. She said it was important to recognise that the overarching purpose of the Strategy was to ensure that the organisation's employment practices recognised and respected differences amongst all employees, and that those differences were not solely confined to race or ethnicity but were represented across all of Manchester's communities. She acknowledged the breadth and quality of work undertaken at pace to develop a more comprehensive and inclusive workforce strategy that discriminates against no one. She thanked officers for their ongoing commitment to developing the Strategy.

There was a discussion about the work undertaken to close the gaps that had been identified in the data that the organisation gathers on the workforce. The Committee was informed that the organisation's staff monitoring classifications had been significantly broadened out to develop a richer picture demographically of the workforce population. This had been done in consultation with Trade Unions, focus and community interest groups and the information gathered would again be evaluated alongside updated census data due next year. The revised categories were tested out in a recent staff survey and had received a good response rate with further surveys underway. The Chair commented that completion of the revised survey had been disappointingly low (44%) amongst managers graded 10 and above. The Chair noted that although she would not wish to see anyone pushed to provide information if it made them uncomfortable, she would be worried if given the work done in this area, large numbers of senior leaders were unhappy about providing it. There was a discussion about potential barriers to completion and the essential role Leaders and Managers play in headlining the implementation of policy change. Mindful that completion itself was discretionary and therefore not a compulsory requirement for any staff, the Committee noted that active discussions with the Senior Management Team were planned to explore ways to improve completion rates and gather data across the directorates.

With regard to tracking employee progression within the organisation, the Deputy Director HROD said that the employee appraisal system was an ideal way to set objectives and monitor progress over 12 months. She agreed to circulate information to committee members about the revised appraisal system following the meeting. She

added that proposals were also underway to review the 'About You' (one-to-one) system with particular reference to the developing Strategy.

Mindful of the sensitivities around the disclosure of suspected discrimination, the use of exit questionnaires as a possible way to explore retention issues was discussed. Members were informed that whilst exit questionnaires were an available option for employees leaving the organisation, uptake was historically low, despite the alternative submission route through HROD. Options were however being considered for the development of exit questionnaires for employees leaving a particular service yet remaining within the wider organisation.

There was a discussion about the need to champion both the organisation's zero tolerance approach to discrimination and the volume of work being delivered to support its implementation. The Race Lead for Women felt that the positive and inclusive message this relayed to staff should be celebrated. The Deputy Director HROD spoke about the broad programme of research and engagement which had revealed a strong message around the need for parity in the Strategy's commitment to both anti-discrimination and inclusivity. This message would therefore form the central message of all aspects of communication about the strategy and would be reflected through various processes to reinforce that balanced approach through variety of strategies to raise awareness.

Discussions moved to a previously reported issue around a disparity in disciplinary cases involving Black, Asian and Minority Ethnic staff who had been disproportionately represented in proceedings that took place in the 2018/19 municipal year. Whilst acknowledging a significant statistical drop in cases more recently, the numbers were still not at parity and Members sought assurance that this matter had been and would continue to be appropriately explored and addressed. The Deputy Director HROD described the extensive involvement of the HR casework team, whose role of support and challenge was to ensure that there was consistency across those proceedings and explore all possible underlying factors that may have influenced the decision to progress to disciplinary action.

With regard to the delivery of equalities training, the Committee noted that amongst a range of learning objectives, this aimed to raise awareness about the impact of unconscious bias as well as exploring other attitudes and beliefs that may adversely affect behaviours or decision-making. Members expressed an interest in being included in this type of training so that they may play a more active role in supporting the delivery of Strategy. It was also suggested that such training should be targeted to managers who are graded below Grade 10.

There was a discussion about how the impact of the various number of outputs would be evaluated for effectiveness. Members expressed the view that there should be an appropriate focus on auditing and measurable outcomes to help determine whether meaningful progress had been made and to underpin further decision making. It was also suggested that staff groups should be consulted about the development of targets.

The Talent and Diversity Lead gave assurance that whilst the Strategy itself formed the overarching document, numerous detailed action plans sat beneath and that specific pieces of work had been commissioned to extract the highest quality and most accurate data. He added that the aim of the Strategy was not purely to focus on protected characteristics but to create a working environment where all employees could thrive, be treated with respect and dignity and feel supported by the organisation's zero tolerance approach to all forms of discrimination.

There was a discussion about the organisation's recruitment practices. It was noted that austerity measures had contributed to a greater focus on internal recruitment. The Committee was informed that the organisation was about to embark on a full scale review of the application of its recruitment policies and practices with a view to developing task based assessments to develop a more inclusive recruitment process that provides for all forms of diversity.

The Deputy Leader (Equalities and Human Resources) spoke about the findings of the race review and welcomed the organisation's clear commitment and enthusiasm to address those imbalances at pace. In response to questioning regarding the budget for this work, he stated that there was no specific budget but that resources were being committed as required. He urged the Committee to note that whilst the update given today provided some insight into the wholesale transformation of the organisation's recruitment policies, these initial measures should be seen as the early foundations of the organisation's solid commitment to eradicate the perception of a 'glass ceiling' for any employee and uphold that talent will be recognised irrespective of an employee's background or protected characteristic. He added that progress reports on the development and implementation of the revised Strategy would be submitted to future meetings of this Committee.

## **Decision**

1. To welcome the latest version of the Workforce Equality Strategy and note the progress towards increasing diversity across the organisation.
2. To note that a further report on the development and implementation of the Workforce Equality Strategy will be submitted to a future meeting of the Committee.

## **RGSC/21/44      Overview Report**

The Committee considered the report by the Governance and Scrutiny Support Unit which provided 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 was asked to amend as appropriate and agree.

No amendments to the Work Programme were proposed.

**Decision**

To note the overview report and agree the Committee's Work Programme.



## Health Scrutiny Committee

### Minutes of the meeting held on 13 October 2021

#### **Present:**

Councillor Green – in the Chair  
Councillors Appleby, Cooley, Curley, Leech, Monaghan, Newman, Reeves, Riasat and Richards

**Apologies:** Councillor Hussain

#### **Also present:**

Councillor Midgley, Executive Member for Health and Care  
Professor Sir Michael Marmot, University College London  
Dr Manisha Kumar, Executive Clinical Director Manchester Health and Care Commissioning (MHCC)  
Chris Gaffey, Head of Corporate Governance, MHCC  
Dr Sohail Munshi, Chief Medical Officer, MLCO  
Lizzie Hughes, Integrated Neighbourhood Team Manager, MLCO  
Sarah Lambrechts, Connecting Service Manager, Breakthrough UK  
Atiha Chaudry, Associate Lead for Manchester BME Network  
Hanif Bobat, Development Manager, Ethnic Health Forum  
Francesca Archer Todd, Divisional Director, Big Life Group- Be Well  
Beylai Tanpanza, Employment Coach, One Manchester  
Valérie Touchet, Citizen of Manchester  
Sharmila Kar, Director of Workforce, OD and Inclusion  
Dr Cordelle Ofori, Consultant in Public Health medicine  
Neil Walbran, Chief Officer, Healthwatch Manchester  
Morgan Tarr, Information and Communication Officer, Healthwatch Manchester  
Anna Tate, Policy and Influence Development Worker, MACC  
Hendrix Lancaster, Coffee4Craig

### **HSC/21/38 Minutes**

A Member stated that, whilst the minutes of the meeting of 8 September 2021 were accurate, the section that related to the item HSC/21/35 'Provision and access to NHS Dentistry' did not fully capture the strength of feeling and frustration expressed by the Committee during the discussion.

#### **Decision**

To approve the minutes of the meeting held on 8 September 2021 as a correct record, noting the above comment.

### **HSC/21/39 Professor Sir Michael Marmot**

The Committee heard from Professor Sir Michael Marmot, University College London and author of 'Fair Society Healthy Lives' (The Marmot Review) published in February 2010 and 'Health Equity in England: The Marmot Review 10 Years On', published February 2020. Professor Marmot had been invited to discuss with

Members the key issues relating to health inequalities and what he believed were the measures to be taken to address these in Manchester.

Professor Marmot spoke of the positive measures taken following the publication of his review, stating that cities such as Coventry and Gateshead had declared themselves as Marmot Cities and sought to implement the Marmot recommendations to address health inequalities. He stated that he had welcomed the decision taken by Greater Manchester to also become a Marmot City region.

The Professor described that the onset of COVID-19 had drastically revealed and amplified the existence of health inequalities, and he further highlighted the stark figures in relation to life expectancy in Manchester and across the North West. He stated that the understanding of inequalities and deprivation, across a range of metrics was essential to tackle and address adverse health outcomes for residents of the city.

The Committee noted that recently published data on life expectancy at birth over time in Manchester compared with England showed that life expectancy had fallen (i.e. got worse) for both males and females in Manchester in the 3-year period 2018-20 compared with the previous period of 2017-19. However, data for the 3-year period 2018-20 combined did not fully reflect the impact of the pandemic on life expectancy. Local calculations showed that life expectancy at birth for Manchester residents had fallen by 3.1 years for men and 1.9 years for women in 2020 compared with 2019. In absolute terms, 568 more men and 295 more women died in 2020 compared with 2019.

In response to questions from Members, the Professor advised that it was undeniable that the Government's policy of austerity and continued reductions in public sector budgets had an adverse effect on health outcomes and exacerbated inequalities, adding that austerity had not ended and the Government needed to address the regressive funding cuts that had been imposed. He stated that if the Government was committed to Building Back Fairer for regions such as the North West, they needed to provide adequate funding settlements to support activities across a person's life course. He further commented that it was important that Government investment should be prioritised in social infrastructure, not physical infrastructure projects.

In response to a specific question regarding the decision to abolish Public Health England to be replaced by the UK Health Security Agency and Office for Health Improvement and Disparities, Professor Marmot stated that whilst he always remained optimistic the use of the term Disparities was not adequate and a more appropriate title would have been Office for Health Improvement and Inequalities.

In reply to a question regarding his opinion of the Health and Social Care Bill, published 6 July 2021 that set out key legislative proposals to reform the delivery and organisation of health services in England, Professor Marmot commented that the lessons from the roll out of the COVID-19 vaccination programme indicated that local knowledge and expertise were best placed to plan and deliver services, rather than increased centralised control. He further called for adequate funding to deliver social care and supported the continued design and delivery of integrated care models.

In reply to a specific question regarding the impact of the Pupil Premium, a fund to improve education outcomes for disadvantaged pupils in schools in England, he stated that due to the real term cuts of education budgets of 8% per pupil he doubted that the Pupil Premium compensated for the overall budget cuts. He did state that he recognised the improvements made in Manchester in relation to education outcomes for those children in poverty.

In reply to a discussion regarding the *Inequalities in health: report of a research working group* (also known as the 'Black report') that was published in August 1980 that had reported the findings of a working group on inequalities in health, chaired by Sir Douglas Black, that had been commissioned in 1977 by the Labour government to investigate the variation in health outcomes across social classes and consider the causes and policy implications. Professor Marmot stated that, unlike that report, that had been ignored by the subsequent administration he remained optimistic and urged that if the Government was serious in their stated commitment to Level Up the country, he had provided them with a blue print to deliver on.

In response to a question regarding where the Scrutiny Committee should direct their focus and attention to, again he advised that regular scrutiny across the relevant scrutiny committees should be given to monitoring and reporting progress against the Marmot Beacon Indicators. He reiterated the importance of addressing inequalities as a central consideration in all decision making taken by Local Authorities.

The Chair commented that the Economy Scrutiny Committee would be considering a report entitled 'Build Back Fairer – COVID-19 Marmot Review: Housing, Unemployment and Transport' at their meeting of 14 October 2021 and she would discuss this issue further with all the scrutiny Chairs to ensure appropriate attention was given to this within their relevant Work Programmes.

Professor Marmot encouraged Manchester and the wider Greater Manchester city region to drive and deliver on the Marmot Beacon Indicators and he commented that he would use Greater Manchester as an example and model of good practice, both nationally and internationally.

The Executive Member for Health and Care addressed the Committee and said that addressing health inequities was a priority for the city and would continue to be central to all considerations and decision making. She further called upon the Government to deliver a fair funding settlement for the city to enable the continued delivery of this important work.

The Chair, on behalf of the Committee, concluded this item of business by thanking Professor Marmot for attending the meeting and contributing to the discussion.

## **Decision**

The Committee;

1. Endorse the implementation of the recommendations from the review: 'Build Back Fairer in Greater Manchester: Health Equity and Dignified Lives';

2. Recommend that update reports that describe the activities and progress against the agreed Marmot Beacon Indicators are submitted for consideration at regular intervals; and
3. Recommend that all Scrutiny Committees regularly consider the Marmot Beacon Indicators, once agreed, that are relevant to the remit of the respective Committee.

### **HSC/21/40 Building Back Fairer in Manchester**

The Committee considered the report of the Director of Public Health that gave an overview of some of the current population health inequalities in Manchester and provided examples of how partners across our population health and wellbeing system worked collaboratively to address them. The examples included a particular focus on social prescribing as requested by the Committee. The report also covered the work of COVID-19 Health Equity Manchester (CHEM) and the important lessons learned for ongoing work to promote health equity in the City. Finally, it summarised the next steps for Population Health Recovery within the context of the pandemic, and how Manchester would be responding to “Building Back Fairer in Greater Manchester” - the post-pandemic recommendations made for Greater Manchester as a Marmot City region.

Key points and themes in the report included:

- An overview of the Manchester’s Population Health Plan (2018-2027), the city’s overarching plan for reducing health inequalities and improving health outcomes for Manchester residents;
- What health inequalities looked like for Manchester’s population;
- Population Health Recovery Framework;
- Health equity and the impact of the COVID-19 Pandemic;
- Delivering the Population Health Plan – Examples of collaborative working;
- Whole system approach to population health and wellbeing;
- Taking action on preventable early deaths;
- COVID-19 Health Equity Manchester and its objectives and activities;
- Manchester Health and Care Commissioning (MHCC) – addressing health inequalities in health and care; and
- Next steps, including the Marmot Task Group and refresh of Manchester’s Population Health Plan and delivery of Manchester’s Population Health Recovery framework and associated flagship programmes.

The Committee heard from Valérie Touchet, citizen of Manchester, who spoke of her experience of engaging with her Employment Coach at One Manchester. She spoke of her circumstances that led to her engagement with this service and the positive outcomes that she had experienced. The Committee expressed their appreciation to Ms Touchet for attending and speaking to the Committee. Members expressed the importance of continuing to appropriately engage with people to keep enquiring if they were okay and to be there when assistance was required.

The Chief Medical Officer, MLCO, stated that all partners across the MLCO embraced the Our Manchester approach and were committed to delivering better

outcomes for residents, noting that that the question that was asked by practitioners was 'what matters to you?' rather than 'what is the matter with you?' which was indicative of the approach taken.

The Committee then heard from Hendrix Lancaster, Coffee4Craig who described a case study that he had circulated to Members of the Committee in advance of the meeting. In response to this example the Executive Director of Adult Social Services stated that she remained committed to reviewing the services provided for homeless people, adding that a Health and Homelessness Group had been established that included key partners and stakeholders. She said that a report to the Committee on this work could be provided at an appropriate time. In reply to the issue raised in the case study regarding the lack of identification, the Director of Public Health stated this issue would be looked at. The Executive Clinical Director MHCC stated that ID was not required to access Primary Care and she suggested that the issue of unconscious bias was evident in the case study and she would take that away from the meeting for further discussion. Members commented on the importance of tackling unconscious bias so that people were not denied the appropriate care and access to services.

The Chair commented that examples of relatively small scale interventions, such as the installation of age friendly benches at key locations, should be rolled out across the city and more work needed to be done with business to implement schemes, such as the slow tills in supermarkets. The Director of Public Health commented that positive relationships had been strengthened with businesses during the response to the pandemic and the intention was to build upon these relationships to deliver equivalent schemes and initiatives. He further commented that Age Friendly Manchester were a partner of the MLCO.

In response to a question regarding the impact on residents, particularly older residents who were having to wait longer for routine surgery that resulted in people having to endure painful conditions, the Consultant in Public Health Medicine described that the 'While You Wait' programme had been commissioned to support those residents in this situation.

The Committee then heard from Atiha Chaudry, Associate Lead for Manchester BME Network, who described the positive and important work of the South Asian Sounding Board. She described that their work had been invaluable during the pandemic to engage with and inform residents around the issue of COVID-19 and the vaccination. She described that this engagement and sharing of information was vital to build confidence amongst residents, challenge misconceptions using trusted community champions in an appropriate manner to address health inequalities. She stated this model could be replicated to target engagement activities with other communities and groups across the city.

The Consultant in Public Health Medicine discussed the vaccination programme in relation to both the local African community and the Caribbean community, noting that it was important to recognise the two distinct groups and their unique experience and history in Manchester. She described the important role of the relevant Sounding Boards and engagement of community leaders which were vital to understanding their experience and relationship with health services in Manchester. She further

stated that the design and delivery of the COVID chats had proven to be very positive.

The Director of Workforce, OD and Inclusion stated that it was important to address the structural inequalities in systems and services to promote and deliver inclusive services. She described that this approach and understanding was central to the work of COVID-19 Health Equity Manchester (CHEM). CHEM had been set up in July 2020 in response to the disproportionate impact that was increasingly evident in some of Manchester's communities. The group aims were to achieve its objectives through collaborative whole system working, influence and advocacy as well as direct actions through its programme of work.

In response to a specific question relating to smoking cessation and pregnancy, the Director of Public Health stated that he would seek to obtain the data requested regarding rates of smoking post child birth.

In concluding this item of business, the Chair thanked all representatives in attendance for contributing the Committees deliberations. She said that the Committee welcomed their continued work and commitment to addressing the health inequalities across the city.

### **Decision**

The Committee;

1. Note the report and express their appreciation to all those engaged in the delivery of this important area of work; and
2. Recommend that the Director of Public Health consult with members of the Committee when establishing the Marmot Beacon Indicators that are within the remit of the Committee.

### **HSC/21/41 COVID-19 Update**

The Committee considered the joint presentation of the Director of Public Health and the Executive Clinical Director, Manchester Health and Care Commissioning, that had been circulated to all Members in advance of the meeting. The presentations provided an update on COVID-19 activity that included the latest available information on data and intelligence.

In response to a question from the Chair regarding COVID-19 rates and school age children, the Director of Public Health stated that the situation was being closely monitored. He informed the Members that the Public Health Team continued to support and advise Education colleagues and support Head Teachers. He further commented that it was anticipated that the October school holiday would act as a natural circuit break, however he reassured the Committee that this situation would continue to be closely monitored, with the appropriate advice and support offered to local schools.

### **Decision**

To note the presentation that had been circulated to all Members in advance of the meeting.

### **HSC/21/42 Overview Report**

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

The Chair informed the Committee that the 'Suicide Prevention Local Plan' and the 'The Our Manchester Carers Strategy' would be considered at the December meeting. The Chair further advised that an item relating to Climate Change and Health would be considered at a future meeting, with the date to be determined following discussions with relevant officers to agree the scope of the report.

### **Decision**

The Committee notes the report and agrees the work programme, subject to the above comments.





## **Health Scrutiny Committee**

### **Minutes of the meeting held on 10 November 2021**

#### **Present:**

Councillor Green – in the Chair  
Councillors Appleby, Cooley, Curley, Hussain, Leech, Monaghan, Newman, Reeves, Riasat and Richards

#### **Also present:**

Councillor Midgley, Executive Member for Health and Care  
Dr Manisha Kumar, Executive Clinical Director Manchester Health and Care Commissioning (MHCC)  
Chris Gaffey, Head of Corporate Governance, MHCC  
Katy Calvin Thomas, Chief Executive MLCO

#### **HSC/21/43 Urgent Business – Statement from the Executive Director Adult Social Services on the mandated COVID-19 vaccination for Health and Social Care Staff**

The Chair introduced an item of urgent business by inviting the Executive Director Adult Social Services to provide a verbal update in relation to mandated COVID-19 vaccinations for Health and Social Care staff.

The Executive Director Adult Social Services provided the Committee with assurance that work was ongoing with all care homes and providers across the city to support staff to obtain their vaccination given the introduction of the vaccine mandate for Care Home staff and staff entering Care Homes for work on 11 November. She described that detailed work has been undertaken with Care Homes and their staff including contingency planning. She stated that work has also been underway to understand the impact on our own staff who visit care homes in consultation with Trade Unions and with the other Directors of Adult Social Services across Greater Manchester. Further work will also be commencing to understand the impact of the new regulations which have been announced extending the mandate to all CQC regulated services across health and social care. She stated that further updates would be provided to the Committee at an appropriate time.

#### **Decision**

To note the verbal update from the Executive Director Adult Social Services.

#### **HSC/21/44 Minutes**

#### **Decision**

To approve the minutes of the meeting held on 13 October 2021 as a correct record.

## **HSC/21/45 Health and Social Care - Adult Social Care and Population Health Budget 2022/23**

The Committee considered the report of the Executive Director Adult Social Services and the Director of Public Health that described that following the Spending Review announcements and other updates the Council was forecasting an estimated shortfall of £4m in 2022/23, £64m in 2023/24 and £85m by 2024/25. The report set out the high-level position and where Officers had identified options to balance the budget in 2022/23 which were subject to approval.

Key points and themes in the report included:

Describing that the Local Government Finance Settlement would be released in December 2021;

A longer-term strategy to close the budget gap was being prepared with an estimated requirement to find budget cuts and savings in the region of £40m per annum for 2023/24 and 2024/25; and

Describing the priorities for the services within the remit of this committee, details on the initial revenue budget changes proposed by officers and the planned capital programme.

Some of the key points that arose from the Committee's discussions were: -

Noting the significant number of Manchester residents with adult social care needs; The need to articulate this to residents of the city, stating that despite the inadequate funding by Government, Manchester had remained committed to protecting the most vulnerable residents; and

Stating that the Government needed to recognise the important role that health workers and carers played, noting this had been demonstrated throughout the pandemic and they needed to adequately fund this service.

The Executive Member for Health and Care said that during the years of imposed austerity Manchester had witnessed a loss of £419M to the budget, making it very difficult to deliver services and support residents, however despite this Manchester had remained committed to supporting the most vulnerable residents in the city. She described that the Government had failed to recognise the demands upon the service and had failed to adequately fund Adult Social Care.

The Executive Director Adult Social Services stated that despite the financial challenges Manchester was committed to improving the health outcomes for Manchester residents and described that the Better Outcome Better Lives approach and the delivery of the Manchester Local Care Organisation, demonstrated this. She stated that Manchester would continue to work with the Government and articulate the case for appropriate funding to support this activity, in particular as Manchester was a Marmot City Region and was committed to addressing health inequalities.

The Director of Finance (MLCO) described that there was a clear stated commitment across all partners delivering Health and Adult Social Care to build upon and strengthen the partnership approach. She further made reference to the success of the improved arrangements to support patients being assessed to leave hospital

(Discharge to Assess). In response to a specific question regarding the Greater Manchester Integrated Care Board (MCIB) she advised that she was confident that it would have the approved budgets by 31 March 2022, adding that this Board would assist with reducing the cost of commissioning of services due to the economy of scale this would enable.

The Deputy Director Adult Social Services stated that the report made reference for the need for Adult Social Care to intervene in the social care market to shape the market to meet health and social care needs including new build facilities, or the acquisition of existing buildings which could be tailored to care models. However, at this time there were no specific schemes in the pipeline, and these would be developed with partners and further options would be detailed in future budget reports to the Committee.

### **Decision**

To note the report.

### **HSC/21/46 COVID-19 Update**

The Committee considered the joint presentation of the Director of Public Health and the Executive Clinical Director, Manchester Health and Care Commissioning, that had been circulated to all Members in advance of the meeting. The presentations provided an update on COVID-19 activity that included the latest available information on data and intelligence.

Some of the key points that arose from the Committee's discussions were: -

- Was there enough capacity for people to access their booster jab;
- All options for residents to easily access their booster jab should be utilised;
- Patient records needed to be updated in a timely fashion following the administration of a vaccination; and
- The message regarding second jabs and 16/17 year olds needed to be clearer.

The Executive Clinical Director, Manchester Health and Care Commissioning stated that there were more sites to deliver the third phase of the booster vaccination in Manchester. She advised that General Practice had proactively written to all over 70 year olds to encourage them to take up their booster jab. She advised that patient records should be updated in a number of days following a jab, however if there were issues that Members were aware of they could direct them to her and she would take these up. She advised that the messaging and guidance from government regarding 16/17 year olds had been unclear and it was important that the correct message was communicated.

### **Decision**

To note the presentation that had been circulated to all Members in advance of the meeting.

## **HSC/21/47 The Manchester Local Care Organisation**

The Committee considered the report of the Chief Executive Manchester Local Care Organisation (MLCO) that provided an update on the MLCO and the delivery of its key priorities.

Key points and themes in the report included:

- Operational planning;
- Neighbourhood working;
- Recovery, reform, and transformation;
- Addressing inequalities;
- Resilience and winter planning;
- Population health and managing long term conditions;
- Vaccinations; and
- Workforce.

Some of the key points that arose from the Committee's discussions were: -

- Noting the recent negative media coverage regarding difficulties accessing Primary Care, it was important to celebrate and promote the work of the MLCO across the neighbourhoods;
- Noting the example provided that described the positive outcomes as a result of the door knocking exercise to engage with residents regarding the vaccination programme;
- The need to champion the care sector, value care workers and promote caring as a viable career option;
- Appropriate consideration needed to be given to ensure Neighbourhood Teams were aligned with ward boundaries;
- Noting the reported figure of the 80 'Discharge to Assess' beds, was this sufficient and how had this number been arrived at;
- Requesting that the MLCO Operating Plan 2021-22 be circulated to all Members of the Committee following the meeting;
- Welcoming the commitment that GP leadership is at the heart of the MLCO; and
- The need to include all strands of work that could support and strengthen the work of the MLCO; such as Adverse Childhood Experiences & Trauma Informed Practice.

The Chief Executive, MLCO commenced her response by paying tribute to all of the staff working within the MLCO. She stated that although there were a number of examples provided within the report further examples of the range and variety of work delivered that had been tailored to the needs of the local neighbourhoods could be provided. She said that the example provided within the report that described the door knocking exercise demonstrated the value of such exercises. She said this had resulted in building and strengthening connections with local residents, connecting residents with appropriate services and had helped build upon the understanding of the local communities.

The Chief Executive, MLCO commented that they were mindful to align the LCO with ward boundaries, however she acknowledged the issue raised by the Member. She commented that this was being addressed and she would discuss this further with the Member outside of the meeting.

The Chief Executive, MLCO said that the number of 'Discharge to Assess' beds had been assessed based upon local knowledge, patient flow management data and winter planning. She described that this strengths-based approach was beneficial as it resulted in more patients being discharged, where appropriate back to their home with the correct measures of support in place.

The Executive Director Adult Social Services stated that it was recognised that care staff played a critical role and issues such as pay and terms of conditions of employment were to be considered to ensure there was parity of esteem for care staff. She also described that discussions were underway to develop local bespoke training opportunities to support and develop staff. She stated that to develop and deliver such schemes would require the appropriate funding from central government. In response to a specific issue raised by a Member regarding changes to BTEC courses, she advised she would raise this with the Director of HR.

The Chief Executive, MLCO stated that the MLCO Operating Plan 2021-22 would be circulated following the meeting, and in addition the 'We Will' statements would be provided as this would also assist Members in their understanding of the approach taken by the MLCO.

## **Decision**

The Committee recommend that the MLCO Operating Plan 2021-22 be circulated for information.

## **HSC/21/48 Better Outcomes Better Lives**

The Committee considered the report of the Executive Director of Adult Social Services that provided an update on progress and the impact of the programme since June 2021, when the committee last had an update.

Better Outcomes, Better Lives (BOBL) was the adult social care transformation programme. It was a long-term programme of practice-led change, which aimed to enable the people of Manchester to achieve better outcomes with the result of less dependence on formal care.

Key points and themes in the report included:

- An introduction and background, noting that the programme was key to delivering the savings set out in the 2021/2022 budget agreed by the Council in March 2021;
- Describing the six key workstreams the programme was structured around;
- Describing what would feel different for residents who received our adult social care services in the future;

- Describing the aspirations for what social care would feel like after the Better Outcomes Better Lives programme was complete in 2024;
- What would feel different for families and carers;
- What would feel different for staff;
- Information on Communities of Practice;
- The approach to Strengths-based reviews that were designed to identify if a person's needs had changed and if the support being provided might need to be altered as a result;
- Improving the short term offer;
- Better use of Technology Enabled Care (TEC);
- Improvements to reablement;
- The eight priorities within the commissioning plan Commissioning Plan which set out how the approach to commissioning would support integration between health and social care services in the coming year;
- Case studies; and
- Next steps.

The Committee then heard from Elizabeth Garrett, Social Work Consultant; Dave Bradley, Health Development Co-ordinator and Winifred Laryea, Senior Social Worker who in turn spoke of their professional involvement and benefits realised from engaging in the Communities of Practice, described as weekly meetings, held in teams, which gave practitioners a space to learn, reflect, share experiences as well as enable peer support and challenge.

Some of the key points that arose from the Committee's discussions were: -

- Supporting the Better Outcomes, Better Lives approach;
- Welcoming the opportunity to hear from frontline workers and practitioners, noting that it gave Members an assurance that this approach was embedded across teams;
- How was the impact and outcomes of the Better Outcomes, Better Lives approach to be assessed;
- Clarification was sought as to the data sets presented within the report;
- Were the outcomes for residents recorded and reported;
- Could the Top Level Report that was referred to that was designed to give an overarching view of performance across the directorate be shared with the Committee;
- The importance of encouraging people to access help and support and not to be put off from doing so, with reference to people delaying accessing primary care during the pandemic or only being able to access services online; and
- Welcoming the frank and honest testimonies of staff and encouraging report authors and guests to describe scenarios when mistakes had been made and the lessons learnt.

In response to the comments and questions asked, the Deputy Director of Adult Social Services stated that the outcomes of BOBL would be assessed and reported using a variety of indicators, including the outcomes of the Communities of Practice, Learning Logs and budgets. She further advised that work was ongoing to refine the Liquid Logic system to capture and record resident outcomes. She further provided

clarification as to the data sets and years used to explain the difference in the figures provided within the report, adding that the BOBL was the best approach to deliver Adult Social Care both in the short and long term.

The Deputy Director of Adult Social Services reassured the Members that the improved online presence, so that people were empowered to help themselves, when appropriate, would not replace the frontline contact, but rather be an addition. She further added that the improved online offer would also be an additional resource for staff and help support staff access appropriate advice and information.

The Deputy Director of Adult Social Services stated that consideration would be given as to how the information within the Top Level Report could be meaningfully circulated to Members.

The Executive Member for Health and Care stated that she had had the opportunity to visit a range of teams and meet with staff and witness their work. She described that she was assured that this approach was embedded across the teams and was beneficial to both staff and residents in receipt of the services.

### **Decision**

The Committee recommend that an update report be considered at an appropriate time that included and the voice of the practitioner and service users.

### **HSC/21/49 Overview Report**

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

A Member requested that an item on the Gorton Health and Community Hub be included on the work programme.

In response to specific questions relating to the process for Members to be notified if an inspection was to be undertaken by the Care Quality Commission (CQC) in their ward, the Executive Director Adult Social Services stated she would discuss the issues raised by Members with her regional contact at the CQC and feed back to Members.

### **Decision**

The Committee notes the report and agrees the work programme, subject to the above amendment.





## **Children and Young People Scrutiny Committee**

### **Minutes of the meeting held on 13 October 2021**

#### **Present:**

Councillor Reid – in the Chair  
Councillors Sameem Ali, Bano, Collins, Hewitson, Lovecy, McHale and Nunney

#### **Co-opted Voting Members:**

Ms Z Derraz, Parent Governor Representative

#### **Also present:**

Councillor Bridges, Executive Member for Children's Services  
Councillor Doswell, Ward Councillor for Fallowfield  
Tracey Forster, Health Visiting, Vulnerable Babies & Child Health Services,  
Manchester Local Care Organisation (MLCO)  
Jenny Lewis, Health Visiting, Vulnerable Babies & Child Health Services, MLCO  
Sheila Davies, Adoption Counts  
Kristen Roberts, Adoption Counts  
Nicola Marsden, MLCO  
Lorraine Ganley, MLCO

#### **Apologies:**

Councillors Alijah, Cooley and Sadler  
Dr W Omara, Parent Governor Representative  
Mr L Duffy, Secondary Sector Teacher Representative

### **CYP/21/43 Minutes**

#### **Decision**

To approve as a correct record the minutes of the meeting held on 8 September 2021.

### **CYP/21/44 Youth and Play Commissioning Arrangements**

The Committee received a report of the Strategic Director of Neighbourhoods which followed the Young Manchester review, which was commissioned by the City Council in December 2020, with a subsequent report presented to Executive in March 2021. That report considered the response to the review and actions proposed to build stronger and more effective arrangements going forward. An alternative delivery model was proposed to be designed and developed in 2021. This report provided a summary of the evidence and research collated during consultation with the wider youth and play sector during the spring and summer and set out a revised model of delivery for the commissioning of the youth and play sector, which was currently a role undertaken by Young Manchester. The report considered the response to the questions asked of the youth and play sector, as well as information collated from discussions with other Local Authorities in terms of their commissioning and youth partnership arrangements. The Committee was invited to comment on the report prior to its submission to the Executive on 20 October 2021.

The main points and themes within the report included:

- Developing the new model;
- Sector engagement findings;
- Research findings;
- Future commissioning; and
- Next steps.

The Executive Member for Children's Services reported that Members had previously informed him that they were not aware of what funded youth and play work was taking place in their ward and that this proposal would improve the situation, formalising their involvement in the process and strengthening links between them, the providers and other agencies.

Some of the key points and themes that arose from the Committee's discussions were:

- To welcome the report and the involvement of Members in the proposed process and that this should improve the way play and youth provision was allocated across different wards;
- To welcome the division of central Manchester into Central West and Central East and to ask where the boundaries would be; and
- Noting that the youth and play advisory panels for each area would have a Member on the panel, how would they be selected, commenting that it was important that they impartially represented the interests of all the wards in the area, not just their own ward.

The Ward Councillor for Fallowfield highlighted the recent case in her ward of a 16-year-old boy who had been murdered, prior to which there had been warning signs indicating his vulnerability and the involvement of a number of agencies. She reported that issues could start to arise when children were aged around 12 or 13, starting with low level anti-social behaviour, issues at school and child criminal exploitation, subsequently escalating to very serious risk of harm. She expressed concern at the public sector cuts over the years which had impacted on youth provision and the lack of youth provision in her ward and reported that, with the right intervention at an earlier age, many of these young people could be put on a better path in life. She advised that it was important for each ward to have its own youth provision which met the area's needs and that many young people would not travel to neighbouring wards to access provision. She welcomed the proposals in the report, in particular giving Members more of a voice in the allocation of provision and redirecting funds from administration and management processes to the direct provision of youth and play services.

A Member highlighted the role of schools in identifying young people who were at risk of exploitation and violence and in educating young people on child sexual exploitation and child criminal exploitation through the Sex and Relationship Education curriculum. The Strategic Director of Children and Education Services outlined how the Council engaged with schools over this and offered to bring a report to a future meeting, to which the Chair agreed.

In response to the visit of the Prime Minister and Home Secretary to the Hide Out Youth Zone in her ward, the Chair expressed disappointment that the government had not contributed to the funding of this facility and that the centre had been built with private funding from the businessman Fred Done, with the Council committing to providing funding for ongoing costs.

The Chair outlined questions and issues raised by a Ward Councillor for Hulme which focused on training and development for the youth and play sector, ensuring a fair allocation of provision across different wards, the need for targeted work with young people at risk and how the Voluntary, Community and Social Enterprise (VCSE) sector would be supported to secure additional funding.

The Head of Parks, Leisure, Events and Youth advised that the decision to split the central area into east and west had been taken following discussions with the youth sector and that the boundary was still to be determined, in consultation with the youth sector and Ward Councillors. He advised that a role profile would be produced outlining the role of and level of commitment required for Members appointed to the youth and play advisory panels. He reported that this would be shared with Ward Councillors and that, if there were multiple nominations in a particular partnership area, there would be a process for identifying the most appropriate candidate. He highlighted that there was still only limited funding available for youth and play provision, which was probably not sufficient to do everything that Members wanted so there was a need to both lobby national Government for more funding and work with the VCSE sector to leverage in more funding. He advised that work had been taking place to address inequalities in the distribution of youth provision funding in particular wards. He recognised the importance of training and development in ensuring high quality provision and reported that the Council would lead on gaining an understanding of the training needs of the sector, in collaboration with the voluntary sector, and that expertise within the sector would be used to provide this training, as well as bringing in external training where necessary. In response to comments about work with vulnerable young people, he advised that there was a crossover between youth work and the point where other agencies needed to become involved to support young people who had become involved in extremism or gangs. He reported that the deployment of youth work resources would take into consideration how other agencies, such as Greater Manchester Police (GMP), were deploying their resources to work with these young people and that it was proposed that GMP have a role in the advisory and decision-making processes for youth work allocation.

The Executive Member for Children's Services highlighted the role of GMP and the Community Safety Partnership in addressing serious issues such as those raised by the Ward Councillor for Fallowfield, including the development of the Serious Violence Strategy, which Members would also be involved in.

In response to a question from the Ward Councillor for Fallowfield, the Head of Parks, Leisure, Events and Youth reported that over the previous two years Young Manchester had secured approximately £200,000 to £250,000 a year in addition to the funds that the Council had provided them with and that it was anticipated that it would still be possible to access these types of funds under the proposed new

arrangements and, where the Council could not apply for particular funds directly, VCSE sector organisations could host those funds.

In response to a point from the Chair about some VCSE organisations being more knowledgeable about how to successfully apply for funding than others, the Head of Parks, Leisure, Events and Youth advised that the new commissioning arrangements would be as streamlined as possible, while ensuring high quality youth work and appropriate safeguarding measures, and that organisations would be supported in getting to the position where they could apply. The Chair suggested holding events in different areas to encourage VCSE organisations to apply for funding for youth and play work.

## Decisions

1. To receive a report on Sex and Relationship Education in schools, including how child sexual exploitation and child criminal exploitation are addressed through this.
2. To receive a further report on Youth and Play commissioning arrangements at an appropriate time.
3. To endorse the recommendations to the Executive that:

The Executive is recommended to:

1. To note the findings from the sector consultation and Local Authority research which have informed the future commissioning arrangements.
2. To agree the option presented for the future commissioning of the youth and play sector, which will enable the Council to a) fulfil its Statutory Youth Duty; b) fulfil the priorities identified in the Our Manchester Youth Strategy; c) align with the priorities and focus of the Children & Young People's Plan.
3. Delegate responsibility to agree the grant payments for 2022/23 totalling £1.44M to the Deputy Chief Executive & City Treasurer and Strategic Director of Neighbourhoods, in consultation with the Executive Member for Children & Young People and the Deputy Leader.

## **CYP/21/45                      Start Well Strategy - 1001 Days**

The Committee received a presentation of the Strategic Head of Early Help, the Strategic Lead (Early Years) and Tracey Forster, Lead Manager, Health Visiting, Vulnerable Babies and Child Health Services, MLCO, which provided an overview of the Start Well Strategy.

The main points and themes within the presentation included:

- The Start Well Partnership Board;
- The vision and principles of the Strategy;
- The current picture;
- The offer;
- The workforce; and
- Next steps.

Some of the key points and themes that arose from the Committee's discussions were:

- To welcome the good, innovative work taking place;
- The take-up of Healthy Start vouchers;
- Smoking around hospitals;
- What work was being done to encourage breast-feeding; and
- The Health Visitor Service, including vacancy levels and whether home visits were being carried out, rather than virtual meetings with families.

The Chair praised the work of her local Sure Start Centre. She also highlighted the positive work in her ward, including the Imagination Library and work to bring a range of services under one roof and suggested that these be introduced elsewhere.

The Strategic Head of Early Help advised that the take-up of Healthy Start vouchers was around 66% and that this had been identified as requiring further promotion, looking at all the organisations and professionals who had contact with pregnant women and new mothers and identifying opportunities to inform them about the scheme. She reported that the Go Smoke-Free Pilot started at the ante natal stage so hospitals were involved with this work and she advised that she would communicate the Member's point about smoking around hospitals to the steering group.

In response to comments from the Chair about the impact of the reduction in Universal Credit and rising fuel prices on families, the Strategic Head of Early Help acknowledged that addressing this would be a challenge. She reported that, throughout the pandemic, there had been an increase in families asking Sure Start staff for advice and guidance and a lot of that had been linked to financial issues and poverty and she outlined some of the support provided to alleviate hardship, for example, providing meals to children accessing services in the Sure Start Centres and through links with food clubs.

The Commissioning Manager advised that 91% of Health Visitor posts were currently filled and that the service was half-way through a 4-year-plan to invest in training nurses to become Health Visitors. He reported that visits were now taking place face-to-face again but that the service had also been praised for how quickly it had mobilised earlier in the pandemic to undertake checks remotely.

Tracey Forster from Health Visiting, Vulnerable Babies and Child Health Services informed Members that the service had received significant funding about 3 years ago to set up an Integrated Infant Feeding Service in north Manchester, which provided advice and support on breastfeeding to new mothers and that the data showed that this had increased breastfeeding levels in that part of the city. She

advised that the Health Visiting Teams provided support on breastfeeding in central and south Manchester but that additional funding had now been received which would enable the service to review its model for breastfeeding support in central and south Manchester.

In response to a Member's question about meeting the diverse needs of different communities, the Strategic Head of Early Help advised that Sure Start was a mixed model that involved a range of voluntary and community sector partners which helped it to reflect the community of the area they were working in. She advised that work was taking place to offer parents and grandparents support with improving their English, which would then increase their confidence in engaging with services, such as the two-year-old early years offer. In response to a further question, she advised that work was taking place to develop and deliver services for families who had recently arrived from Afghanistan.

### **Decision**

To note the presentation.

### **CYP/21/46                      Adoption Counts Annual Report 1 April 2020 – 31 March 2021**

The Committee received a report of Adoption Counts which fulfilled the obligations in Adoption National Minimum Standards (2011) and Adoption Service Statutory Guidance (2011) Adoption and Children Act 2002 to report to the "executive side" of the local authority.

The main points and themes within the report included:

- Working with Manchester;
- Performance;
- Disruptions;
- Quality of reports;
- Adoption support;
- Recruitment of adopters; and
- Practice developments in Adoption Counts.

Some of the key points and themes that arose from the Committee's discussions were:

- The impact of court delays;
- The recruitment of prospective adopters; and
- Positive experience of the process for people being assessed and prepared for becoming foster carers or adoptive parents.

The Deputy Director of Children's Services confirmed that, due to the pandemic, there had been delays in children's cases being heard, whether that related to adoption or other matters, and that this had had a negative impact, although it appeared that progress had since been made. He advised that there were plans to

discuss this issue with the local Family Justice Board, looking at some of the delays and identifying practical joint resolution to speed this up.

Sheila Davies from Adoption Counts informed the Committee that there was an ongoing recruitment strategy, as well as work taking place around National Adoption Week the following week, with a lot of this aimed towards Black, Asian and Minority Ethnic (BAME) communities as children from these backgrounds were waiting longer to be matched. The Chair suggested that billboards across the city could be used.

### **Decision**

To note the report.

### **CYP/21/47                    Managing Allegations against Adults who work with children - Local Authority Designated Officer Annual Report 2020-2021**

The Committee received a report of the Strategic Lead (Safeguarding and Practice Improvement) and the Service Lead (Safeguarding) which provided an overview of the management of allegations in Manchester and the role of the Designated Officers between 1 April 2021 and 31 March 2021.

The main points and themes within the report included:

- The service and legal context;
- Overview of enquiries and referrals data - 1st April 2020 to 31st March 2021;
- Managing allegations;
- Service reflection;
- Service achievements; and
- Key priority areas.

In response to a Member's question about the differences in enquiry and referral levels between different sectors, the Strategic Lead (Safeguarding and Practice) advised that her service provided training to different agencies throughout the year to raise their awareness, looked at changes in patterns and compared statistics with those across the north west to identify any outliers which might be a cause for concern.

### **Decision**

To note the report.

### **CYP/21/48                    Update on COVID19 and the impact on the opening of schools and colleges**

The Committee received a report of the Director of Education which provided an update on the return of children and young people to education following the summer break and the arrangements in place in schools and colleges to report and manage COVID-19. The report had a particular focus on the work over the summer to ensure that young people in year 11 had a destination for September and ongoing work to

reduce the numbers of young people in the city not in education, employment or training (NEET).

The main points and themes within the report included:

- Key changes from the previous academic year;
- Numbers of positive cases;
- School attendance; and
- Post 16 and NEET young people during the pandemic and work to support this group.

Some of the key points and themes that arose from the Committee's discussions were:

- Whether any more up-to-date data on cases was available as the figures in the report only went up to 1 October 2021;
- Should face coverings be re-introduced in schools rather than waiting for infection rates to rise before taking further action; and
- How transitions from Year 6 to Year 7 had been managed.

The Education Business Partner advised that the latest figures showed a reduction with 191 cases, 168 positive children, 23 positive adults and 91 adults isolating. She advised that officers met regularly with colleagues in the city and across Greater Manchester to look at case rates and discuss whether new instructions should be issued across schools or whether to continue with the individual plans for each school. She confirmed that the Council could only provide advice to schools on the use of face coverings.

In response to a question about the vaccination of young people, Lorraine Ganley from MLCO reported that the vaccination of 16 and 17-year-olds was being delivered through Manchester Health and Care Commissioning and the Primary Care Network Vaccination Hubs but that they were looking at delivering vaccinations to 12 to 15-year-olds through schools. The Strategic Director of Children and Education Services informed the Committee that so far 38% of 16 and 17-year-olds in Manchester had had their first COVID-19 vaccination.

The Director of Education informed the Committee about work that had taken place to support children who were transitioning from Year 6 to Year 7, including the transition read. She reported that very high COVID-19 infection rates had affected plans for face-to-face activities in transition week but that many schools had made alternative arrangements. She advised that pupils transitioning to Year 7 appeared to have settled in well and attendance rates for Year 7 were very high, which was part of a positive trend for attendance rates in Manchester schools, which were currently significantly higher than the national average.

## **Decision**

To note the report.



## **CYP/21/49 Overview Report**

A report of the Governance and Scrutiny Support Unit was submitted. The overview report contained key decisions within the Committee's remit, responses to previous recommendations and the Committee's work programme, which the Committee was asked to approve.

### **Decision**

To note the report and agree the work programme.



## **Environment and Climate Change Scrutiny Committee**

### **Minutes of the meeting held on 14 October 2021**

#### **Present:**

Councillor Igbon – in the Chair  
Councillors Flanagan, Foley, Holt, Hughes, Lyons, Sadler, Shilton Godwin and Wright

**Apologies:** Councillors Hassan, Jeavons, Lynch and Razaq

#### **Also present:**

Councillor Rawlins, Executive Member for Environment  
Richard Elliott, Interim Policy and Strategy Advisor, Manchester Climate Change Agency  
Samantha Nicholson, Director, Manchester Climate Change Agency  
Jo Wall, Strategic Director, Local Partnerships

### **ECCSC/21/19          Minutes**

A Member enquired when the requested list of all organisations in Manchester that had signed up to the MCCA and a list of all those that had not, and where available the reasons for not signing up would be provided. (See ECCSC/21/16 Manchester Climate Change Agency Progress Report 2021/22).

The Executive Member for Environment stated that she would action this request following the meeting.

#### **Decision**

To approve the minutes of the meeting held on 9 September 2021 as a correct record.

### **ECCSC/21/20          Waste, Recycling and Street Cleansing Update**

The Committee considered the report of the Strategic Director (Neighbourhoods) that provided an update on progress in delivering waste, recycling, and street cleansing services, describing how the activity contributed to the climate change agenda and key priorities for the future, including an update on the English Resources and Waste Strategy (2018).

Key points and themes in the report included:

- An introduction to the service area;
- Impact of the Pandemic (COVID-19) and Brexit;
- Biffa Performance Update;
- Bin collections;
- Electric Refuse Collection Vehicles (eRCV);
- Fly tipping and the Fly Tip Intervention Investment;
- Keep Manchester Tidy campaigns, including case studies;

- Recycling Campaigns and Initiatives; and
- Conclusions and Next Steps

Some of the key points that arose from the Committee's discussions were: -

- Questioning the cleansing scores given to cycle lanes, noting the prevalence of littering from motor vehicles;
- The need for a specific campaign to tackle the issue of litter discarded from motor vehicles;
- Noting that assisted collections were important for those residents that required them;
- More needed to be done to engage with businesses to reduce commercial waste and excessive packaging;
- What was the process to review the Biffa contract ahead of the break point and would Members be involved in these discussions;
- That a rebalancing of services between the city centre and district centres should be addressed through any contract negotiations;
- The issue of returning bins remained an ongoing issue;
- More emphasis was required on behaviour change and waste with the need to repair, reduce and recycle more;
- Behaviour change need to be included in each ward plan, including utilising the local Neighbourhood Teams to engage with local schools and business;
- Noting the importance of Carbon Literacy Training;
- Noting the challenges of missed bin collections, particularly in relation to apartment blocks and the need to recognise the need for improved communications between management agencies and caretakers and crews;
- Was the CRM (Customer relationship management) system fit for purpose to report issues;
- Noting issues that had arisen where crews were unable to access locations due to development works or irresponsible parking;
- Biffa needed to work closely with Housing Providers to support the education of residents in regard to what could be recycled and what could be placed in each bin;
- Noting that delays in issuing permits for skips to be placed on the highway were contributing to waste accumulation;
- Discussing if it would be more beneficial to allow commercial waste to be taken to Household Recycling Centres in attempt to save money and reduce the incidents of fly-tipping; and
- Paying tribute to the Biffa crews for their work, particularly during the unique challenges presented by COVID-19.

In reply the Contract Manager, Waste stated that both Biffa and Council Officers conducted NI195 monitoring, a national standard of all areas, including cycleways, both straight after clean and between cleaning cycles, however he accepted that the standards could deteriorate between cleaning.

The Strategic Lead, Waste, Recycling and Street Cleaning stated that discussions regarding the Biffa contract would be an opportunity to discuss the service in the context of the budget.

The Strategic Lead, Waste, Recycling and Street Cleaning stated that assisted collections and the returning of bins had been impacted by COVID-19 and the disruption this had had on the crews. She reassured the Members that officers were working with Biffa to address both these issues, noting the importance of these for residents was recognised.

The Strategic Lead, Waste, Recycling and Street Cleaning commented that options for increasing and promoting repair and recycling opportunities were being explored, including the increased use of social media to advertise local schemes and connect residents. She further recognised the comments regarding behaviour change regarding waste and recycling and noted that tailored initiatives at a ward level could greatly assist in this activity.

The Strategic Lead, Waste, Recycling and Street Cleaning advised that commercial waste was not appropriate for Household Waste and Recycling Centres, noting that it was the duty of all commercial businesses to have a waste management strategy. The Strategic Director (Neighbourhoods) advised it was important to recognise that there was often criminality associated with fly-tipping. She made reference to the recent press reports where prosecutions had been taken against perpetrators, adding that these had been achieved by working collaboratively with different agencies, including Greater Manchester Police.

The Strategic Director (Neighbourhoods) addressed the point raised regarding the CRM system by advising that this system would be replaced as part of the wider digital strategy, commenting that senior officers from the service were involved in this process to ensure the replacement service was fit for purpose.

The Strategic Director (Neighbourhoods) stated that the issue raised by the Member regarding the delay in issuing permits for skips would be relayed to the Highways Department for attention. She further commented that access issues were considered when development permissions were granted.

The Neighbourhood Officer updated the Committee on the work underway with seventeen local schools to deliver the Eco Schools programme, in addition to projects that had been delivered with children during the school holidays. She further commented that there was a national Keep Britain Tidy campaign directly designed to address the issues associated with student accommodation.

The Executive Member for Environment encouraged Members to undertake a visit to the Longley Lane Household Recycling Centre and she would arrange visits for Members. She further supported the discussion regarding the inclusion of waste and recycling behaviour change in all ward plans. She further commented that discussions were ongoing with local Universities and landlords to tackle the waste issues associated with student accommodation. She also advised the Members that discussions were ongoing at a Greater Manchester level to explore the options for improved messaging regarding the recycling opportunities at recycling centres.

## Decision

The Committee recommend that the Executive Member for Housing and Employment discuss with all local housing providers the options for supporting their residents to increase their recycling.

### **ECCSC/21/21      Climate Change Action Plan Quarterly Progress Report, Q2 July - September 2021**

The Committee considered the report of the Deputy Chief Executive and City Treasurer that provided a progress update on delivery of the Council's Climate Change Action Plan for Quarter 2 2021-22 (July-September 2021).

Some of the key points that arose from the Committee's discussions were: -

- Reiterating the call for the need to emphasise the urgency of the issue of climate change and the need for all citizens and organisations to take immediate action to address this;
- Recommending that a report be submitted for consideration at an appropriate time that collated all of the other Scrutiny Committees' items on the issue of climate change;
- More information on the modelling that was used to agree and set the suite of targets reported;
- The need to reduce business travel, noting the use of technology during the pandemic to conduct meetings;
- More information was requested on the active travel scheme for staff, with particular reference to the implementation of a mileage scheme for cyclists;
- Was the assistance scheme to purchase a bicycle only applicable to Halfords, noting the need to support local independent traders;
- Any cycle purchase scheme should also use the Council's procurement policies to ensure Social Value was achieved and this should be subject to the appropriate audit process;
- The cycle purchase scheme should also include e-bikes;
- All staff should be encouraged to cycle to work;
- Noting the figures reported in regard to the use of single use plastics at events, and calling for this to be rolled out and publicised;
- Asking that consideration be given to including the Net Zero Carbon New Build Policy that had been launched by the Manchester Climate Change Partnership into local building regulations;
- An update was sought in relation to the Civic Quarter Heat Network;
- Noting that that Carbon Budget spend to date was recorded in the Annual Report that was submitted to the Committee;
- The need to engage all stakeholders and sources of expertise that existed within the city to drive and progress this area of work to deliver the required savings for the city;
- The continued call for all staff to complete the Carbon Literacy training; and
- Consideration should be given to establishing a Climate Clock in the city, similar to that in Glasgow, noting that a Climate Clock was a graphic to demonstrate how quickly the planet was approaching 1.5°C of global warming, given current

emissions trends. It also showed the amount of CO<sub>2</sub> already emitted, and the global warming to date.

The Strategic Lead (Policy and Partnerships) stated that consideration was being given as to the Net Zero Carbon New Build and how this could be incorporated into the Local Plan. He further advised that the data and outcomes from the single use plastics events were being used to highlight the scale of the issue and was a powerful tool to influence local business, adding that such events were gaining in popularity. In response to the comment made regarding business travel, he commented that this would continue to be monitored, and IT was used wherever possible to minimise the need for any such travel. The Deputy Chief Executive and City Treasurer added that there were occasions where in person meetings were required; however, she recognised the comments from the Committee and suggested that a further update on business travel be included in the next reporting cycle. The Executive Member for Environment added that a carpool service was also available for staff to use.

In response to the comment regarding the need to understand the methodology and modelling used to establish and report targets, Officers stated that a training session would be arranged for Members to discuss this further.

The Executive Member for Environment commented that all Scrutiny Committees were encouraged to consider climate change through the lens of their respective remits, and she agreed to update the Committee on this activity. The Chair commented that she would also liaise with the other Scrutiny Chairs on this issue, adding that she had recently had a conversation with the Chair of the Health Scrutiny Committee on this very subject. The Chair further added that she would discuss the issue of Social Value and the cycle purchase scheme with the Chair of the Resources and Governance Scrutiny Committee.

The Strategic Lead (Resources & Programmes) informed the Members that the cycle purchase scheme was not restricted to Halfords and there was a mileage scheme for staff. He stated that he would circulate the information to Members following the meeting.

The Director, MCCA addressed the comments made by a Member regarding the Council's Carbon Budget and the trajectory of savings reported. She advised that 75% of the Council's direct emissions were attributed to the estate and that a detailed plan to decarbonise the estate was established, adding that the Committee had a report on this issue scheduled on their work programme.

The Director, MCCA advised that there was a Carbon Budget for the city, describing that this had been established utilising the expertise of the Tyndall Centre at the University of Manchester. The Strategic Lead (Policy and Partnerships) added that there was an extensive range of partnership working across the city to address climate change.

The Director of Commercial Operations informed the Members that the Civic Quarter Heat Network should be operational from November.

## Decisions

The Committee recommend that;

1. The Executive Member for Environment give consideration to establishing a Climate Clock in the city, similar to that in Glasgow;
2. The Executive Member for Environment and Officers arrange a briefing session for Members on the modelling that was used to agree and set the suite of targets reported in the Action Plan.

### **ECCSC/21/22      Development of Manchester Climate Change Framework 2.0 – Update on Consultation and Development of the Detailed Action Plan**

The Committee considered the report of the Manchester Climate Change Agency (MCCA) that provided an update on progress in developing an updated Climate Change Framework for the city (Framework 2.0). It reviewed the responses to the first round of consultation with communities and businesses that would help to inform the Framework and summarised the emerging objectives and proposed actions required to deliver the scale of carbon reduction required across the city. The Framework was intended to provide a more detailed definition of the urgent actions required across the city if Manchester was to remain within its adopted carbon budget and remain on track to be a zero-carbon city by 2038 at the latest.

Key points and themes in the report included:

- An introduction and background;
- Describing the 5 key components of Framework 2.0;
- Describing the process to support the development of the Framework and Action Plan;
- Objectives of the draft Action Plan; and
- An update on activities to involve Manchester Communities and Businesses.

Some of the key points that arose from the Committee's discussions were: -

- An update report was requested that described the outcomes of the Community Assembly;
- The need to prioritise actions and engage with local businesses on the issue of carbon reduction;
- What was the difference between this reported exercise and previous reports;
- The need to be given the opportunity to scrutinise reports in a timely manner; and
- Noting that Manchester Climate Change Youth Board had launched their manifesto on 7 October 2021 and that a full presentation would be delivered to full Council.

In response to the question regarding the Community Assembly, the Director, MCCA informed the Committee that in November 2021, the Citizens' Mandate would be taken to the international COP26 Climate Change Conference in Glasgow, along with an Impact Assessment Report of the process and a film capturing the process, where



it would be presented to delegates and groups from across the world with the help of the COP26 Coalition. The report was due to be completed by 29 October 2021.

In reply to the question regarding the difference between this reported exercise and previous reports, the Interim Policy and Strategy Advisor, MCCA described that Framework 2.0 was a 'deeper dive' across different sectors with the aim of developing specific actions. The Executive Member for Environment commented that it was useful to consider Framework 1 as the theory and Framework 2 as the actions.

In response to the specific issue regarding scrutiny, the Deputy Chief Executive and City Treasurer advised that she discuss this further with the Executive Member for Environment.

## **Decision**

To note the report.

### **ECCSC/21/23      Large Scale Renewable Energy Generation Feasibility Summary Study**

The Committee considered the report of the Deputy Chief Executive and City Treasurer that described that the Council's Climate Change Action Plan (CCAP) has a target to reduce direct emissions of CO<sub>2</sub> by 50% over the five-year period of 2020-25. In addition, the Council has a target to be zero carbon by 2038.

Action 1.4 of the CCAP targets 7,000 tonnes of annual CO<sub>2</sub> by 2025 savings to be delivered via a "feasibility and business case for a large-scale energy generation scheme from large scale Solar PV or Onshore or Offshore Wind on Council land and buildings, or sites in third party ownership".

Local Partnerships were appointed in November 2020 to deliver the feasibility study and their study, "Feasibility Study and Options Appraisal for Large Scale Energy Generation for Manchester City Council", was completed in April 2021 and was appended to the report.

The Feasibility Study concluded that the Council has two options: either purchase a solar PV facility or negotiate a suitable power purchase agreement (PPA). Both options were assessed to be better than the "do nothing" option.

The Committee was invited to comment on the report prior to it being considered by Executive.

Some of the key points that arose from the Committee's discussions were: -

- The need to visualise and articulate what a tonne of CO<sub>2</sub> looks like relative to the amount that is produced;
- Noting the recent energy crisis and the importance of future proofing;
- The need to lobby for increased onshore wind developments;
- The need to promote the Solar Together Greater Manchester group-buying scheme;

- All opportunities for job creation and addressing fuel poverty should be utilised through any development; and
- All opportunities for delivering small local renewable energy schemes should be explored and supported.

The Deputy Chief Executive and City Treasurer advised that the proposed development was the optimum size had been designed with due consideration given to future proofing. She stated that the feasibility study that underpinned the proposal could be shared with Members. She stated that the work would be progressed to deliver this programme and updates reports would be submitted to the Committee for consideration at an appropriate time.

The Strategic Lead - Resources & Programmes stated that the scale of the proposal was necessary to meet the challenge to address the emissions from the Council's estate. He did acknowledge the comments regarding small local renewable energy schemes. The Deputy Chief Executive and City Treasurer informed the Members that work was underway at a Greater Manchester level to look further at small local renewable energy schemes.

The Strategic Director, Local Partnerships acknowledged the comments regarding wind power and commented upon the challenge to deliver these due to Government legislation compared to delivering solar powered schemes. She further commented that it had been evidenced that established solar panel installations benefited the local bio diversity.

## **Decision**

The Committee recommend;

1. That the Executive Member for Environment take every opportunity to lobby for the increased delivery of onshore wind power.
2. That the Executive Member for Environment review the information that is provided to residents regarding climate change to ensure a visual representation of carbon tonnage is included.

The Committee also endorse the recommendations that the Executive;

1. Note the options in Section 3.1 available to the Council; and
2. Agree that the Deputy Chief Executive and City Treasurer and the Chair of the Zero Carbon Coordination Group establish a delivery team to develop the options further, with a view to returning to the Executive with a proposal.

## **ECCSC/21/24      Overview Report**

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

A Member commented that further information was required that reported the impact on air quality and emission reductions of any proposals to reduce the speed limit on the Mancunian Way. The Strategic Director (Neighbourhoods) stated that any proposed changes would be subject to a formal consultation process.

A member commented that regular reports on the issue of Clean Air should be included as an item on the work programme. The Chair advised that she had noted the comment and would discuss this further with officers following the meeting.

Following discussions at the meeting of the Neighbourhoods and Environment Scrutiny Committee of January 2021 an update was sought on the recommendation to establish a bespoke Manchester Considerate Constructors Scheme. The Chair advised that she had noted the comment and would discuss this further with the Executive Member for Environment following the meeting.

Members discussed the scope of the 'Neighbourhood Working to address climate change' report that was scheduled for the November meeting and how the carbon reductions would be reported against a range of activities. The Strategic Director (Neighbourhoods) advised that she had noted the comments and would discuss this with the officer preparing the report.

### **Decision**

The Committee note the report and agree the work programme, noting the above comments.



## **Environment and Climate Change Scrutiny Committee**

### **Minutes of the meeting held on 11 November 2021**

#### **Present:**

Councillor Igbon – in the Chair  
Councillors Flanagan, Foley, Hassan, Holt, Hughes, Jeavons, Lynch, Lyons, Razaq, Shilton Godwin and Wright

**Apologies:** Councillor Chohan

#### **Also present:**

Councillor Craig, Deputy Leader (Finance)  
Councillor Rawlins, Executive Member for Environment  
Councillor Akbar, Executive Member for Neighbourhoods  
Councillor Simcock, Member for Didsbury East Ward  
Victoria Ryan, Business Partner, Association of Greater Manchester Authorities (AGMA)  
Claire Nicholls, Flood Resilience Advisor, Environment Agency  
Peter Costello, Area Flood and Coastal Risk Manager, Environment Agency  
Lisa Lingard, Resident and Communities Programme Lead, Manchester Climate Change Agency

### **ECCSC/21/25      Urgent Business – Famine in Madagascar**

The Chair introduced an item of urgent business by inviting Cllr Flanagan to address the Committee.

Cllr Flanagan stated that in mid-2021, a severe drought in southern Madagascar had caused hundreds of thousands of people, with some estimating more than one million people, to suffer from food insecurity and being on the verge of famine. He stated that this was as a direct result of climate change. He therefore called upon the Government to urgently address climate change and called upon all Members to support a motion that was being drafted on this issue to be considered by Council.

Cllr Flanagan stated that all reports being considered by any Committee should explicitly articulate how the item being considered contributed to the Council's Climate Change Action Plan. He further stated that following the budget setting process an audit should be undertaken to consider how each Scrutiny Committee had considered the issue of climate change as part of their deliberations, with due consideration given to how this information was articulated so that it was accessible to members of the public.

#### **Decision**

To note the statement from the Committee member.

## **ECCSC/21/26          Minutes**

A Member requested that the list of all organisations in Manchester that had not signed up to the MCCA, and where available the reasons for not signing up was still outstanding. (See ECCSC/21/16 Manchester Climate Change Agency Progress Report 2021/22). The Scrutiny Support Officer was asked to follow up this request for information.

### **Decision**

To approve the minutes of the meeting held on 14 October 2021 as a correct record, subject to the above comment.

## **ECCSC/21/27          Budget Report**

The Committee considered the report of the Strategic Director (Neighbourhoods) that described that following the Spending Review announcements and other updates the Council was forecasting an estimated shortfall of £4m in 2022/23, £64m in 2023/24 and £85m by 2024/25. The report set out the high-level position and where Officers had identified options to balance the budget in 2022/23 which were subject to approval.

Key points and themes in the report included:

- Describing that the Local Government Finance Settlement would be released in December 2021;
- A longer-term strategy to close the budget gap was being prepared with an estimated requirement to find budget cuts and savings in the region of £40m per annum for 2023/24 and 2024/25;
- Describing the priorities for the services within the remit of this committee, including those to address climate change, details on the initial revenue budget changes proposed by officers and the planned capital programme.

Some of the key points that arose from the Committee's discussions were: -

- Consideration needed to be given to continued funding for the Climate Change Officers posts; and
- Analysis needed to be undertaken to understand the cost if action to address climate change was not taken.

The Deputy Leader (Finance) said that as part of the budget setting process the Council would articulate where the Council used the budget to contribute and support the core aims of the Council, and this included the commitment to address climate change.

### **Decision**

To note the report.

## **ECCSC/21/28      Approach to Flood Prevention and Management**

The Committee considered the report of the Strategic Director (Neighbourhoods) that provided the Members with an overview of the approach to flood prevention and management including:

Key points and themes in the report included:

- How this was coordinated locally and how this was delivered with neighbouring authorities that impacted on Manchester;
- Flood Risk Management and Resilience;
- Lessons learnt from previous recent events;
- Role of the Civil Contingencies Unit; and
- Information on the strategies and planning in relation to local reservoirs.

Accompanying the report, the Committee further received a presentation from the Environment Agency that provided an overview of the role and responsibilities of the agency. The Area Flood and Coastal Risk Manager, Environment Agency concluded the presentation by advising that it was important for residents living in a flood risk area to sign up for flood alerts and to adhere to any advice given to evacuate a property. He stated that failure to do so could result in additional demands and pressures on the emergency services and present additional dangers to residents. He further commented that the Environment Agency would advise the Gold Command when it was necessary to evacuate an area.

The Members then heard from Councillor Simcock who addressed the Committee and spoke of his experience during Storm Christoph. He described that he had witnessed the event and had visited the control centre in Didsbury. He paid tribute to all of the staff working at the Environment Agency during the event. He further paid tribute to the response provided by Council officers, the emergency services, Didsbury mosque and Southway Housing. He commented that the regular clearing of gullies was important to prevent episodes of flooding and consideration needed to be given as to the location of evacuation centres to ensure they were appropriate and accessible for all residents. He recommended that the Committee should undertake a site visit to the flood management arrangements in the Goyt Valley. The Chair endorsed this recommendation.

Some of the key points that arose from the Committee's discussions were: -

- Welcoming the report and presentation, noting the benefits of partnership working;
- Noting the absence of the Canals and River Trust from the list of members of the Greater Manchester Resilience Forum;
- Noting the information provided relating to nature based solutions and requesting that further information be provided on these projects and information on how residents could get involved with such initiatives;
- Recognising the importance of coordinated and factual information provided to residents at times of flooding, referencing the lessons learnt during the pandemic on this issue;

- The importance of ensuring that any communications were appropriate, especially for vulnerable residents;
- How were sandbags distributed to residents;
- Where could residents obtain flood resilience advice and information to protect their properties;
- Information regarding the modelling used for future flood management plans was requested;
- Noting the increased incidents of surface water flooding and what was being done to address this;
- What work is being done to protect the Council's own housing stock against flooding; and
- The need to communicate to residents, particularly young people, the dangers and risks associated with contaminated flood water.

The Area Flood and Coastal Risk Manager, Environment Agency stated that residents were involved with the nature based solutions projects, particularly supporting the ongoing maintenance of such schemes and he said that local Councillors would be contacted regarding local schemes. He stated that the modelling work for future plans was currently underway and could be shared with the Committee when available.

The Flood Resilience Advisor, Environment Agency welcomed the comments from the Committee and stated that she was willing to attend any resident events to speak on the issue of flood management. She commented that information was available for residents wishing to seek advice regarding home flood resilience measures, however the Environment Agency was unable to endorse any one product or service. She stated that residents should be directed to the Flood Hub website and the Blue Pages where information could be obtained. She further endorsed the comment regarding the need for factual information and recognised the importance of trusted key community contacts to disseminate this information at times of flooding.

The Head of Compliance Enforcement and Community Safety supported this statement and said that the Neighbourhood Teams were supporting the activity regarding improved communications with residents through the development of community flood resilience plans. She said that this was being done using all of the learning from Storm Christoph. She further noted the comments regarding the messaging on the issue of the dangers and risks associated with contaminated flood water and young people. She further reassured the Committee that the Canals and River Trust did assist with flood incidents, where appropriate, but they were not a Risk Management Authority or a Category 1 or 2 responder as defined by the Civil Contingencies Act and are not therefore required to undertake any specific civil protection duties under the Act. In respect of work being done to protect the Council's own housing stock from future flooding she agreed to raise this with the Director of Northwards.

The Head of Network Management advised that there were a limited number of sandbags available, and these were provided to the emergency services to deploy as they felt appropriate during incidents of flooding. He commented that there was a recognised demand from residents for sandbags and a policy on how to manage this demand was being considered to ensure it was equitable. He further commented that



the issue of surface flooding was recognised, and any new highways scheme was designed to account for the increased intensity of rain fall. The Business Partner, AGMA commented that the Multi-agency Flood Plan, specific to Manchester, was being reviewed and this had involvement from Highways. She said this would be shared with Members when this was finalised.

The Area Flood and Coastal Risk Manager, Environment Agency concluded by noting the importance of partnership working to address flood management and this was clearly demonstrated in Manchester and he thanked the Members for the opportunity to present to the Committee.

## **Decisions**

The Committee;

1. Recommend that Neighbourhood Teams review and strengthen the communication channels with residents around the issue of flooding and utilise local ward members as trusted community voices.
2. Recommend that priority should be given to the cleaning of gullies in those areas identified as being at risk of flooding.
3. Recommend that appropriate consideration is given to flood management on all future highways schemes.
4. That a visit be arranged for Members of the Committee to witness the flood management arrangements in the Goyt Valley.

## **ECCSC/21/29      The Role of Neighbourhood Teams In Developing Local Climate Change Activity and Partnership Working**

The Committee considered the report of the Strategic Director (Neighbourhoods) that provided information on how the Neighbourhood Teams were supporting local communities to engage in local climate change activity and reduce carbon emissions.

Key points and themes in the report included:

- An update on the In Our Nature programme pilot schemes;
- Describing the approach and outcomes of partnership working;
- Use of the Neighbourhood Investment Fund;
- Work of Climate Change Neighbourhood Officers including supporting development of wider partnership structures;
- Information on the delivery of active travel; and
- Describing the key elements that were required for the local approach to be successful.

In presenting the report the Head of Neighbourhood Management requested an amendment to the wording of paragraph 10.3 to read as follows;

'The 'Towards Inclusive Environmental Sustainability (TIES)' project based in the Sustainable Consumption Institute (SCI) at the University of Manchester is researching how the knowledge and practices of immigrants from the Global South contribute to building just and sustainable cities in the UK.

The TIES team has interviewed key representatives and organisations who engage in the green agenda and climate work in Greater Manchester and nationally. These interviews will help build a picture of the local context as well as identifying challenges to and opportunities for greater inclusivity.

In the next few months the team will be conducting a survey about the environmental behaviours, practices, and attitudes of residents in Greater Manchester (GM). They will be asking 400 non-UK born participants who have arrived from Pakistan or Somalia to the UK in the last 10 years and 100 UK-born participants to take part in the survey. Researchers will be available to help interpret and translate the survey for participants for whom English is not their first language.

The roll out of the survey will begin in Central Manchester. Areas including Moss Side, Rusholme, Hulme and Longsight. The TIES team welcome invitations from organisations and individuals to host 'Survey Groups' in these areas. They particularly encourage organisations who would like to support/run a sustainable group activity (e.g., a clothing swap, litter pick or host a guest speaker) alongside or during the survey group to get in touch. The TIES team will help facilitate these groups and activities. For further information, email Dr. Nafhesa Ali at [nafhesa.ali@manchester.ac.uk](mailto:nafhesa.ali@manchester.ac.uk) .'

The Committee also heard from the three Climate Change Officers who provided a verbal update on the work that had been delivered in their respective areas.

Some of the key points that arose from the Committee's discussions were: -

- Recognising the contribution that the Climate Change Officers had made and called for the continued funding of these posts;
- Noting the useful Energy Demand Solutions (CREDS) Place-Based Carbon Calculator tool;
- An update was sought as to Carbon Literacy training and if there was any intention to roll this out further; and
- How were the outcomes of the work described calculated in carbon savings.

The Head of Neighbourhood Management stated that the work of the Neighbourhood Teams, supported by the Climate Change Officers, all contributed to the Manchester Climate Change Action Plan. She stated that work was underway with the Tyndall Centre to formulate a methodology for reporting the carbon savings achieved as a result of these actions. She also commented that engagement work with local businesses in district centres would be undertaken.

The Strategic Lead (South) commented that the CREDS tool was a useful tool that had helped inform the local Neighbourhood Climate Change Plans as this mapped the local area to identify the 'hotspots' in each ward. The Resident and Communities Programme Lead, Manchester Climate Change Agency advised that the Tyndall

Centre were building upon the CREDS tool to develop a bespoke tool for Manchester and that Members would be updated on this at the appropriate time.

The Executive Member for the Environment stated that consideration was being given as to the next steps for carbon literacy training, including working with schools on the eco schools programme and various faith groups across the city.

The Executive Member for Neighbourhoods paid tribute to the work of the Climate Change Officers and the progress they had made in a relatively short period of time and in the context of the pandemic. He further called upon the government to adequately fund climate change activity.

## **Decision**

The Committee recommend;

1. That a briefing note is provided to Members regarding the future funding of the Climate Change Officers posts when this is available.
2. Recognising the positive climate change initiatives delivered in wards, that good practice and learning should be shared across all Neighbourhood Teams to help strengthen and embed climate change across the city.
3. Active Streets should be promoted and supported across all wards.

## **ECCSC/21/30 Manchester City Council Estates Decarbonisation**

The Committee considered the report of the Head of Estates and Facilities that described the activities and progress to date on the decarbonisation of Manchester City Council's operational estate.

Key points and themes in the report included:

- Providing an introduction and background;
- The Council's Climate Change Action Plan 2020-25 included a target to reduce annual emissions from the operational estate by 4,800 tCO<sub>2</sub>;
- Describing carbon reduction activity, noting that the Carbon Reduction Programme had been established to oversee the delivery of a wide range of energy efficiency and low carbon energy generation measures throughout the estate;
- An update on the Civic Quarter Heat Network;
- Describing other major construction projects that were underway that included significant opportunities to reduce carbon emissions, over and above the retrofit work carried out by the Carbon Reduction Programme; and
- Future projects in development.

Some of the key points that arose from the Committee's discussions were: -

- Recognising the work and progress reported to date;

- What was being done to address other smaller buildings and settings, such as those delivering child care and education; and
- Were carbon emissions as a direct result of construction included in the information provided relating to the number of major construction projects underway as part of the Estate Strategy.

The Head of Estates and Facilities stated that priority had been given to the largest carbon emitting buildings within the estate, however work was underway to understand the need of the wider estate in recognition that these will need addressing also. He advised that schools did not form part of the Council's estate, however as part of the capital funding for early years provision all carbon reduction options would be considered when improvements to these sites were considered.

The Head of Estates and Facilities advised that emissions as result of construction and the Estates Strategy were not included however the policy team had been asked to look into this. In addition, he added that the Capital Programme Team had adopted a Low Carbon Build Standard and that low carbon construction methods could be tested via the procurement process. He further commented that where possible the approach of Refurb and Reuse had been adopted to the estate and made reference to the decision to refurbish Alexandra House in Moss Side.

The Executive Member for the Environment commented that the Local Plan would be an opportunity to formalise the new build policy and support the carbon reduction ambitions of the city.

The Deputy Leader (Finance) proposed that further update reports would include a list of those remaining assets, adding that priority had been given the major assets in the first instance and Members needed to appreciate the scale of the challenge and the significant progress to date.

## **Decision**

To note the report.

## **ECCSC/21/31      Overview Report**

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

Following a discussion regarding receiving a report on construction companies and their impact on carbon emissions in the city, the Chair advised she would discuss this further with the Director of Planning and Building Control with a view to progressing this request.

## **Decision**

The Committee note the report and agree the work programme, noting the comments above.



## **Economy Scrutiny Committee**

### **Minutes of the meeting held on 14 October 2021**

#### **Present:**

Councillor H Priest (Chair) – in the Chair  
Councillors Doswell, Farrell, Johns, Moore, Raikes, Stanton and Shilton Godwin

#### **Also present:**

Councillor Midgley, Executive Member for Health and Care  
Councillor White, Executive Member for Housing and Employment

#### **Apologies:**

Councillors Baker-Smith and Noor

#### **ESC/21/47 Minutes**

A Member commented that a report that described how the recommendations of the Poverty Truth Commission were being implemented should be included as an item on the Committee's work programme (see ESC/21/42 Manchester's support for families living in poverty).

#### **Decision**

The minutes of the meeting held on 9 September 2021 were approved as a correct record, subject to the above amendment.

#### **ESC/21/48 Build Back Fairer – COVID-19 Marmot Review: Housing, Unemployment and Transport**

The Committee considered the report of the Director of Inclusive Economy and Strategic Lead Policy and Partnerships that provides an overview of the Marmot Build Back Fairer report focusing on housing, unemployment and transport in Manchester, in line with the remit of the Committee. The report discussed the impact of COVID-19 on housing, unemployment and transport in the city, relative to health inequalities, and outlined Manchester's response to recommendations in the Build Back Fairer report.

Key points and themes in the report included:

- Providing and introduction and background;
- Describing the impact of COVID-19 in a Manchester context;
- Noting that The Marmot report detailed the disproportionately negative impact that the COVID-19 pandemic has had in Greater Manchester;
- Describing the factors that had affected the inequalities in infection and mortality from COVID-19 in Greater Manchester;

- Noting that Manchester's residents had been disproportionately negatively impacted by the pandemic.
- Describing a range of factors such as Housing, Work and Unemployment, Transport and Active Travel in a Manchester context and describing the associated The Build Back Fairer report summaries; and
- Providing information relating to the Marmot Report Framework and Recommendations and detailing the Manchester's response to these Recommendations.

Some of the key points that arose from the Committee's discussions were: -

- The need to retrofit domestic properties, particularly those in the Private Rented Sector;
- The need to protect tenants from eviction if they did complain about disrepair in their privately rented accommodation;
- The need to promote the Good Employment Charter, noting the impact that good quality employment could have on a person's outcomes;
- The call for improved and affordable public transport to connect residents with employment and training opportunities;
- What metrics and timescales would be used to measure progress against the Marmot Recommendations;
- Noting that the Marmot Review and Recommendations was a tool that could be used to demonstrate to the Government the need for appropriate levels of funding to address the identified inequalities;
- Welcoming the recognition that being in good work was usually protective of health while poor quality work, stressful jobs, and unemployment, particularly long-term unemployment, contribute significantly to poor health and low wellbeing and increase the risk of mortality;
- Consideration needed to be given to all needs of different residents, including disabled residents when considering the re-design of how major areas of the city centre would function and to reallocate space to walking and public realm;
- More information was sought on the Anchor pilot scheme;
- Noting that the NHS was a major employer in the city and a key partner of the Council they should use their procurement policies and scale of purchasing to deliver Social Value; and
- The need for accessible and affordable child care places; especially for those families who were earning just above the threshold for free child care.

The Executive Member for Housing and Employment stated that COVID-19 had highlighted and exacerbated many of the health inequalities that existed in the city. He described that prior to this the city had experienced a sustained period of austerity and cuts to public service funding. He advised that the wider determinants of health, such as quality housing and employment were understood. He called upon the Government for adequate funding to be able to deliver more affordable and social housing. He advocated the need to take action to address poor practice in the Private Rented Sector using Houses in Multiple Occupation and Selective Licensing schemes. He further made



reference to the Section 21 Team who would support those residents at risk of eviction from a private landlord. He concluded by reiterating that the wider determinants of health needed to be addressed such as improved public transport networks and investment in skills and training for residents and he would continue to lobby Government for a fair funding settlement.

The Director of Inclusive Economy advised the Committee that a Task Group would be established to be Chaired by the Director of Public Health to oversee the delivery of the Marmot recommendations. She described that the reporting metrics would be agreed via this group and could be shared with Members when available.

The Director of Inclusive Economy stated that the recently launched Anchors Pilot had a twin focus of supporting Manchester to become a Real Living Wage City and increasing commitment to employing local people, particularly from our more disadvantaged communities. This would further support the implementation of the Good Employment Charter and any future evolving definition of a GM quality of work guarantee. In response to a comment regarding those areas of the city that did not have a major employer she described that they would be working for the city as a whole and not just the geographical location then were situated in, adding that in North Manchester there existed a North Manchester Business Network with good links between local smaller business and community initiatives.

The Director of Inclusive Economy acknowledged the comments regarding the NHS and the role they played in the city as a major employer. She stated that officers had spoken with their procurement teams however stated it was important to recognise that the NHS was subject to national procurement policies and guidance so had little local discretion on such matters. She advised that the local hospitals had initiated schemes and programmes to deliver training and employment opportunities for local residents.

The City Centre Growth Manager advised that work continued at a Greater Manchester (GM) level to improve public transport, especially the bus network and made reference to the Bus Service Improvement Plan, adding that the ability to franchise the bus network would present an opportunity to address the issue of fares and deliver a planned integrated service. The Chair commented that there was need to report any analysis of changes to modes of transport and travel, noting the impact of COVID-19 and emissions.

The Director of Inclusive Economy acknowledged the comment regarding the need for appropriate, affordable child care and stated that this provision is reported to the Children and Young People Scrutiny Committee. The Chair stated that she would discuss this further with the Chair of that Committee.

## **Decision**

The Committee:-

- (1) Recommends that the Executive Member for Housing and Employment lobby the Government for adequate funding to enable the retrofitting of properties in the Private Rented Sector.
- (2) Notes that the Chair will discuss with the Chair of the Children and Young People Scrutiny Committee the issue of appropriate provision of affordable child care across the city.

### **ESC/21/49 Work and Health**

The Committee considered the report of the Director of Inclusive Economy that provided an update on the activity of the most recent Working Well programmes (Work & Health, Early Help and JETS) and the impact of the programme overall in Manchester.

Working Well is a well-established Greater Manchester Combined Authority commissioned programme which is based on a key worker model bringing together support to tackle barriers that affect people's ability to enter the labour market and sustain jobs. It has evolved since 2014 to reflect a focus on different target groups, with the latest being the Work and Health programme. In 2020 it was expanded with the JETS programme as part of the National Plan for Jobs in response to COVID19.

Key points and themes in the report included:

- Providing an introduction and background;
- Describing the content of the report in a Health and policy context;
- Describing the Manchester Population Health Plan 2018-2027 that set out a priority of 'Strengthening the positive impact of work on health';
- An overview of each Working Well programme and its impact in Manchester;
- Economic recovery and the Government's Plans for Jobs; and
- Conclusions and next steps.

Some of the key points that arose from the Committee's discussions were: -

- Noting the positive progress made in relation to the Real Living Wage;
- An explanation was sought as to the reason the 'no work requirements group' continued to rise from c10,000 to c17,000;
- Comparative figures were sought, where available across the range of metrics reported as this would assist with the scrutiny process;
- Clarification was sought as to the type of jobs and sectors people were accessing through the initiatives;
- An analysis of the success of the Kickstart programme should be included on the Committee's work programme;
- Was the reported support for 8,000+ Manchester residents over the next 3 years as part of the Restart programme an ambition or part of the contract with Ingeus;
- The need to recognise the importance of the quality of jobs people were accessing and this importance this had on people and their outcomes;

- The need for programmes to be flexible to respond to the changing needs and demands of the labour market;
- Supporting the adoption of the Real Living Wage;
- The need to consider what was best for the individual and not focus on targets and welcoming the reported holistic approach taken by advisors;
- Calling for more regional control on the design and delivery of skills programmes;
- Requesting the independent evaluation of the Population Health Prevention Programme be shared with Members when this was available;
- Noting that people were often reluctant to engage with the benefit service due to the perceptions that any reassessment of their benefits would result in them being financially worse off or having to commence the claiming of benefits again;
- An update on the UK Shared Prosperity Fund (UKSPF) was sought, noting the importance of the for both Manchester and the wider city region;
- Welcoming the Working Well programme that had helped drive Disability Support Webinars with Small, Medium enterprises (SMEs) by offering to upskill businesses to deal with a variety of health conditions;

The Executive Member for Health and Care stated that health inequalities were inextricably linked to the wider determinants of health. She stated that the city region needed appropriate funding to support the actions identified to address these inequalities and to counter the significant impact that austerity has had on the residents of the city. She advocated that addressing health inequalities should be the central consideration to all decision making.

The Work and Skills Lead commented that the reported rise from c10,000 to c17,000 in the 'no work requirements group' could be attributed to the recording of data by the DWP following conversations with residents, however he advised that he would seek clarification on this point. He advised that Job Centre Plus staff were encouraged to engage in holistic conversation to ensure potential job opportunities were appropriate and sustainable, taking into account a range of considerations that included travel requirements.

The Work and Skills Lead advised that the figures reported for the Restart programme were part of the contract arrangements.

The Work and Skills Lead advised that comparative data where available could be shared with the Committee, and he further advised that the type of work people were accessing through these programmes were predominantly in the Care and Customer Service sectors. He further commented that the roles of the key workers was to review all options that were available, including understanding the changing labour market to ensure the most appropriate and tailored support was provided and identify and address any barriers to accessing employment opportunities. A member noted the need to acknowledge people's genuine concerns regarding accessing jobs in certain sectors, in particular the care sector if they themselves had a health issue due to the perceived increased risks of contracting COVID-19.

The Director of Inclusive Economy commented that a report on the impact of Kickstart, a programme delivered locally by Jobcentre Plus, offers 6 month jobs for young people aged 16-24 who are currently claiming Universal Credit and who are at risk of long term unemployment could be provided to the Committee at an appropriate time, adding that initial analysis indicated that the outcomes were not as good as had been anticipated, despite the impact of the pandemic and this strengthened the case for more local control over the design and delivery of schemes.

The Director of Inclusive Economy stated that further information in the business that had delivered the Disability Support Webinars would be provided to the Members following the meeting. She stated this importance of this approach was recognised and commented that a report issued by the British Chamber of Commerce had recently published a report that emphasised the need to consider the health and wellbeing of employees.

The Director of Inclusive Economy acknowledged the comments made regarding the barriers presented by perceptions of the benefits system by stating that Universal Credit is more flexible than previous systems and it was designed to be an 'in work' benefit, however acknowledged the comment from the Chair on this subject.

The Chair commented that she would discuss with the Chair of the Health Scrutiny Committee how the reporting of the independent evaluation of the Population Health Prevention Programme could be appropriately reported to scrutiny.

## **Decision**

The Committee:-

- (1) Recommends that the Director of Inclusive Economy circulate for information the details of organisations who had delivered the Disability Support Webinars;
- (2) Request that a report on the impact and outcomes of the Kickstart programme be added to the Committee's work programme for consideration at an appropriate time;
- (3) Note that the Chair will discuss with the Chair of the Health Scrutiny Committee the options for reporting the findings of the independent evaluation of the Population Health Prevention Programme

## **ESC/21/50 Opportunities and issues for older workers in the Labour Market**

The Committee considered the report of the Director of Inclusive Economy and Consultant in Public Health (Ageing Well Lead) that provided data on the employment and skills status of workers (aged 50 to 64) in Manchester, how they had been impacted by Covid and the actions being taken to connect them to opportunities in the City as part of the Economic Recovery Strategy.

Key points and themes in the report included:

- Providing an introduction and context, noting that older workers who are out of work are twice as likely to be long-term unemployed as younger workers who are out of work;
- Describing the situation for Older Workers in Manchester;
- Data on Employment and Skills for those residents aged over 50 years old;
- Data on the levels of Universal Credit claimants for those residents aged over 50 years old;
- Describing the Impact of COVID-19 on employment;
- Challenges and issues, including the digital divide and the digital inclusion work underway to address this;
- Information on Age Friendly Manchester (AFM) and Manchester's Ageing Strategy - Manchester: A Great Place to Grow Older 2017 – 2021;
- Programmes and work being delivered across Manchester Age Friendly Employment; and
- Conclusions.

Some of the key points that arose from the Committee's discussions were: -

- The need to give due consideration when describing digital skills when discussing the over 50's as the range of knowledge and experience could differ greatly;
- Noting that it was socio economic barriers that presented the largest challenge to many older residents;
- The need to recognise that over 50's had a wealth of other experiences that they could bring to the work place;
- Noting the need for employers to recognise and accommodate the different life pressures experienced by older workers;
- People should be supported and encouraged to prepare a CV rather than having to rely solely on submitting job applications on-line;
- Welcoming the reported co-creation activities, adding that this approach of utilising and learning from lived experience should be applied to all services and programmes and would there be any evaluation of this undertaken;
- Had consideration been given as to the impact of Long Covid

The Director of Inclusive Economy acknowledged the comment made regarding the need to recognise the different needs and challenges for people over the age of 50, and the different existing skills sets within this cohort. She commented that in Manchester the digital inclusion work had targeted over 65s.

In response to the comment made regarding CV's the Director of Inclusive Economy commented that Manchester City Council had changed its policy and would now accept a CV and covering letter, however acknowledged the wider point on this issue. She further stated that a report on the outcomes of the co-creation activities would be submitted to the Committee at an appropriate time for consideration. In response to the

issue regarding Long Covid and its impact on the over 50s she advised that no specific data was currently available however this would continue to be monitored.

The Programme Lead – Age Friendly Manchester welcomed the comment made regarding changing caring responsibilities and stressed the importance of employers recognising these. He stated that Manchester Council had responded by introducing a flexible working policy and there was a need to engage with the private sector to demonstrate the benefits to both employers and employees by introducing such schemes.

### **Decision**

The Committee recommend that an evaluation report on the co-creation activities relating to the Over 50's and Employment Project be submitted for consideration at an appropriate time.

### **ESC/21/51 Overview Report**

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

In response to a question from the Member the Chair commented that the COVID-19 Situation Report would be included as a regular item on future agendas and that the Economy Dashboard would also be included at the appropriate time.

### **Decision**

The Committee note the report and agree the work programme, noting the comments above.

## **Economy Scrutiny Committee**

### **Minutes of the meeting held on 11 November 2021**

#### **Present:**

Councillor H Priest – in the Chair  
Councillors Bayunu, Moore, Noor and Raikes

#### **Also present:**

Councillor Leese, Leader  
Councillor White, Executive Member for Housing and Employment  
Julian Skyrme, Director of Social Responsibility, The University of Manchester  
Michael Stephenson, Director of Public Affairs, Manchester Metropolitan University (MMU)

#### **Apologies:**

Councillors Doswell, Farrell, Johns, Stanton and Shilton Godwin

### **ESC/21/52 Minutes**

#### **Decision**

The minutes of the meeting held on 14 October 2021 were approved as a correct record.

### **ESC/21/53 Growth & Development Directorate Budget 2022/23**

The Committee considered the report of the Strategic Director Growth & Development that described that following the Spending Review announcements and other updates the Council was forecasting an estimated shortfall of £4m in 2022/23, £64m in 2023/24 and £85m by 2024/25. The report set out the high-level position and where Officers had identified options to balance the budget in 2022/23 which were subject to approval.

Key points and themes in the report included:

- Describing that the Local Government Finance Settlement would be released in December 2021;
- A longer-term strategy to close the budget gap was being prepared with an estimated requirement to find budget cuts and savings in the region of £40m per annum for 2023/24 and 2024/25; and
- Describing the priorities for the services within the remit of this committee, details on the initial revenue budget changes proposed by officers and the planned capital programme.

Some of the key points that arose from the Committee's discussions were: -

- Did the identified priorities align to the various strategies that were considered by the Committee;
- An assurance was sought that the City Centre Growth & Infrastructure priorities extended to the wider city and districts; and
- Further information was sought on the accidents and trips budget.

The Executive Member for Housing and Employment stated that Manchester remained committed to delivering on its key priorities that included delivering affordable housing, addressing climate change and job creation. He further commented that the priorities did align with the various strategies, such as the Housing Strategy that were considered by the Committee.

The Leader stated that the City Centre Growth and Infrastructure priorities did extend to the wider city, making reference to the schemes to be delivered in Wythenshawe as an example.

In response to a specific question relating to the reduction in the accidents and trips budget within the Highways Directorate, the Director of Highways stated that this fund was to cover any personal injury claims and accidental repairs to vehicles. He advised that the reduction in that budget had been proposed due to the reduction in journeys undertaken by vehicles and fewer pedestrians during the pandemic.

In response to a comment from a Member regarding previous budget decisions taken by the Council, the Chair directed the Member to the list of background documents listed at the front of the report.

### **Decision**

To note the report.

### **ESC/21/54 Contribution of Higher Education Institutes to Manchester's economy (Cllr Moore in the Chair)**

The Committee considered the report of the Director of Inclusive Economy and Strategic Lead Policy & Partnerships that provided an overview of the economic contribution of Manchester's two main universities, The University of Manchester and Manchester Metropolitan University.

The report utilised research by Public First which was undertaken in 2020 using data from 2018/19 which quantified the direct value created by the universities, their wider supply chain and procurement spending with local businesses, and the additional spending of their staff, students and visitors. It also drew upon Research England's new Knowledge Exchange Framework (KEF) and Higher Education Statistics Agency (HESA) data.



The report described that both universities had signed the Greater Manchester Civic University Agreement on 24 September 2021 during the Greater Manchester Combined Authority meeting and were committed to delivering positive outcomes for Manchester and the city region.

Key points and themes in the report included:

- Information relating to Sustainability and the Greater Manchester Civic University Agreement;
- Both universities had signed the Greater Manchester Civic University Agreement on 24 September 2021 during the Greater Manchester Combined Authority meeting and were committed to delivering positive outcomes for Manchester and the city region;
- Data and narrative relating to research, teaching and economic impact;
- Education and Skills;
- Business support, innovation, enterprise and start-ups;
- Public engagement;
- Case studies across a range of activities; and
- Next steps.

Some of the key points that arose from the Committee's discussions were: -

- Welcoming the information relating to the Living Wage;
- What methodology was used to arrive at the figure to describe the economic impact of research;
- An update was sought on attracting Research and Development Funding to the city;
- How did the Universities work with local schools and FE colleges;
- The need to acknowledge the cost of the Universities to the Council and other public sector bodies, for example student exemptions from Council Tax and issues relating to the student accommodation, such as waste; and
- The need for appropriate student accommodation in appropriate areas, noting the impact this could have on neighborhoods and communities.

The Director of Social Responsibility, The UoM stated that the two institutions worked very closely together bringing strengths to the city. He described that both had signed up to the Civic University Agreement along with the other universities across Greater Manchester to work together to drive social and economic change in the city region. The agreements contained six principals of education and skills, reducing inequalities, jobs and growth, the digital economy, net zero and the creative and cultural economy.

He further described that it had been evidenced that Manchester residents had great pride in the Universities in Manchester and was aligned to the economic ambitions of residents.

The Director of Public Affairs, MMU commented that both sites took their role as anchor institutions very seriously and their policies and ambitions mirrored those of partners, such as the City Council. He further commented that the importance of public engagement was recognised by both institutions and a Community Engagement Plan was in development.

The Director of Social Responsibility, The UoM stated that the figures to describe the economic impact of research had been derived using an agreed formula. He stated that a benchmarking exercise had been undertaken against the two Nottingham Universities and information on this could be shared. He described that joint proposals across the Combined Authority were submitted to attract Research and Development Funding, adding that the establishment of Innovation GM, a £7bn blueprint for translational innovation between Greater Manchester and the Government was a sound base on which to attract funding into the city and the wider city region.

The Director of Public Affairs, MMU stated that the Universities had established relationships with the local FE providers across Greater Manchester and a Statement of Joint Cooperation had been agreed. This had seen fourteen colleges and universities across Greater Manchester coming together with a joint commitment to address the skills and economic challenges facing the region.

The Director of Social Responsibility, the UoM described that the Universities were committed to attainment, wellbeing and inspiration to the young people of Manchester, noting the positive impact that the delivery of the museum, galleries and libraries had on citizens' lives and aspirations. He stated that whilst it was difficult to quantify the benefits of these, it was accepted that they were important to the residents of the city.

In response to the issue raised regarding the cost to the city council and partners, both guests acknowledged this had been a challenge, however improvements had been made in terms of the response of both institutions to issues when they arose. The Director of Social Responsibility, the UoM commented that the University had worked closely with Manchester Student Homes to address the issues related to student accommodation experienced in some neighbourhoods and the disciplinary procedures had been strengthened to address off campus behaviour.

The Committee noted that a report on Purpose Built Student Accommodation would be considered at the appropriate time.

## **Decision**

To note the report.

[Councillor Priest declared a personal pecuniary and prejudicial interest in this item of business and withdrew from the meeting during consideration of this item.]

**ESC/21/55 Student numbers and graduate retention in the city  
(Cllr Moore in the Chair)**

The Committee considered the report of the Director of Inclusive Economy that provided an overview of the student body studying at the higher education institutions (HEIs) in Manchester with a specific focus on the two largest institutions, the University of Manchester (UoM) and Manchester Metropolitan University (MMU).

Key points and themes in the report included:

- Providing an overview of Manchester's higher education provision;
- Data and narrative in relation to higher education admissions and attainment;
- Information on the UoM widening participation initiative;
- Degree apprenticeships;
- An overview of the numbers of graduates remaining in the city post-graduation;
- The emerging picture of the impact of COVID-19 on the student body;
- Graduate retention and attraction;
- Manchester's Graduate Labour Market and the local response to support the graduate labour market;
- Our Manchester Graduate Scheme;
- Case studies; and
- Next steps.

Some of the key points that arose from the Committee's discussions were: -

- Welcoming the report and the importance of promoting Manchester as a great city to live, work and socialise;
- Discussion of the data in the report regarding 'brain drain' and advising that wider consideration needed to be given to account for those residents returning to the city who had studied elsewhere and those graduates from other areas moving to Manchester, adding that this data had previously been available;
- What analysis of Teacher Assessed Grades had been undertaken to understand the impact on attainment levels; and
- Was data on the outcomes of the First Generation Scholarship Programme and the work to improve diversity and inclusion available.

The Director of Social Responsibility, the UoM stated that initial analysis of the Teacher Assessed Grades indicated that there had been an increase in those children from independent schools achieving A star grades at A Level. He advised this was concerning and could undermine the work to widen participation. He stated this would continue to be monitored.

The Director of Social Responsibility, the UoM stated that data on graduate outcomes was recorded and could be shared with the Committee. The Chair recommended that the University Equality and Diversity Plan be circulated for information following the meeting.

In response to the comment from the Member regarding the data available and 'brain drain' the Director of Inclusive Economy advised she would look into this further, noting the comments from the Member.

The Executive Member for Housing and Employment welcomed the report and made particular reference to the Our Manchester Graduate Scheme, a pilot collaborative initiative between the Council and MMU aiming to connect small and medium-sized enterprises (SMEs) to recent graduates. The businesses would be supported with funding, candidate attraction, recruitment, and selection carried out by MMU. The business would offer a 12-month graduate opportunity with the potential for the role to become permanent. Upon starting in the role, the graduate would have access to regular CPD (Continuing Professional Development) training provided by the council's HR department. The scheme launched in August 2021 and is currently at the stage of recruiting businesses with nine SMEs interested to date.

### **Decision**

To recommend that the University Equality and Diversity Plan is circulated to Members of the Committee.

[Councillor Priest declared a personal pecuniary and prejudicial interest in this item of business and withdrew from the meeting during consideration of this item.]

### **ESC/21/56 Update on COVID-19 Activity**

The Committee considered a report of the Strategic Director (Growth and Development), which provided a further update of the current situation in the city in relation to COVID-19 and an update on the work progressing in Manchester in relation to areas within the remit of the Committee.

Some of the key points that arose from the Committee's discussions were: -

- Noting the low footfall figures reported for the King Street and St Anne's Square area of the city centre;
- Was comparative footfall data available for District Centres pre and post covid; and
- Information on the Community Renewal Fund was requested.

In response to the footfall figures for King Street and St Ann's Square, the Strategic Lead for City Centre Partnerships stated that discussions were underway with existing businesses and property owners to consider options for partnership arrangements in King Street and St Ann's Square that would attract more footfall. Footfall was impacted by some existing empty properties and by continuing concerns about the pandemic. The Leader stated that there was also an issue with the accuracy of data collection, as the recording equipment was not always functioning effectively.

The Executive Member for Housing and Employment stated that the comparative footfall data was available for District Centres pre and post covid and could be provided to the Committee.

The Director of Inclusive Economy advised that further information on the Community Renewal Fund would be circulated to Members following the meeting.

The Leader advised the Committee that it had been agreed that the Economic Recovery Group would continue to meet on a monthly basis, and the Sit Rep report would continue to be submitted to the Committee for consideration.

### **Decision**

To note the report.

### **ESC/21/57 Overview Report**

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

The Chair informed the Committee that following publication of the agenda pack she had had further discussions with the Strategic Director of Growth and Development to agree the work programme. This would be made available to Members in the December Overview Report.

### **Decision**

The Committee note the report and agree the work programme, noting the Chair's comments.