

Resources and Governance Scrutiny Committee

Minutes of the meeting held on Tuesday, 8 October 2019

Present:

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

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources

Apologies: Councillor Ahmed Ali, Battle, Rowles, Wheeler and Wright

RGSC/19/51 Minutes

Decision

To approve the minutes of the meeting held on the 3 September 2019 as a correct record.

RGSC/19/52 Minutes of the HR Sub Group

Decision

To note the minutes of the meeting held on the 31 July 2019 as a correct record.

RGSC/19/53 Minutes of the Ethical Procurement Sub Group

Decision

To note the minutes of the meeting held on the 31 July 2019 as a correct record.

RGSC/19/54 ICT update

The Committee considered a report of the Interim Director of ICT, which informed members on the proposed reshaping of Council's Information and Data Strategy and included an update on the resilience of the Council's IT service provision.

The main points and themes within the report included:-

- The Council had been deemed by the Cabinet Office to be PSN compliant in May 2019 and there was ongoing communication with the Cabinet Office to demonstrate current progress to date and against remediation activities;
- An update on ICT resilience and key projects;
- Progress that was being made with the Council's Data Centre Programme, which aimed to replace the existing core infrastructure and single data centre to a new solution hosted across two data centres;

- Work that was to be undertaken under the Network Refresh Programme, which was critical for the ongoing performance and resilience of the networks operating within the Council and would be the first total refresh of the entire infrastructure;
- The requirement to replace the current core telephony and contact centre systems due to the manufacturer withdrawing support as of the end of March 2020;
- The implementation of Liquid Logic, which had replaced the Council's previous Children's and Adults case management system;
- The need to refresh the current IT Strategy, which would be focused on enabling Manchester's ambitions and would set data and information standards and future innovation and ways of working; and
- The ICT revenue and capital budget positions

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

- More information was sought on the repurposing of the Sharp Data Centre;
- Will the new Data Centres be located on two separate sites to address any issues should one site stop working;
- What was the overlap period between the Sharp Data Centre and the new Data Centres being used;
- In terms of the partnership agreement with UK Fast, what was the level of hand off to the Council in so much as was the Council purely renting space in their facility, renting infrastructure from them or taking a complete platform from them;
- What was the duration of the agreement with UK Fast and would the agreement scale up and down in size subject to technological advancements, such as cloud based storage;
- Was the re-accreditation for PSN in April 2020 on target to be met;
- Were there specific risks identified in the re-accreditation for PSN associated to the under resourcing of staff;
- Given that Liquid Logic had only been in operation since July, it was suggested that the Committee received a future report on its implementation how it was being utilised and the benefits that were being derived from its use;
- Based on his experience, how did the Interim Director of ICT view Manchester's ICT provision when compared to other local authorities;
- How long was the Interim Director of ICT contracted to work with the Council and what progress was being made with filling the role on a permanent basis;
- When was the Council's telephony system last updated and when was notice received from the current provider that they would be withdrawing support;
- Did the Council take into consideration ICT resilience of private sector organisations when it was required for the Council to work in partnership;
- Was the Council able to attract the right type of candidates to the existing vacant posts;
- How many vacant posts currently exist and how many apprentices were employed with the Council's ICT department;
- What was the gender profile and BAME split of staff within ICT; and
- In the view of the Interim Director of ICT, what was not going as well as expected

The Interim Director of ICT advised that his service area had very little involvement with the repurposing of the Sharp Centre, with the only ask of his service being to vacate the building and decommission the current content and remove all of the racking. The Deputy Chief Executive and City Treasurer commented that it was the Strategic Director (Development and Growth) that was leading on the future use of the premises. It was reported that the Council's new Data Centre provider, UK Fast Ltd, had created two bespoke sites which were three miles apart and all of the technology stack that was in Sharp had been duplicated across the two sites. The investment that had been made in 2018 had created a technology infrastructure that was designed to be resilient and have multiple fail over points to ensure that it continued to keep operating if any part failed. All applications would be mirrored across both sites and it was estimated should anything fail following the switch over, the maximum length of data loss that would occur would be 180 seconds, which compared favourably to the current 24 hour plus data loss risk. The Committee was advised that at the end of October the Council would be testing the network design of the new Data Centres and then there would be a 12 week migration programme split across the end of 2019 and January 2020. It was anticipated that disruption to Council business would be minimised to a couple of hours per migration and per move and the move would be undertaken by a specialist organisation to contribute to this mitigation.

The Interim Director of ICT advised that the Council was renting the space and the management of the space from UK Fast. In essence this meant that it would be Council owned infrastructure which would be installed by UK Fast and then they would be responsible for all necessary communications with other providers such as BT. He also explained that as the Council was renting a number of racks, it was at the Council's gift as to whether these were filled or not and the duration of the agreement was five years. The current IT Strategy required consideration of cloud based storage first which in the last two years had moved to a position of cloud based storage only, however, this presented a risk to the Council in terms of revenue spend. The new IT Strategy would also require consideration of cloud based storage first, but only where appropriate.

The Committee was advised that in previous years, PSN accreditation had been treated as a once a year activity. The Council had now adopted a "throughout the year" approach to PSN and had already run the penetration and security tests and identified a number of high risk issues to address before next year's submission. He advised that PSN compliance was not based on the Council's assessment of high or low level risks, but rather it was based on PSN networks assessment, so anything identified as high or critical the Council was required to address this and by spreading this review across the year, as opposed to a once a year activity had, the aim was to minimise this risk.

The Interim Director of ICT advised that in relation to Liquid Logic, it was intended that all lessons learnt from the implementation of this software would be captured and reported back. He advised that if the Committee was minded to receive a report on this then this would be possible, he suggested that this would possibly be available in the next three to four months but not provide a precise date without consulting with the Strategic Director (Children and Educational Services) first. He added that there was

still a large piece of work that was ongoing in terms of business change and new way of working to ensure that Liquid Logic was fully embedded in the workforce.

The Chair suggested that, if possible, a report on “work in progress” around Liquid Logic could be considered at the Committee’s meeting in December 2019

The Interim Director of ICT reported that he had been a professional Interim Director for ICT for 10 years and having worked with a number of local authorities, Manchester’s ICT appetite was greater than any other Council he had worked with and its ambition was remarkable for a local authority. He added that Officers had been set a number of challenges to match this ambition. He added that his initial contract was until the end of November 2019 but had been extended to the end of March 2020. The Deputy Chief Executive and City Treasurer reported that the role profile was being finalised before going to advert.

In terms of the telephony system, The Interim Director of ICT was unable to give a precise answer, but in terms of the technology being used, it was at least 20 years old and the support had been withdrawn as the manufacturer had stopped producing new spare parts. The telephony project had been in existence for at least two years. In terms of the Contact Centre System, this too was coming to its end of life. He agreed to provide the Committee with a more detailed briefing note on this issue.

When selecting partners to work alongside with, the Council was required to undertake an amount of due diligence to ensure they were themselves protected in terms of viability and had measures in place to ensure they had business continuity.

In terms of attracting the right calibre of people, it was reported that any public organisation struggled to attract high end resources due to the associated high costs. Recent appointments had required the payment of market rate supplements, the downside of this had been that these supplements were only temporary. Therefore there was need to improve the promotion of the non-financial benefits that working for the Council had. The Interim Director of ICT added that there were currently 14 vacant posts within the service, the majority were being recruited to and a number of these had been vacant prior to his commencement of employment with the Council in May 2019. He added that he was challenging his management team in terms of the existing vacancies as to whether they still required appointing to. In terms of apprenticeships, it was reported that there were two apprentices in post and one current vacancy that was being appointed to. In terms of the gender profile and BAME split of staff within ICT it was reported that this information would need to be provided to Members outside of the meeting

Finally, in terms of what was not going as well as expected, the Interim Director of ICT stated that in an organisation the size of the Council, there would be a lot of challenges in its ICT service in delivering what was required. There was nothing of any major significance to report however it was noted that there was a possible risk of the telephony project being stalled if progress did not continue at an appropriate pace.

Decision

The Committee:-

- (1) Notes the report; and
- (2) Requests a report to a future meeting on the implementation of Liquid Logic including how it was being utilised and the benefits that were being derived from its use.

RGSC/19/55 Government Spending Round Announcement 2019

The Committee considered a report of the Deputy Chief Executive and City Treasurer, which provided an overview of the one year Spending Round announcements made by the Chancellor of the Exchequer on 4 September 2019, and the potential financial implications for the City Council.

The Deputy Chief Executive and City Treasurer briefly outlined the main points and themes within the report, which included:-

- As a consequence of the current position with central government the full spending review and anticipated reforms associated with the Fairer Funding and Business Rates retention had been delayed for a further year which had led to significant uncertainty of future funding beyond 2020/21;
- In Local Government terms, the announcement was the most positive recently and was described as a 4.3% real term growth (taking into account the council tax referendum and social care precept allowed increases), however, the additional grant funding was not confirmed beyond 2020/21 and there remained considerable risks around the levels of public spending overall, the distribution of funding across local government and between geographical areas, and the impact of anticipated business rates reforms and reset after 2020/21;
- The main elements of the Chancellor's announcement on Local Government finances and where applicable, specifically how this related to Manchester included:-
 - Council tax referendum threshold set at 2% plus an additional precept of 2% for Adult Social Care;
 - The distribution of the social care grant had taken into account the local council tax base which was favourable to Manchester; and
 - The Greater Manchester 100% Business Rate pilot would continue for a further year.
- The detail of the announcements would be confirmed in the Local Government Finance Settlement due in early December. Local authority allocations for the increased social care grant had recently been published, which set out the policy choices around the distribution options;
- Budget reports were planned for Scrutiny in January and February 2020; and
- Going forward, there would be a need to review the requirements of the new Public Value Framework included in the Spending Round announcement, which meant there would be a greater focus on linking outcomes to use of resources.

The report was also scheduled to be considered by the Executive at its meeting on 16 October 2019.

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

- Clarification was sought that the education resource settlement was for three years, given that that all other announcements were only for one year;
- Did Officers know whether the Fair Funding Review would be taking Greater Manchester into account or was it safe to assume that the region could continue on 100% Business Rate retention;
- Were there any areas in the Chancellors announcement that were not as expected;
- Were there any potential schemes that the Council could put forward in order to try and secure some of the £0.2bn that was being made available by Government to deliver better outcomes where those outcomes relied on more than one part of the public sector; and
- Clarification was sought as to whether a number of domestic violence and FGM initiatives which were currently funded by central government would continue to receive central government funding beyond March 2020.

The Deputy Chief Executive and City Treasurer advised that the Council did not know at the current moment whether the 100% Business Rate retention pilot would continue beyond 2020/21. In terms of the education resource announcement, it was confirmed that his would be for three years but this would include a move to the national formula and it set out thresholds for funding, which some of the Schools in Manchester were already at. In relation to the Fairer Funding Formula and the Spending Review there were key points around the social care grant, area cost adjustments and deprivation that the Council would wish to keep lobbying government over the course of the year.

The Committee was advised that the increase in Social Care funding was higher than expected. There was still a degree of uncertainty as to whether everything that was proposed in the Chancellors announcement would come through in the financial settlement and that the spending round only addressed current and forward-looking pressures.

The Deputy Chief Executive and City Treasurer advised that at present, details around the proposed £0.2bn grant funding were unknown and it was unclear whether any of this would come direct to Manchester or to Greater Manchester. It was also explained that the Spending Round Announcement provided a high level funding picture and the finer details in terms of individual grant programmes could not yet been determined until the financial settlement had been received.

The Executive Member for Finance and Human Resources commented that the additional funding for Social Care was welcomed.

Decision

The Committee notes the report

RGSC/19/56 Our Transformation

The Committee considered a report of the Deputy Chief Executive and City Treasurer and the City Solicitor, which provided a summary of the development of 'Our Transformation', a wider business transformation programme for the organisation, building on the corporate core transformation work already in progress. The report was also supplemented by a more detailed presentation.

The main points and themes within the report and presentation included:-

- The creation of 'Our Transformation' followed work to review and evolve the Corporate Core Transformation Programme to ensure that the programme was designed to deliver more radical change and be considered as a whole organisation approach;
- The work also took into account the feedback from last year's Bheard survey and follow up work where the message had consistently been that as an organisation, the Council had become too bureaucratic;
- The work was a key driver in supporting the Council to achieve its goal of being a 'well managed Council', one of the seven key priorities set out in its Corporate Plan;
- Details on a number of key priority pieces of work which were underway;
- Proposals to scale up the work which had initially focused on the corporate core, provide governance and assurance and communicate and engage with the whole Council on the work
- The Our Transformation Programme had an approved £500k savings target for 2019/20 and would be expected to deliver further savings going forward as part of the next Medium Term Financial Plan;
- Internal engagement to date on the programme of work had been positive with a session at Senior Leaders Group dedicated to seeking feedback and encouraging involvement in the work from across the organisation;
- Following the session a 'call to action' had led to a large number of individuals in a cross section of roles to come forward to be involved in the work; and
- The Leadership Summit scheduled for 14 October would also be used to engage with the Council's wider leadership, including in particular on the Accountability Framework.

The Executive Member for Finance and Human Resources commented that this was the start of a large fundamental piece of work that had the potential to change how the Council operated and requested Committee to bear this in mind in its scrutiny of item

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

- Members would have benefitted from examples of what was encompassed within the report to illustrate what the potential difference this piece of work could achieve;
- The objectives of this piece of work appeared to be very inward facing and there was concern that there was no reference to actual outcomes that this piece of work aimed to achieve and how these would improve service delivery to Manchester residents;

- There was a risk that part of the proposals around enhancing the digital experience could be interpreted that the only way residents could engage with the Council in the future was via the internet which would not be seen as empowering but rather limiting;
- Members did not have a sense as to how the Our Manchester approach was integrating with Manchester residents;
- It was felt that the terminology being used within these proposals was not Plain English and as a result unclear to residents as to what the Council was trying to achieve;
- Given the reduction to the Council's workforce, there was concern that staff had the capacity within their own duties to volunteer 1-2 working days of their time to contribute to the key priority pieces of work;
- Was there any incentive for staff to volunteer to work on these priority areas;
- It was still not clear to Members what was meant by the term Our Ways of Working and how this linked to the Our Manchester approach;
- What value was the Our Manchester approach adding to Council services for residents
- Clarification was sought in relation to reference to the creation of a bite size constitution;
- It was felt that the decision making process was currently too lengthy and bureaucratic and there was a silo mentality across departments in terms of communicating decisions;
- It was suggested that Members would benefit from being provided with two flow charts, one detailing how decisions were currently made and the other detailing how this process would be improved as a result of this work;
- It was felt that in terms of the Accountability Framework, a number of the desired outcomes around Managers delivering their roles to the best of their abilities should already be in place;
- Was the Council's HR function engaged with this piece of work;
- What was the role of the Chief Executive within these proposals; and
- What would success look like.

The Deputy Chief Executive and City Treasurer noted the concerns raised in relation to the focus of the report and lack of reference to actual outcomes that this piece of work aimed to achieve. She explained that a lot of the focus of this work would be around how the Council ensured it was a 'well managed and well run' Council so that it could deliver services more effectively. It was suggested that a future report could come to the Committee centred around some of the key priority pieces of work with a focus on outcomes and engagement. It was commented that if the Council did not focus on some of its internal processes, it would not be possible to enable managers and front line serves to work as effectively as possible.

The Committee was advised that an update to a previous recommendation made by the Committee in regards to the Our Manchester approach (minute RGSC/19/20 refers) would be provided to the Committee at its meeting in November. It was also suggested that the Committee received an update at a future meeting on the progress that was being made with how the Our Manchester approach was integrating with Manchester residents and the value it was adding to Council services.

The Committee was advised that the request for volunteers to take part in the key priority pieces of work had been sent to Heads of Service and it was for them to identify capacity with their teams to take part. There were no financial incentives to staff volunteering to take part in these pieces of work, however, these were being offered as personal development opportunities. It was also an opportunity for individuals to tailor and amend areas of work that were causing difficulties in their roles.

The City Solicitor provided the rationale for the creation of a bite sized constitution and gave examples of how this could be used by staff. She also acknowledged the point around the current decision making process being too lengthy and bureaucratic. As part of this work, the Council's Senior Management Team was working closely to address any issues connected to a silo mentality and this was part of the reason of evolving the transformation programme across the whole organisation rather than restricting it to just the Corporate Core.

The Deputy Chief Executive and City Treasurer advised that in the past when the Council had been required to make substantial savings there had been a genuine need for the Council to have tight control around its decision making. There was now an opportunity to take a step back and review how resources were being used and what was most appropriate.

It was conformed that HR were fully engaged with this piece of work and in relation to the role of the Chief Executive in this process, she had overall responsibility for the delivery of the Council's Corporate Plan, with one of the priorities within the plan being the delivering a 'well managed council'. The Deputy Chief Executive and City Treasurer proposed that the Committee received a further report in around six months' time with more detail on progress, including practical examples of the difference being made.

Decision

The Committee:-

- (1) Notes the report; and
- (2) Agrees to receive a progress report at a future meeting, which will include practical examples of the difference being made as part of this piece of work

RGSC/19/57 Overview Report

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

In relation to previous recommendations made by the Committee, responses had been received to the majority of these which pre-dated the Committee's September 2019 meeting, and where appropriate, briefing notes had been circulated to Committee Members

A suggestion was made that the Committee might be interested in scrutinising the value for money of temporary accommodation for those who were made homeless

Decision

The Committee:-

- (1) Notes that where appropriate, briefing notes had been circulated to Committee Members in relation a number of outstanding recommendations; and
- (2) Agrees the work programme for future meetings, noting the suggestion put forward for inclusion on a future work programme.

RGSC/19/58 Exclusion of Press and Public

Decision

To exclude the public during consideration of the following items which involved consideration of exempt information relating to the financial or business affairs of particular persons and public interest in maintaining the exemption outweighs the public interest in disclosing the information

RGSC/19/59 Management of staff performance and misconduct update (Part B)

Further to minute RGSC/19/16, the Committee considered a report of the Interim Director of HROD, which provided Members with an update on of the Council's approach to managing staff performance and misconduct in line with the organisation's agreed policies.

The report provided case numbers, key issues and trends in relation to the Council's Disciplinary and Capability policies as well as broader information on the work of HROD to strengthen the organisation's approach to people management.

The Head of HR Operations referred to the main points and themes within the report and alongside the Head of Workforce Strategy responded to questions from the Committee.

Decision

The Committee:-

- (1) Notes the report;
- (2) Agrees that the HR Sub Group receive reports on Legal Services HR Plan and the completion of Return to Works at a future meeting.

Health Scrutiny Committee

Minutes of the meeting held on 8 October 2019

Present:

Councillor Farrell – in the Chair
Councillors Clay, Curley, Mary Monaghan and Newman

Apologies: Councillors Holt, Riasat, O’Neil and Wills

Also present:

Councillor Bridges, Executive Member for Children and Schools
Councillor Ilyas, Assistant Executive Member for Adults, Health and Wellbeing
Councillor Midgley, Mental Health Champion
Nick Gomm, Director of Corporate Affairs, Manchester Health and Care Commissioning (MHCC)
Professor Navneet Kapur, Head of Research at the Centre for Suicide Prevention, University of Manchester
Sarah Doran, Consultant in Public Health, MHCC
Jane Thorpe, Deputy Director of Commissioning, MHCC
Dr Leigh Latham, Head of Policy and Planning, MHCC
Kaye Abbot, Head of Operational Finance, MHCC
Darren Wagstaff, Performance Manager, MHCC

HSC/19/34 Minutes

Decision

To approve the minutes of the meeting held on 3 September 2019 as a correct record.

HSC/19/35 Suicide Prevention Update

The Committee considered the report of the Director of Population Health, Nursing and Safeguarding, Manchester Health and Care Commissioning that provided Members with an update on the paper on suicide prevention submitted in December 2017 and specifically reported progress on the delivery of the local suicide prevention plan (2017 - 2019) and on the development of a refreshed plan for 2020 – 2025.

The Director of Population Health referred to the main points of the report which were: -

- The national and local strategic context of suicide prevention;
- Key trends, facts, figures and risk factors relating to suicides in Manchester;
- A summary of key areas of activity contributing to suicide prevention;
- Progress on delivery of specific actions within the local plan; and
- Development of a refreshed plan for 2020 – 2025.

The Committee then heard from Prof Navneet Kapur, Head of Research at the Centre for Suicide Prevention, University of Manchester. He informed the Members that the issue of suicide prevention had begun to take a more prominent role both locally and nationally, commenting that a Minister for Suicide Prevention had been appointed. He stated that nationally, NICE (National Institute for Health and Care Excellence) guidance had been refreshed and published in relation to both suicide prevention and self-harm. Locally he described the work undertaken to raise awareness of this issue and described the work of the Greater Manchester Shine a Light campaign delivered to coincide with World Suicide Prevention Day, and the powerful Exhibition of Hope delivered in the Town Hall that had been designed and coproduced with people who had experience of suicide. He further described the establishment of a dedicated Bereavement Service, to support people affected by suicide.

Prof Kapur further described recent changes to the legal recording of suicides. He stated that previously a coroner had to apply the criminal test of 'beyond reasonable doubt' when determining cause of death. He said that this had changed and the test now was 'balance of probability'. He stated that this had the potential to increase the number of recorded deaths by suicide, and in response to a question from a Member he advised that consideration would be given to how this data was used to understand comparative information to reflect this change.

The Committee then heard from Cllr Midgley, Mental Health Champion who described the work of the Manchester Suicide Prevention Partnership. She informed Members that the partnership steering group met regularly and oversaw the operational delivery of the local suicide prevention plan and shaped the strategic direction of this work. She described that the Partnership was comprised of a range of stakeholders and they were all committed to working together. She further described examples of this and the positive outcomes achieved by adopting this approach. She stated that the Partnership was working to deliver awareness training around this issue to frontline workers, including staff working within housing providers and school nurses. She described that demand for this training was very high and they were continuing to review this and identify areas that would benefit from this training so as to help support people to engage in this subject. Cllr Midgley concluded by paying tribute to all of the staff working within the Public Health team for their dedication, hard work and support for this important area of work.

Members commented that it was important to always acknowledge that suicide was a tragic event for the individual, their families, friends and all those affected. In response to a question asked by a Member regarding the figure quoted within the report that the estimated cost of a completed suicide was £1.67m, Prof Kapur advised that information on how this figure was calculated would be provided to the Committee following the meeting.

Members noted the statistical information and commented that a link could be identified between the onset of economic recession and austerity and a rise in the numbers of recorded suicides. Prof Kapur responded by informing the Committee that studies across both Europe and the United States had demonstrated that there was a link between economic down turn, austerity and suicide.

A Member commented on the list provided of groups identified as being at risk of suicide and enquired if Looked After Children should have been included. Prof Kapur commented that it was recognised that this was a group at risk and would be included.

Members then discussed their concern regarding suicide being the leading cause of death in the UK for 10-19 year olds. The Deputy Director of Commissioning, MHCC acknowledged this concern and informed the Committee that work was being developed and coordinated across Greater Manchester to respond to this. She stated that dedicated commissioned crisis services for young people were at different stages of development and implementation, commenting that part of this response was the intention to further roll out the CAHMS (Child and Adolescent Mental Health Service) provided in North Manchester. She further stated that the real time data provided by the Coroner's office would be used to help identify trends and emerging issues, both at a local and national level and that would inform appropriate interventions and responses and inform safeguarding work and practices.

The Deputy Director of Commissioning, MHCC stated that Adult Mental Health Services continued to be improved, noting the increase in Home Based Treatment; improved Mental Health liaison with Accident and Emergency Departments and improving mental health care pathways. She further informed the Committee that it was the intention to commission Crisis Cafes in the city to offer face to face appointments and offer peer support. She further described that work was ongoing to align services, such as Improving Access to Psychological Therapies (IAPT) within the Neighbourhood models of service delivery. The Chair commented that the Committee would be interested in learning more of these developments and a report would be scheduled into the Committee's Work Programme.

Members discussed the impact of social media and the negative impact this could have on young people, especially in relation to bullying and issues of self-esteem. Professor Kapur noted this comment and acknowledged that this was an issue but added that not all social media was negative and that it was a useful medium to offer advice and promote services to support young people experiencing crisis. He further commented that social media needed to be used responsibly and appropriately regulated to avoid harm. He commented that research was underway to understand the factors for the reported increased levels of anxiety amongst young people. He further stated that the ambition was to have a mental health provision in every school to help identify and support those young people at risk of self-harm.

Members then discussed the issue of employment and the prevalence of zero hour contracts and unsecure contracts of employment and the impact of this on mental health. A Member commented that a company might have all of the correct written procedures in place regarding staff welfare, however the nature of the terms of employment could result in pressures for individuals and their families. Members commented that other factors such as concerns over climate change and current economic uncertainty could also contribute to levels of anxiety experienced across the general population.

Members stated that work needed to be done to raise awareness of the issue of suicide prevention with all employers, including those in the private sector and Trade

Unions. Cllr Midgley responded that she would look at what could be done to engage with Trade Unions around this issue.

In response to a question posed by a Member regarding how to reach those males who were reported as being three times more likely to die by suicide than females and who might not be known to any service or health professional, Prof Kapur advised that a number of innovative interventions had been developed. He said that these included reaching out and providing a presence in those places where men go, including sports events and public houses.

Decisions

The Committee: -

1. Note the report.
2. Recommend that the research relating to the economic impact of suicide be circulated to the Committee.
3. Recommend that a report on the provision of Mental Health Services in Manchester be included on the Committee's Work Programme to be considered at an appropriate time.

HSC/19/36 2019 Public Health Annual Report

The Committee considered the 2019 Public Health Annual Report prepared by the Director of Public Health/Population Health Consultant in Public Health that focused on the first 1,000 days of a child's life, from conception through to the age of 2 years old.

The Director of Public Health referred to the main points of the report which were: -

- In 2018 there were an estimated 37,768 children aged 0-4 years old in Manchester, accounting for 8.3% of the population;
- Providing comparative data on a range of health indicators and metrics;
- Providing information on the range of activities and initiatives to tackle health inequalities within the first 1,000 days of a child's life using an Our Manchester approach to Bring Services Together for People in Places;
- Noting Under 18 conception rates had reduced;
- The number of mothers smoking during pregnancy had reduced; and
- Providing an update on the Start Well Board, a multi-agency Board established to improve health outcomes, ensure children were ready for school, ensuring a good level of development throughout early years, reduce infant mortality and reduce inequality.

The Committee welcomed Councillor Bridges, Executive Member for Children and Schools who said that the report was a very accessible document. He stated that it was important to recognise the impact of austerity and the levels of childhood poverty experienced across the city and the impact this had on health outcomes. He stated

that the Early Years Delivery Model was a partnership approach and the intention was to increase the numbers of Health Visitors to respond to the increase in demand. He concluded by saying that he commended the report and its recommendations to the Committee.

In response to a question from a Member regarding the recruitment of Health Visitors the Director of Public Health informed the Committee that the intention was to recruit an additional 108 Health Visitors over a four year period. He said that they were seeking to attract experienced nurses to attend the one year course delivered by the Manchester Metropolitan University.

Members discussed the negative and detrimental impact austerity and welfare reform had on the health outcomes of young people in Manchester. Members commented that this influenced wider determinants of health, such as homelessness, poor housing conditions within the Private Rented Sector and fuel poverty, and this needed to be addressed. A Member commented that more needed to be done to regulate and enforce standards within the Private Rented Sector to improve standards for people and families.

The Consultant in Public Health responded by stating that they had good relationships with Housing Providers however the challenge remained to address issues experienced within the Private Rented Sector. She said the multiagency approach in Neighbourhoods would help identify residents at risk and sign post for assistance with issues such as fuel poverty.

The Consultant in Public Health acknowledged that the levels of Infant Mortality in the city were the same as they were 25 years ago. She said that the link between poverty and health outcomes was understood and that work was ongoing to address this through a number of activities. She provided examples of safe sleeping projects that provided emergency funding to purchase cots for babies. The Executive Member for Children and Schools further commented that the Manchester Family Poverty Strategy 2017-2022 had specific actions to address health inequalities.

The Chair commented that local Members were unaware of the Adverse Childhood Experience (ACE) pilot scheme that had been delivered in North Manchester. The Consultant in Public Health described that this had been a targeted pilot scheme, delivered with partners and the outcomes of this were being reviewed. The Director of Public Health apologised if Members had not been made aware of this scheme in advance. The Chair asked that a report on the ACE project and analysis of the outcomes of the pilot scheme be submitted to the Committee at an appropriate time.

In response to a question from the Chair regarding the plan to increase the levels of childhood vaccination, the Director of Public Health advised that local and national resources had been made available to support this targeted activity across Greater Manchester. He said that social media would be utilised to address and counter the misconceptions circulating regarding vaccinations and offer peer support programmes.

Decisions

The Committee: -

1. Note the report and endorse the recommendations of the 2019 Public Health Annual Report.
2. Recommend that an evaluation report on the Adverse Childhood Experience (ACE) pilot scheme be included on the Committee's Work Programme to be considered at an appropriate time.

HSC/19/37 Local NHS planning

The Committee considered the report of the Head of Policy and Planning, Manchester Health and Care Commissioning (MHCC), the Head of Operational Finance, MHCC and the Performance Lead, MHCC that informed Members on the NHS Long Term Plan (LTP), published in January 2019, that set out a ten year programme of phased improvements to NHS services and outcomes, including a number of specific commitments to invest the agreed five year revenue settlement.

The Head of Policy and Planning, MHCC referred to the main points of the report which were: -

- An overall summary of the guidance;
- National financial analysis;
- National Performance Indicator Requirements;
- National five year planning submission; and
- Key planning milestones across health over the next 6 months.

The report was accompanied by a presentation that summarised the information provided within the report.

Members commented that the Financial Tests described appeared to be extremely challenging, in particular the requirement to reduce growth in demand and return a financial balance in light of the inadequate funding for services. A Member commented that experience had demonstrated that notions of fair funding for Manchester were anything but fair and asked if there was any indication at this stage as to what the funding would be for Manchester.

The Head of Policy and Planning, MHCC informed the Committee that the funding for Manchester was not currently known. Members expressed concern at this and questioned how any plans for important services, such as Mental Health Services could be confidently made if the funding arrangements had not been finalised.

The Head of Operational Finance, MHCC responded by informing the Committee that the Clinical Commissioning Groups were planning based on assumptions on previous funding levels pending any decisions.

In response to comments from Members regarding the complexity and bureaucracy to set and agree budgets, the Head of Operational Finance, MHCC advised the Committee that they were working with colleagues in Adult Social Care and all

partners so that the resultant single MHCC plan would encompass health, public health and adult social care.

Members discussed the use of technology and a move towards online consultations and sought further explanation regarding the NHS App. The Head of Policy and Planning, MHCC stated that online consultations were to be used for secondary care and follow up consultations and not solely for primary care consultations. The Performance Manager informed the Committee that the NHS App allowed patients to check their symptoms, book appointments, request repeat prescriptions, view their own personal records and register to become an organ donor.

A Member commented that funding should be used to reintroduce Walk In Centres to assist those patients who were unable to secure an appointment with their own GP and to avoid the number of unnecessary presentations at Accident and Emergency Departments. The Member commented that whilst the NHS App could be useful for some, the majority of people still required face to face consultations and discussions with a health professional. The Member further commented that we were about to enter the winter period and this resulted in additional pressures on health services.

The Director of Corporate Affairs, MHCC informed the Committee that the Committee would be receiving a report on Primary Care Access and Winter Pressures at their next meeting.

The Chair commented that concerns had been articulated regarding health devolution and if the region had been set up to fail. He said that it would be useful for the Committee to consider the benefits achieved through devolution and he would give consideration as to how this could be progressed to Committee. The Head of Policy and Planning, MHCC commented that Greater Manchester was in a good position to respond to national guidance as a result of devolution, compared to other areas. The Director of Public Health further commented that projects and initiatives developed at a Greater Manchester level, such as the CURE programme, a secondary care treatment programme for tobacco addiction which was recognised nationally and had influenced national policy. He suggested that the Committee may wish to consider inviting colleagues from Greater Manchester to a future meeting to discuss this and other benefits realised.

Decision

To note the report.

HSC/19/38 Overview Report

A 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 Work Programme would be updated to reflect the reports requested during consideration of the previous agenda items.

Decision

To note the report and approve the work programme subject to the above amendments.

Children and Young People Scrutiny Committee

Minutes of the meeting held on 9 October 2019

Present:

Councillor Stone – in the Chair
Councillors Alijah, Hewitson, Kilpatrick, Lovecy, Reid and Wilson

Co-opted Voting Members:

Mrs J Miles, Representative of the Diocese of Salford
Ms Z Stepan, Parent Governor Representative

Co-opted Non Voting Members:

Mr L Duffy, Secondary Sector Teacher Representative

Councillor Bridges, Executive Member for Children and Schools
Councillor Rahman, Executive Member for Skills, Culture and Leisure

Apologies:

Councillors T Judge, McHale, Madeleine Monaghan, Reeves and Sadler

CYP/19/38 Minutes

The Chair reported that he had been in contact with Head of Youth Justice about the planned visit to Wetherby Young Offenders Institute (YOI). He asked the Scrutiny Support Officer to circulate details of the visit to the Committee Members.

Decisions

1. To approve as a correct record the minutes of the meeting held on 4 September 2019.
2. To ask the Scrutiny Support Officer to circulate details of the visit to Wetherby YOI to Committee Members.

CYP/19/39 Skills for Life

The Committee received a report of the Director of Education which outlined the process, findings and next steps for the Skills for Life project which was piloted in 2018 - 2019 with a number of schools and settings.

Officers referred to the main points and themes within the report which included:

- The background to the development of Skills for Life, which had originally been called Curriculum for Life;
- The Skills for Life pilot, including the evaluation process and findings;
- The Skills for Life branding;
- The Skills for Life launch; and
- Recommendations and priority actions for 2019 – 2020.

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

- To welcome this initiative and the work which had taken place so far;
- What was being done in response to the feedback from the pilot that online recording was preferred to paper-based records;
- That it should be rolled out to all Manchester schools, including independent schools;
- The role work experience could play in skills development and how this could be promoted; and
- The importance of ensuring that this was rolled out to Our Children (Looked After Children), particularly those who were not in mainstream schools, for example, those attending Alternative Provision.

The Skills for Life Project Officer reported that there had been strong feedback from the start of the pilot that those involved would prefer a digitised recording method to the paper-based records trialled in the pilot. She outlined the procurement process which was now taking place to develop an online recording system for Skills for Life.

The Director of Education informed Members that, although none of the schools involved in the pilot project were independent schools, the Council did have good links with some of the larger independent schools and could use this to trial Skills for Life in independent schools and could encourage them to promote it further with other independent schools through their networks.

The Skills for Life Project Officer advised Members that officers were already looking at how the Council could improve its work experience process, underpinning it with skills development, and that this could then be rolled out to other employers.

The Skills for Life Project Officer informed Members that foster carers had piloted the home challenges within the Skills for Life programme and had recommended that this be rolled out to all parents. The Strategic Director of Children's and Education Services informed Members that he would discuss with the Director of Education how Skills for Life could be incorporated into the contracts when Our Children were placed in non-Council-owned residential settings.

Decisions

1. To request a progress report in a year's time.
2. To request that the Council work to ensure that, as far as possible, all settings are involved in Skills for Life, including independent schools, and that officers look into how Skills for Life could be incorporated into the contracts when Our Children are placed in non-Council-owned residential settings.

CYP/19/40 Attainment Headline Outcomes 2019 (provisional)

The Committee received a report of the Director of Education which provided a summary of the 2019 provisional outcomes of statutory assessment at the end of the Early Years Foundation Stage (EYFS), Key Stage 1, Key Stage 2, Key Stage 4 and Key Stage 5.

Officers referred to the main points and themes within the report which included:

- Provisional outcomes for all key stages;
- Contextual information;
- Pupil progress from Key Stage 1 to Key Stage 2; and
- Next steps.

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

- To recognise the hard work of staff and pupils;
- The impact of tests, including phonics tests, and a results-driven approach at a young age on children's well-being and love of learning;
- To request information in a future report on what percentage of Manchester schools were achieving the national average results or better and what was being done to support schools which weren't achieving this;
- What was the reason for the slight decline in outcomes at the EYFS and in the primary sector;
- To request that a future report provide further details on the population-related issues that were facing the city's schools, including population growth, international new arrivals and the traveller population; and
- To request that, when the validated outcomes at primary and GCSE level were confirmed, officers circulate a note to Committee Members with the headline information.

The Head of Schools Quality Assurance and Strategic SEND reported that the slight decline in outcomes at primary level had been in the reading scores and that this appeared to be due to the paper being longer than in previous years and some pupils not having developed the resilience to complete it. She informed Members how the new Ofsted Framework would shift the focus more towards the curriculum and the quality of education, including instilling a love of reading, rather than assessment data. She also outlined how the Manchester School Improvement Partnership facilitated the sharing of good practice and support between schools. She reported that further information on this could be provided in the next report on school attainment, provisionally scheduled for March 2020. The Director of Education informed Members that information on the school population, such as pupils arriving in and leaving the city partway through their education, would be provided in this report.

The Chair reminded Members that a briefing on the new Ofsted Framework would take place on 20 November 2019 at 5.00 pm. He encouraged Members to attend and requested that a copy of the presentation slides be circulated to all Members of the Council.

The Executive Member for Children and Schools outlined the achievements within the Early Years sector, including the embedding of the Early Years Delivery Model and 96% of Early Years settings now being judged as good or better by Ofsted; however, he reported that further work was needed to address the gap in outcomes between Manchester and the national average and that this work would include a focus on wider issues in the family's life.

Decisions

1. To note the report and that the Committee will receive a further, more detailed report with the validated outcomes, provisionally scheduled for March 2020.
2. To request information in a future report on what percentage of Manchester schools are achieving the national average results or better and what is being done to support schools which aren't achieving this.
3. To request that a future report provide further details on the population-related issues facing the city's schools, including population growth, international new arrivals and the traveller population.
4. To request that the presentation slides from the Ofsted Framework briefing be circulated to all Members of the Council.
5. To request that when the validated outcomes at primary and GCSE level are confirmed officers circulate a note to Committee Members with the headline information.

CYP/19/41 Liquidlogic Case Management System – Implementation

The Committee received a report of the Strategic Director of Children's and Education Services which provided an update on progress, following the implementation of the new system.

Officers referred to the main points and themes within the report which included:

- The rationale for change;
- Project delivery;
- Data quality;
- Benefits;
- Performance report building;
- Contingency arrangements for a focused visit and/or inspection; and
- Systems strategy.

The Service Lead (Leaving Care Service) gave Members a demonstration of the system.

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

- Whether the service was ready if Ofsted carried out a visit;
- Issues with data migration;
- Whether other agencies working with children, such as schools, would have access to the system;
- Whether social workers could use the new system on a tablet and, if so, whether this presented a risk of a data breach; and
- The impact on staff of moving to the new system.

The Strategic Director of Children's and Education Services informed Members that he had met with senior Her Majesty's Inspectors (HMIs) regarding the issues with migrating to the new system, particularly the impact on producing performance reports, and that Ofsted understood that this was not unusual when moving to a new system. He reported that, when migrating from one system to another, the data categories were not the same, so officers had been working to resolve these issues. He advised Members that social work staff still had access to the old MiCare system to look at historical records but that, over time, this would no longer be necessary.

The Strategic Director of Children's and Education Services informed Members that giving other agencies access to the system could breach the EU General Data Protection Regulation (GDPR) but that in the future the service would look at how the Liquidlogic system could interface with systems used by schools to support practice, without breaching the GDPR. The ICT Strategic Business Partner reported that, with the right data-sharing agreements in place, Liquidlogic could be used to share appropriate information with partners in a way which had not been possible with the previous system, MiCare. He reported that, at present, social work staff did not have access to Liquidlogic through a tablet but that this would be reviewed in future. He advised Members that Council-issued devices such as laptops and mobile phones were already encrypted to ensure data was secure.

The Children's Social Work Team Manager reported that there had been a range of responses from staff to the introduction of the new system. She informed Members that some staff could already see the benefits of it, including those who had already used the system elsewhere, whereas others who were less confident in their computer skills were anxious about making a mistake and wanted to keep to the system they knew. She outlined the range of support that was being provided to staff to assist them in using the new system and that it would take time for some staff to get used to it.

The Deputy Director of Children's Services informed Members that the service had predicted and planned for the issues which had arisen, for example, in relation to data migration and levels of staff confidence in using the new system.

The Chair commented that this appeared to be an improvement on the previous MiCare system and advised that, while the Committee was not requesting a further report on Liquidlogic, it would be useful to have the impact of Liquidlogic on practice referenced in future reports.

Decision

To request that officers refer to the impact of Liquidlogic on social work practice in future reports to the Committee, where appropriate.

CYP/19/42 Leaving Care Service

The Committee received a report of the Strategic Director of Children's and Education Services which provided an update on progress and positive impact being made by the Leaving Care Service.

Officers referred to the main points and themes within the report which included:

- An update on the workforce;
- Performance, assurance and quality of practice; and
- An update on key priorities of the service delivery plan.

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

- To welcome that the service had been brought in-house and the positive impact of this;
- Accommodation options for Our Young People (Care Leavers);
- How the service was engaging with young people who had already left care and making them aware of the support that was available to them;
- Mental health support and support for drug and alcohol issues;
- Advertising for mentors for Our Young People; and
- That these issues were also discussed by the Corporate Parenting Panel and that all Elected Members were Corporate Parents and should be encouraged to attend the Panel's meetings.

The Strategic Director of Children's and Education Services informed Members that Children's Services had been working with Strategic Housing colleagues to address the issue of young people being in unsuitable accommodation and, subsequently, in the last twelve months, none of Our Young People had needed to be housed in emergency accommodation. He reported that Our Young People were now prioritised for social housing and informed Members about the House Project, which would help to prepare young people for independent living. The Service Lead (Leaving Care Service) advised Members that all Our Young People had a £2000 first home grant, which they could use under the supervision of their allocated worker, and that this could be used for a deposit, where the young person was ready to have their own tenancy. He emphasised the importance of planning for young people's future accommodation and outlined the options, including 'staying put' with foster carers, living in supported lodgings and living in their own flat with floating support until they were able to live independently.

The Service Lead (Leaving Care Service) informed Members that Our Young People between the ages of 21 and 25 were encouraged to get in touch with the service for any support needs and that this would be promoted through the website and social

media. He reported that 44 of Our Young People within this age group had got back in touch for support so far. He informed Members about the Health Priority Plan and the Health Service Development Plan which included mental health services and support for drug and alcohol problems. He reported that staff in the Leaving Care Service were able to seek advice from child psychologists in the Child and Adolescent Mental Health Service (CAMHS) about young people they were working with. He informed Members that the Our Young People who were experiencing difficulties were able to access support from the young people's mental health charity 42nd Street.

The Executive Member for Children and Schools reported that he had circulated information on the mentoring scheme to all Members of the Council but would do so again and that there was an event to match mentors with young people being held this month.

Decision

To receive a further report in 12 months' time.

CYP/19/43 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.

Neighbourhoods and Environment Scrutiny Committee

Minutes of the meeting held on 9 October 2019

Present:

Councillor Igbon – in the Chair
Councillors Azra Ali, Appleby, Butt, Flanagan, Hassan, Hughes, Jeavons, Kilpatrick, Lynch, Razaq, Sadler, Whiston and White

Apologies: Councillors Harland, Lyons and Wright

Also present:

Councillor Akbar, Executive Member for Neighbourhoods
Councillor Karney, Ward Member Harpurhey
Councillor Reid, Ward Member Gorton and Abbey Hey
John-Paul Coe, Wythenshawe Waste Warriors
Russell Markstein, Electra Commercial Vehicles

NESC/19/38 Minutes

Decision

To approve the minutes of the meeting held on 4 September 2019 as a correct record.

NESC/19/39 Waste, Recycling and Street Cleansing Update

The Committee considered the report of the Strategic Director (Neighbourhoods) that provided Members with an update on progress in delivering waste, recycling and street cleansing services.

The Strategic Lead: Waste, Recycling and Street Cleansing Services referred to the main points and themes within the report which included: -

- Providing a context for the service within Manchester;
- Providing a budgetary context of the service;
- Information and service specification of the Biffa contract;
- Delivery of the Biffa contract;
- Information on the contract and performance monitoring of the Biffa contract;
- Contract performance data over a range of activities;
- Data and information relating to residential street cleansing;
- Information regarding passageway cleansing;
- Information regarding litter bins and bag collection points;
- An update on seasonal leaf removal and performance data against this activity;
- An update on seasonal weed removal and performance data;
- Information on the approach to the cleansing of cycle lanes;

- Information on the Keep Britain Tidy (KBT) Local Environmental Quality study that had been undertaken in August 2019;
- Information and data relating to waste collections;
- Information and data regarding flytipping and the response to this;
- Information on unlicensed waste removal companies and flytipping;
- Recycling performance and an update on the apartment service changes;
- Partnership working with Registered Providers to support delivery of the apartment recycling project;
- Update on the work with Universities and Landlords to address issues of increased waste from student houses at the end of term;
- The approach to education, engagement and enforcement and key issues and lessons learnt from the student departure in 2018;
- The approach to student departure in 2019, using lessons learnt; and
- An update on the Keep Manchester Tidy Partnership.

The Committee then heard from John-Paul Coe, Wythenshawe Waste Warriors who described the work undertaken by himself and other volunteers in the local community. He stated that the group were keen to network and support other groups to deliver similar environmental improvements and community engagement events. He described that the group had engaged with local schools, friends of parks groups, the scouts and the local football team to encourage them to deliver local environmental projects and take collective responsibility for areas.

Mr Coe described the school mapping project that was being delivered locally that involved over thirty schools. School children were identifying and mapping their local green spaces and the ambition was to then use this intelligence to engage with local residents and businesses to maintain and care for those areas and promote a sense of community ownership and pride in the area. He stated that the ambition was to digitise these maps as a resource for people.

Mr Coe concluded by expressing his gratitude to the local Members for their continued support for this and other projects. The Chair on behalf of the Committee thanked Mr Coe and his fellow volunteers for their commitment and asked that this good practice be shared with other groups who maybe experiencing challenges and barriers to delivering similar projects to physically improve their neighbourhood. Mr Coe commented that he would be willing to share his experience and offer any practical advice with other groups.

A Member praised the work and support provided by the officer from Keep Britain Tidy (KBT) to actively engage with school children, commenting that this was important as this would help influence long lasting behaviour change in regard to waste and recycling.

The Committee then heard from Councillor Karney. He stated that the reported flytipping figures for Harpurhey were very disappointing, adding that this antisocial behaviour had a negative impact on the local community and residents and that he welcomed any proactive measure to address this. He commented that he would welcome initiatives, such as the Wythenshawe Waste Warriors to be delivered in Harpurhey. He further called for increased penalties to be imposed on those that were found responsible for flytipping. He concluded by thanking the Executive

Member for Neighbourhoods and officers for their continued hard work in addressing this issue despite the pressures experienced by the department.

The Committee then heard from Councillor Reid. She stated that it was important to acknowledge the impact of budget reductions on the ability to deliver Neighbourhood Services, and she paid tribute to the dedication of officers working in her ward. She further commented on the issue of flytipping associated with builder's waste and that more needed to be done to monitor Household Waste and Recycling Centres to help identify builders who attend these sites but then subsequently flytipped their waste, adding that this resulted in a cost to the Council to remove this. She further added that Biffa collection crews needed to be considerate to residents and other road users when undertaking their duties. She concluded by stating that it was her opinion that there was no evidence that weed clearing had been undertaken.

The Committee also heard from Russell Markstein, Electra Commercial Vehicles. He informed the Members that his company had responded to the issue of the traditional high polluting refuse collection vehicles. He stated that his company had worked with chassis units manufactured by Mercedes Benz to deliver a fully electric vehicle that delivered the same collection capacity as traditional vehicles. He said the vehicles had proven to be comfortable for operatives and the electric vehicles saved the environment 60 tonnes CO₂ per vehicle per year. He stated that the lithium batteries used in these vehicles would last approximately 10-12 years and then reduce to 85% capacity. He said that the intention would then be to repurpose those batteries for other uses.

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

- Clarification was sought on the use of agency staff by Biffa;
- Biffa workforce needed to be more reflective of the local community;
- Information was sought on Biffa and Health and Safety;
- Biffa should be responsible and proactive in removing contaminated waste from blue recycling bins, particularly black bags of rubbish;
- The use of barcodes / tokens to identify abandoned bins;
- Once emptied Biffa crews should replace bins in a responsible manner so as not to cause an obstruction to other road/path users and this should be addressed in the contract;
- Who was responsible for collecting contaminated bins;
- What was the approach taken for those occasions when a Biffa crew were unable to access a road to empty bins;
- A number of Members stated that they were not confident that the cleaning of streets and passageways were delivered as described in the schedule;
- A number of Members commented that they were not confident in the findings of the independent assessment of the environmental quality undertaken by KBT;
- A number of Members commented that they were not confident that container bins in communal passageways were cleaned as described in the schedule;
- An overall opinion that Biffa were not complying with their contract in delivering services for Manchester residents;
- Requesting an update on passageway cleansing and improvements;
- Damage caused to properties by Biffa crews;

- The definition of District Centres need to be reviewed;
- Welcoming the improved rates of recycling in apartment blocks;
- What was the approach to cleaning and maintaining public litter bins;
- Recognising the progress made to address student waste what work was being done with Universities to improve recycling rates and reduce flytipping from student homes at peak times of the year;
- What was the approach to weed removal, in particular in those streets where residents had opted not to have glyphosate used;
- Consideration needed to be given to improved ways of clearing leaves, especially where access by sweepers access was restricted due to parked vehicles;
- Questioning the use of CCTV on Biffa vehicles and concerns relating to data protection;
- Where were the flytipping hotspots that had been identified by Biffa;
- Flytipping in rivers was a significant issue that was often complex to resolve in a timely manner and a meeting should be convened with Members in who's wards this was an issue and representatives from the Environment Agency and the National Rivers Authority to be invited to contribute;
- The need to review the bulky waste collection policy as a way to address the use of illegal waste carriers who charge residents money to remove waste that was then subsequently flytipped;
- Noting that requests for service were closed incorrectly as 'complete' on the CRM (Customer Relationship Management) system;
- Requests for service, such as reported abandoned shopping trolleys should be referred to the appropriate service to remove these;
- What work was being done through the Selective Licensing regime to improve waste that was often associated with Houses in Multiple Occupation;
- Concern over the economic and environmental impact that the extraction of Lithium for use in batteries to power electric vehicles had on other counties;
- Concern that fossil fuels were used to generate electricity to charge electric vehicles and the impact this had on climate change and emissions and that more research needed to be done to understand the benefits to be achieved;
- The use of crime scene tape was not appropriate in certain areas of this city as this created a negative impression of areas; and
- An intelligence based approach to street cleaning should be adopted with consideration given as to how other core cities engage with residents around the issue of waste and recycling to influence behaviour change.

In response to the comments made the Strategic Lead: Waste, Recycling and Street Cleansing Services responded by informing the Committee that officers and Keep Britain Tidy would endeavour to tackle the issue of flytipping in Harpurhey, adding that the good practice used in other areas of the city to engage with schools and young people would be deployed with the intention to achieve improvements for residents and the wider local community. The Executive Member for Neighbourhoods added that flytipping hotspot areas would continue to be prioritised and enforcement officers would proactively pursue perpetrators.

The Strategic Lead: Waste, Recycling and Street Cleansing Services stated that following the contract that had been entered into between The Greater Manchester Combined Authority and Suez UK to manage waste across the region, Household

Waste and Recycling Centres had been identified for improvements, including the use of Automatic Number Plate Recognition (ANPR) at sites. She further commented that there was a lack of awareness amongst small business and builders regarding the options that were available to them to responsibly and lawfully dispose of waste generated by their business. She advised that the communications team were currently looking at developing a targeted awareness campaign regarding this issue.

In regard to weed spraying and weed removal the Strategic Lead: Waste, Recycling and Street Cleansing Services stated that the programme of activity had been completed, however the unseasonal levels of rain had impacted on the efficacy of this and had presented a challenge. She commented that consideration would need to be given as to the approach to be adopted to those streets that had opted not to have glyphosate used and where residents had not chosen to remove weeds themselves.

In response to the specific questions relating to the Biffa workforce the Strategic Lead: Waste, Recycling and Street Cleansing Services stated that the concerns previously raised by the Committee in regard to the use of agency staff and zero hour contracts had been addressed. She stated that all Biffa staff were paid the Manchester Living Wage when they started employment, increasing after the 13 week qualifying period to match the permanent rate of pay. Biffa used agency workers for a variety of reasons including cover for sickness, unplanned holidays, seasonal to cover the increased organic collections and to backfill permanent staff who supported the seasonal weed removal programme. In regard to the request for information relating to Health and Safety she stated that this information would be circulated following the meeting and the comments relating to the work force reflecting the community would be fed back to Biffa. She further added that those hotspots that had been identified by Biffa would be shared with the Committee following the meeting.

Addressing the issue of contaminated recycling bins, the Strategic Lead: Waste, Recycling and Street Cleansing Services stated that nappies placed in incorrect bins presented a challenge. She described that a communications campaign that included distributing leaflets to households and using advertising bill boards to highlight the message had been delivered. She described that contaminated bins should be tagged and the onus was then on the resident to remove the contaminate from the bin. She said that a task force had been established to look at this particular issue and she further commented that the tokens in the refuse bins had never been activated – but could be in the future the requirement arise. She further commented that they were seeking to improve the response to reports of abandoned bins, adding that the complaints regarding bin collections remained relatively low. She added that whilst she was aware of a small number of issues relating to damage to property, whilst regrettable, these were low in number and Biffa's insurance would be used to address this. With regards to contamination of recycling bins, the Executive Member for Neighbourhoods commented that ultimately it was the responsibility of residents to sort their waste correctly and place it in the appropriate bin ready for collection.

In response to the issue regarding Biffa crews not replacing bins in a safe and considerate manner that then caused a hazard to other users the Strategic Lead: Waste, Recycling and Street Cleansing Services said that if complaints were

received this would be addressed with the crew concerned. She further informed the Committee that if a crew was unable to access a street due to parked vehicles they were required to return to the location to collect the waste and recycling. She added that the CCTV equipment attached to the Biffa wagons was not a new practice, had been present under the last contractor and was primarily used as a safety feature to protect staff when working in and around the vehicle.

Regarding the comments about the survey undertaken by KBT the Strategic Lead: Waste, Recycling and Street Cleansing Services reiterated that this was an independent report using an agreed national methodology to assess and rate their findings. Surveys were undertaken without knowledge of the service standards or schedules in place and Biffa had no prior knowledge of where surveyors intended to assess standards.

In response to the issues expressed from a number of Members regarding the cleaning of passageways and passageways communal container cleansing the Strategic Lead: Waste, Recycling and Street Cleansing Services said that she would address the individual cases raised by the Members outside of the meeting.

The Project Manager Keep Manchester Tidy informed the Committee that projects were available for schools to drive improvements on the local high street. She said this was available through the Eco Schools programme and information regarding this would be shared with Members. In relation to District Centres the Strategic Lead: Waste, Recycling and Street Cleansing Services advised that Cheetham and Longsight were regularly reviewed and Biffa had been tasked to focus improving their performance in these areas. She stated that she would speak directly with the ward Member following the meeting to discuss the concerns he had expressed.

Officers informed the Committee that whilst progress and improvements had been made in regard to addressing waste associated with student properties, work continued to improve and strengthen this message. The Committee were informed that an app had been introduced for students to promote the message around this issue and this was currently being reviewed in consultation with Universities following feedback. In addition, a campaign had been delivered entitled 'Halls to Homes' targeted at students leaving Halls of Residence and moving into student homes in communities that was aimed at reminding them of their responsibilities. With regard to the work undertaken with private landlords via the licensing regime the Strategic Lead: Waste, Recycling and Street Cleansing Services commented that this would be addressed in the Compliance and Enforcement report scheduled for consideration at the December meeting of the Committee.

Officers informed the Committee that there was a rolling programme of cleaning and maintenance of public bins and this was checked quarterly by Biffa. Members were asked to raise any concerns they had regarding specific locations and these would be investigated.

The Strategic Lead: Waste, Recycling and Street Cleansing Services informed the Committee that all Members had been provided with the street cleaning schedule and that the approach to removing leaves had been improved by Biffa. She

commented that they did use leaf blowers, when dry and the comments from the Committee would be relayed to Biffa.

Following the comments regarding the bulky waste collection service, Members were advised that this offer was planned to be reviewed and Members would be updated at an appropriate time following conclusion of this exercise. The Strategic Lead: Waste, Recycling and Street Cleansing Services said that reports of abandoned shopping trolleys would be collected by a company called Trolleywise and the mechanism for referring such reports via the CRM system would be explored, further adding that a review the CRM was currently underway.

The Executive Member for Neighbourhoods stated that whilst improvements to the levels of recycling had significantly improved over recent years and Manchester's recycling performance remained one of the highest amongst the Core Cities, it was important that this performance continued to improve to achieve the financial savings and environmental benefits required. He stated that it was the responsibility of all residents to ensure that they disposed of their waste and recycling in a responsible manner. He commented that hotspots would be targeted and flytipping investigated and where perpetrators were identified they would be prosecuted.

The Executive Member for Neighbourhoods stated that he remained committed to working with Biffa on behalf of the residents of Manchester to address any inconsistencies in service. He encouraged all Members to raise any concerns they had regarding the service delivery.

In response to a suggested recommendation proposed by a Member that crime scene tape should not be used in certain areas of this city, arising from concerns that this created a negative impression of an area, the Executive Member for Neighbourhoods stated that it was important to recognise that flytipping was a crime and that this illegal activity would not be tolerated and this message needed to be consistent across the city.

Decisions

The Committee: -

1. Recommend that invitations be sent to ward Councillors to accompany officers when undertaking street cleansing inspections to assess the standard of cleansing and quality of services provided by Biffa.
2. Every ward coordination meeting to include an update on the relevant schedule of street and passageway cleaning and bin washing arrangements
3. Recommend that the Executive Member for Neighbourhoods reviews the Biffa contract to ensure that it stipulates that Biffa operatives to replace emptied bins in a safe and appropriate manner so as not to cause a hazard or obstruction to other users of the highway and pavement.
4. That the passageway programme of works and cleaning for the next six months is circulated to all Members.

5. Recommend that representatives from the Environment Agency and the National Rivers Authority be invited to attend a future meeting to discuss the approach to removing waste from rivers and waterways.
6. Recommend that Social Landlords continue to promote and support their tenants to recycle.
7. Recommend that the Committee receive a report on the environmental and social impact of lithium batteries, including the extraction of the materials used for the production of these and the arrangements for the safe recycling when they degrade.
8. Recommend that an intelligence based approach to street cleaning should be adopted with consideration to using intelligence from local residents; and understand how other core cities engage with residents around the issue of waste and recycling to influence behaviour change. The Committee shall receive a report on this at an appropriate time.

[Councillor Appleby declared a personal and non prejudicial interest in this item as her partner is an employee of Biffa]

NESC/19/40 Final Report and Recommendations of the Behaviour Change and Waste Task and Finish Group

The Committee considered the report of Behaviour Change and Waste Task and Finish Group that presented the Members with the findings of the detailed investigation undertaken by the Group.

Councillor Hughes, who had chaired the Task and Finish Group stated that the work of the Group had been very productive and informative. He expressed his gratitude to the Members of the Group, the Executive Member for Neighbourhoods, Officers and those members of the public who had contributed to the enquiry. He concluded by commending the report to the Committee.

Decisions

The Committee: -

1. Note the findings of the Task and Finish Group and endorse the recommendations as set out in section 8 of the report.
2. Resolve to refer the recommendations to the Executive.
3. To request a progress report on the implementation of these recommendations at an appropriate time.

NESC/19/41 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.

Members suggested that the remit of the Highways report should also include data on the number of complaints received following preventative works and this to be provided at a ward level if available; information to be included regarding the approach taken to closing roads and lanes to accommodate building works and how this disruption is managed and information on the resident parking scheme relating to the Christie Hospital site.

The Chair informed the Committee that reports had already been prepared and that she would speak with officers to enquire if these additional requests could be accommodated.

Decision

The Committee notes the report and approves the work programme noting the above comments.

Neighbourhoods and Environment Scrutiny Committee

Minutes of the meeting held on 6 November 2019

Present:

Councillor Igbon – in the Chair
Councillors Appleby, Butt, Flanagan, Hassan, Hughes, Jeavons, Kilpatrick, Lynch, Lyons, Razaq, Sadler, Whiston, White and Wright

Apologies: Azra Ali and Harland

Also present:

Councillor Akbar, Executive Member for Neighbourhoods
Councillor Richards, Executive Member for Housing and Regeneration
Councillor Stogia, Executive Member for Environment, Planning and Transport
Councillor S Murphy, Deputy Leader
Councillor T Judge, Lead Member for the Armed Forces
Hendrix Lancaster, Coffee4Craig
Yvonne Hope, Barnabus

NESC/19/42 Minutes

Councillor Wright, Chair of the Climate Change Subgroup informed Members that following the initial meeting of the Subgroup she would be meeting with the Executive Member for Environment, Planning and Transport and officers to scope the Work Programme. She further commented that she had confirmed with the Leader that a progress report on the possibility of introducing a zero carbon 2030 target would be submitted to the Executive before the end of 2019.

Decisions

1. To approve the minutes of the meeting held on 9 October 2019 as a correct record.
2. To note the minutes of the Climate Change Subgroup meeting held on 22 October 2019.

NESC/19/43 Housing Allocations Policy Review

The Committee considered the report of the Strategic Director, Growth and Development that described the Council's review of the social housing Allocations Policy and recommended changes to enable the city to best meet housing need within a backdrop of reduced turnover of stock.

The Committee had been invited to comment on the report prior to its submission to the Executive on 13 November 2019.

The Executive Member for Housing and Regeneration referred to the main points and themes within the report which included: -

- Providing a background and legal context to the Allocations Policy;
- Information regarding the demand and turnover of social housing;
- Information on the engagement and consultation exercise, noting that discussions always focussed on the objectives of helping those in greatest need;
- Information on the proposed changes to the Policy;
- Information on the Equalities Impact Assessment; and
- Next steps.

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

- Supporting the introduction of a two year continuous residency qualification;
- Supporting the review of the new policy at 12, 24 and 36 months following the implementation to identify if any of the changes had created any unintended consequences;
- Supporting the call to end the Right To Buy Scheme;
- What support was offered to assist people wishing to down size and free up larger family homes; and
- What was the support offered to ex-armed forces personnel.

The Committee then heard from Councillor T. Judge, Lead Member for the Armed Forces, who commented that some armed forces personnel experienced difficulties when accessing housing, health services and education when leaving service. He stated that the Armed Forces Covenant, a promise by the nation ensuring that those who serve or who had served in the armed forces, and their families, were treated fairly had improved the offer to ex-service men and women, and this was to be welcomed. He further noted the creation by Government of the Office for Veterans' Affairs was to be welcomed. He commented that the number of ex-service personnel who slept rough in Manchester was low and there were a number of charities and support services dedicated to supporting them.

The Executive Member for Housing and Regeneration commented that the impact of continued austerity; the capping of personal benefits and welfare reform; a freeze on the Local Housing Allowance had contributed to an increase in the number of families and individuals experiencing homelessness placing an increased demand on a very limited housing resource. She stated that the policy of Right To Buy had also significantly impacted on the availability of social housing and all of this had contributed to the necessity to review the Policy, to ensure the most vulnerable residents in the city were supported.

The Executive Member for Housing and Regeneration informed Members that Northwards had a dedicated officer who would help and support those tenants who wished to 'right size' and free up larger properties. She further commented that ex-armed forces personnel would be allocated a Band 1 (Priority) when applying for housing.

Decisions

The Committee: -

Recommend that the Executive Member for Housing and Regeneration explore opportunities to work with those charitable organisations working with ex-armed forces personnel and their families to help them secure suitable accommodation.

The Committee endorse the recommendations that the Executive:

1. Note the statutory and online consultation responses received.
2. Approve the changes to the Housing Allocation Policy (the Policy) recommended within this report.
3. Delegate to the Head of Housing Services and the City Solicitor approval to complete the final and lawful version of the Policy.
4. Note that the Equalities Impact Assessment shows no unintended or disproportionate effects are likely to arise for applicants with protected characteristics.

NESC/19/44 Homelessness Update
(Cllr Flanagan in the Chair)

The Committee considered the report of the Director of Homelessness that provided an update, subsequent to the report to the Committee on the 17 July 2019, on the work that was taking place to tackle homelessness and rough sleeping in the city. The focus of the report reflected the concerns and questions raised by Members at previous meetings of the Committee.

The Director of Homelessness referred to the main points and themes within the report which included: -

- Data on the numbers of requests for assistance for the period July to October 2019;
- Information on the location of facilities for the accommodation of homeless households, noting that accommodation was provided for the extent of the legal duty owed to any household;
- An update on the A Bed Every Night Scheme; and
- Noting that the number of people who slept rough who come from the armed forces was quite small in the city, it was understood that this group may be less willing to access services and therefore could be under-represented.

The Committee then heard from Yvonne Hope, Barnabus. She described that they had witnessed a huge increase in people accessing their service who had complex needs, often as a result of mental health issues, substance misuse and trauma. She commented that the impact of continued budget cuts to public services and welfare reform had resulted in impact on the number of people who were experiencing homelessness. She stated that the reduction in preventive measures and support

had resulted in people presenting when they were in crisis. She stated that the increased rents within the Private Rented Sector and the freeze on the Local Housing Allowance meant that people would immediately be facing rent arrears and making their tenancy very unstable. She added that this was compounded due to the lack of affordable housing across the city. She concluded by stating that whilst many Mancunians had good intentions in trying to help homeless people, it was important to note that there were plenty of sources of food available for homeless people in Manchester and the best way Mancunians could help would be to give to the Big Change Campaign.

The Committee then heard from Hendrix Lancaster, Coffee4Craig. He reiterated the point that the numbers of people, and those with complex needs who were turning to them for assistance and support had increased significantly over the previous years. He said that due to the lack of appropriate housing for homeless people the risk was that they could become entrenched in this lifestyle and lose trust in services and support agencies. He stated that the A Bed Every Night scheme was welcomed, however this was not often appropriate for people with complex needs and assessment was always made. Mr Hendrix stated that people could volunteer to work with Coffee4Craig and Barnabus and information on how to apply to do this could be obtained from the respective websites. He also encouraged all Members to get involved in offering support to homelessness charities, throughout the year or to drop in to observe the support offered.

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

- Recognising and thanking the Voluntary and Community Sector for the important work that they delivered to support the most vulnerable people in the city;
- What was the inspection regime applied to Bed and Breakfasts used for temporary accommodation;
- What was the length of time people spent in temporary accommodation;
- More information was requested on the Council's Navigator Service;
- More information was requested on the Housing First model; and
- How many children were currently placed in temporary accommodation.

The Director of Homelessness stated that properties used to accommodate homeless people and families were inspected, in line with agreed standards and all properties would be inspected. He said that if they were found to be unfit families would be removed and they would work with landlords to rectify any issues and where appropriate enforcement action would be taken.

The Director of Homelessness stated that there were currently 3648 children housed in temporary accommodation, with the average time being 12 months stay in temporary accommodation, adding that that accommodation was provided for the duration of the legal duty owed to any household. In response to a specific question regarding the longest stay in temporary accommodation he said he would circulate this information following the meeting. He stated that he understood the disruption this could have for families and a child's education and work was ongoing with Children's Services to consider the options to best support these children. He further commented that families were offered floating support.

The Director of Homelessness informed Members that the Navigator Service consisted of four navigators and one team leader. Navigators would be assigned to work with people who were rough sleeping, who would benefit from tailored support, to help them access and sustain accommodation. They would follow the client from street outreach, giving a continued single point of contact and support through pathway systems and through to resettlement support. The navigators would have particular specialisms, including mental health and drug and alcohol support.

Yvonne Hope stated that the Housing First model was designed to support those people who had struggled to be accommodated through the traditional process, often due to complex needs. She described that people who were housed were intensively supported with wrap around services to help maintain their tenancy. She described that a panel would consider all applications to the scheme. However, she called for further investment into this model of housing.

The Deputy Leader stated that the Homelessness Service was responding to unprecedented demand on the service, commenting that they experienced on average 100 presentations per day. She stated this was as a direct result of austerity and welfare reform, in particular the roll out of Universal Credit. She further called for an end to the issuing of Section 21 Notices and the establishment of three year tenancy agreements within the Private Rented Sector. She further commented that she supported the Housing First model, noting that this offered a system wide response to the issue of homelessness, and in particular those with complex needs.

Decisions

The Committee: -

1. Recognise the important work that the staff within the Homelessness Service do on behalf of the most vulnerable residents in Manchester;
2. Recognise the invaluable contribution the Voluntary and Community Sector play in supporting the most vulnerable residents in Manchester;
3. Recommend that visits be arranged for Members of the Committee to visit emergency accommodation and Bed and Breakfast accommodation that is used to house homeless people.
4. Recommend that a report on the approach to accommodating homeless families with children be provided to the Committee at an appropriate time. The report will include the numbers of children housed in temporary accommodation; the length of time spent in temporary accommodation and the support that is offered to minimise the disruption to their education.
5. Recommend that all Members of the Committee should commit to undertaking voluntary work with homeless charities.

[Councillor Igbon declared a prejudicial interest and withdrew from the meeting during consideration of this item]

NESC/19/45 Highways Maintenance Programme

The Committee considered the report of the Director of Highways that provided a further update to Members on the previous Highways Maintenance Programme report and is a follow on from the previous report of 7 November 2018.

The Executive Member for Environment, Planning and Transport referred to the main points and themes within the report which included: -

- An overview of the Highways Service's role, key achievements and challenges;
- An update on the progress of the reactive maintenance programmes;
- Information on safety inspections, detailing the most common types of highway defects to be checked for during highway safety inspections;
- Information on additional inspections following reports received from members or the public;
- Information on repairs, including emergency repairs accompanied by case studies and drainage repair works;
- Information on the small patching repair programme, noting that regular coordination meetings were held to ensure that all works were aligned to other MCC highways programmes to mitigate against duplication of work;
- Performance monitoring;
- The delivery of Social Value including case studies;
- The management of utility works;
- Information on the Cyclical Drainage and Improvement Programme;
- Information on Community Action Days, including case studies;
- Highways planned Maintenance Programme update, providing year 3 progress and year 4 programme confirmation;
- Major schemes update;
- An update on cycling schemes;
- Information about how information relating to major schemes are provided to both local Ward Councillors and residents;
- Information on how disruption caused by major schemes was managed;
- An update on resident parking schemes;
- Information on the approach to tree planting in capital schemes;
- An update on the Street Lighting PFI Programme;
- An update on the Winter gritting programme, including carriageways, footways and segregated cycle ways;
- The provision of motorbike parking facilities; and
- Information on parking and bus lane enforcement.

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

- Welcoming the investment into the Highways network,
- How many jobs had been created via Social Value;
- On some streets both footpaths had been closed during development works that endangered pedestrians e.g. at the Mechanics Institute;
- The investment in improvements to city centre paved areas was welcomed and it was asked that the footpaths in the district centres could also be improved;

- The Public satisfaction in the service being higher than any other Greater Manchester Council was welcomed and comment was made that Manchester should also strive to be the highest in England;
- Noting that there was no current policy in relation to motorcycle parking and this had not been evident in previous correspondence with the Highways Department;
- The issue of communications with Members and residents about highways works remained an issue;
- Acknowledging the Performance Dashboard that was available to Members;
- The need to promote and publicise the good work undertaken by the Highways Department;
- Would consultation be undertaken on every major Highways project; and
- How long did it take to implement a resident parking scheme.

The Director of Highways stated that he welcomed the satisfaction rating when considering the major works that had been undertaken and commented that they were the highest in Greater Manchester, however the service always aimed to improve. Members further commented on and welcomed the decrease in recorded complaints. In response to a specific question the Director of Highways confirmed that consultation would be undertaken on every major project and a draft proposal was included in the report.

The Director of Highways responded to the comments regarding Social Value stating that this was overseen by the Highways Social Value Project Manager and the service was accepted as a lead in this area within the Council. He stated that this activity was reported to the Ethical Procurement and Contract Management Sub Group. In response to the question regarding the number of jobs that had been created he confirmed that this information was recorded and would be provided to Members following the meeting.

The Director of Highways further responded to Members' questions by advising them that all micro-asphalt material 'bedded in' through the movement of traffic over it, so in the early weeks the surface could appear a little rough or 'open textured', particularly if there is not much traffic on the street and once the material had 'bedded in', it generally looked much more like a 'new' road surface. He said that following this period of 'bedding in' the works were revisited to ensure the gullies were clear of any debris.

In regard to the closure of footpaths during work by developers the Director of Highways stated that they were looking into this by recruiting additional inspectors. He invited Members if they had specific concerns to report these directly to the Department and this would be investigated. In response to the specific question regarding district centres, he commented that these paved areas would be looked at.

The Chair commented that she would liaise with the Executive Member for Environment, Planning and Transport; the Lead Member for Disability; the Lead Member for Age Friendly Manchester and the Director of Planning, Building Control & Licensing to discuss the issue of footpaths with the ambition to develop a specific policy regarding how these were managed during periods of construction works.

In response to comments regarding communications between Members and the Department, the Director of Highways stated that Members should always receive a reply to an enquiry they made and that he would investigate any incidents shared with him where this did not happen. The Head of Citywide Highways stated that the Department had utilised the Members Dashboard to improve communications and inform them of works. The Director of Highways did acknowledge that providing real time data presented a challenge when seeking to inform Members of disruptions to microasphalt programmes due to bad weather and would welcome suggestions from the committee about a solution.

The Chair commented that communications about major projects remained an issue for many Members and she would discuss this further with the Executive Member for Environment, Planning and Transport. Members recommended that a report on the Highways Communication strategy, including communications with Members be included on the Committee's Work Programme for consideration at an appropriate time.

The Head of Design, Commissioning and Project Management Office described the statutory process of consultation required to implement a resident parking scheme and informed Members that this took 94 weeks to complete. He further commented that lessons learnt and feedback received from previous schemes would be included in future schemes.

In response to questions raised regarding tree planting the Chair informed Members that an update report on the implementation of the Manchester Tree Strategy was scheduled to be considered at the Committee's meeting of 8 January 2020.

Decision

The Committee recommended that a report on the Highways Department's communication strategy, including communication with Members be included on the Committee's Work Programme for consideration at an appropriate time.

NESC/19/46 Red & Amber School Crossings

The Chair recommended that this item of business be deferred to the December meeting.

Decision

To defer this item of business to the meeting of 4 December 2019.

NESC/19/47 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.

Members commented that consideration needed to be given to the number of items listed for each meeting to allow enough time for appropriate scrutiny by Members.

Decision

The Committee notes the report and approves the work programme.

Economy Scrutiny Committee

Minutes of the meeting held on Thursday, 10 October 2019

Present:

Councillor H Priest (Chair) – in the Chair

Councillors Green, Hacking, Johns, Raikes, Shilton Godwin and Stanton

Also present:

Councillor Leese, Leader

Councillor Stogia, Executive Member for Environment, Planning and Transport

Apologies: Councillor Abdullatif, Douglas, Noor and K Simcock

ESC/19/42 Minutes

The minutes of the meeting held on 5 September 2018 were submitted for approval.

The Chair requested that in relation to Minute ESC/19/38 (Delivering Manchester's Affordable Homes to 2025), the following was added into the recommendations monitor:-

That the Committee be provided with a briefing note on the number of social rented properties built through onsite section 106 contributions

Decision

To approve the minutes of the meeting held on the 5 September 2019 as a correct record.

ESC/19/43 The Growth Company's business support activity in Manchester

The Committee considered a report of the Group Chief Executive of the Growth Company, which provided an update on the Growth Company Business Growth Hub's delivery to support businesses across Manchester and provided detailed information on start-up provision, as well as information on Manchester's business demography, particularly in terms of business survival rates.

The main points and themes referred to in the report included:-

- The GC Business Growth Hub's vision was to create a thriving and productive economy by unlocking and accelerating the growth potential of businesses across the whole of Greater Manchester;
- Since its establishment in 2011, the Hub had engaged with over 48,000 businesses, provided intensive support to 11,000 businesses and had helped to create in the region of 10,000 jobs;
- Since 2012 the Hub had supported over 1,000 individuals to start a business, facilitated over £200m in funding offers, had an GVA impact of £55m and reduced carbon emissions by 1.6m tonnes;

- Examples of the business support services available to help businesses with growth potential find the support they needed;
- Work that had been undertaken in raising the awareness of self-employment and business start up to people who may not traditionally consider this as an economic option as well as supporting businesses in the 0 to 3-year trading window; and
- Details of Manchester Start-up and Business Survival Rates since 2012.

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

- What impact were the jobs being created through the Growth Hub having on Manchester residents, with specific reference to reducing the gap between well paid jobs and jobs that were low paid and also for residents who faced multiple challenges with entering meaningful employment;
- What work was being undertaken in relation to embedding the low carbon workstream across employment sectors;
- Could more granular information in relation to the jobs that were being created be provided, such as the sustainability of sectors that these jobs were being created in;
- How were the measures of inclusive growth being addressed;
- Taking into account the slight underperformance of Manchester's survival rates for new businesses, was the Growth Hub focussing on the right type of businesses to support in terms of start-up;
- What was the impact to Manchester's economy and Manchester residents of the lower than average survival rate of businesses in terms of employment opportunities;
- How were the Growth Hubs resources of support being used to help businesses create resilience and sustainability and was this support getting to the sectors that needed it most;
- There was concern in relation to the impact to existing businesses by the creation of new business start-ups;
- How did the Growth Company respond to business failures;
- Was there a potential conflict for the Growth Hub between its universal offer to all businesses and its focus on particular growth sectors;
- Were any business sectors not engaging with the Growth Hub; and
- What was the governance structure of the Growth Hub.

The Head of Strategic Relationships for the Growth Company advised that Appendix 1 of the report provided detail of locations of all businesses which had created jobs and where the beneficiary of those jobs resided. The Leader commented that one aspect of the work of the GM Good Employment Charter aimed to address the narrowing of the gap in pay between high paid positions and those positions in the high employment/low productivity sector. The Charter would also look to address security in the workplace, address the payment of the real living wage as a minimum standard and good management/working practices. It was reported that a supporter network had been launched in July and since then 150 employers had engaged with the employment charter. The Group Chief Executive for the Growth Company added that through the work of the Growth Hub, the majority of the jobs being created in Manchester were going to Manchester residents and the Growth Company was now

starting to obtain more granular data on where people resided, who had secured employment with businesses who had engaged with the Growth Hub and would be able to provide this level of data to Committee in future reports. A commitment was given to provide granular level data around start-up businesses to Committee Members

In terms of measuring inclusive growth, it was reported that in all interactions of Growth Hub Advisors with businesses, a series of questions were asked which looked at a range of inclusive growth indicators and it was through this process that the Growth Hub started to promote discussion and debate with employers around the real living wage, secure work and giving something back to the community.

The Head of Strategic Relationships for the Growth Company advised that there were a number of streams of activity in terms of the green agenda taking place, as well as the traditional resource efficiency work to help reduce the carbon footprints of businesses. They also supported eco innovation in terms of the design of products and packaging by businesses and also had a sector specific support programme to support the green sector.

The Leader advised that the more entrepreneurial the City was, the more likely there would be business failures, however, rather than this being viewed as a negative, the Council and its partners should promote the entrepreneurial nature of the City. He also added that a fundamental cornerstone of the Growth Company was to support those businesses that had the potential to grow.

The Group Chief Executive for the Growth Company commented that in terms of failure rates of new start-ups, when compared to London, the number of new businesses that did not survive should not be viewed as a concern if viewed in isolation. He added that it was difficult to know precisely which businesses were going to grow and as such it was challenging to know who required support. It was noted that the Growth Company had some restrictions in terms of who it was able to work with due to certain funding schemes limiting it in terms of which sectors and size of businesses it could engage with.

The Leader advised the Committee that the Growth Company was owned solely by the Combined Authority (CA). The Board was comprised of an Independent Chair, five representatives appointed by the CA and a further five representatives appointed by the Local Enterprise Partnership (LEP), two of which were nominees of Greater Manchester Chamber of Commerce and Industry. The Growth Company's Business Plan was subject to approval by the CA and it reported regularly to the CA and the LEP. In terms of funding, the Growth Company received European funding which was matched by the CA and it also received funding through government contracts. All contracts that the Growth Company bid for that were over £5,000,000 required approval by a Sub Group of the Board and there also needed to be some form of benefit to Greater Manchester in order to gain approval.

In terms of support offered to business failures, it was reported that traditionally the Growth Company had responded as and when required and more recently it had worked with other business representative organisations, Job Centre Plus and the

Combined Authority, around a more structure intelligence gathering process of what business might be at risk.

It was also explained that with the Growth Company being able to offer universal and targeted support, it allowed the ability to offer an initial service to everyone, whilst reserving its more intense resource for achieving the broader policy objectives, which were focussed on improving growth and inclusion.

The Head of Strategic Relationships for the Growth Company advised that he could provide the Committee with information relating to the take up of the Growth Company's services at a Ward level.

Decision

The Committee:-

- (1) Notes the report
- (2) Requests that the Committee is provided with a breakdown of the take up of the Growth Company's services at a Ward level; and
- (3) Agrees to add the following items to its Work Programme:-
 - Report on the skills gap in the hospitality sector
 - Report on Business survival rates and the impact on the economy

ESC/19/44 Inward Investment - update on the work of MIDAS

The Committee considered a report of the Group Chief Executive of the Growth Company, which provided an update on the work of MIDAS in attracting inward investment to the city, including details of performance over the last two years and MIDAS' forward strategy.

The main points and themes within the report included:-

- The work of MIDAS, which included:-
 - Driving the promotion of Greater Manchester (GM) as a business location;
 - Attracting new investment in to Greater Manchester – both Corporate and Capital;
 - Providing aftercare services to recent investors; and
 - Account management of the significant Foreign Direct Investment (FDI) and UK businesses in Greater Manchester;
- An overview of Inward Investment trends at a UK, GM and Manchester level;
- Key drivers for FDI, which in terms of GM, the most common driver behind GM's successes was talent, followed by strength of the GM economy;
- An outline of initiatives and work areas developed by MIDAs to counter-act uncertainty and a decreasing level of global investment, which included:-
 - The MIDAS Partnership;
 - An enhanced Account Management Programme; and
 - A more focused Business Development Strategy;
- Details of two sector specific high potential opportunity inward investment propositions within Advanced Materials and Sustainable Packaging;

- Support offered to Enterprise Zones (Airport City and The Corridor); and
- The economic impact to Manchester and Greater Manchester as a result of the work of MIDAS

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

- What work took place in terms of making sure jobs created were sustainable should an investor exit the market;
- Was there any specific reason why the number of jobs created within the Life Sciences sector had fallen as this was a sector of growth that underpinned part of the Local Industrial Strategy;
- What long term benefits did technology companies bring to the conurbation;
- A more detail explanation was sought in reference to the quality of leads coming through DIT;
- To what extent did Officers think that Brexit would have on the attractiveness of FDI in Manchester;
- It was queried as to whether the increase in property prices was considered a positive sign given that this increase often outstripped wage growth;
- How were the deciding factors in successful FDI projects determined;
- What were the incentives for attracting businesses to locate to Manchester;
- What benefit would the NextGen campaign bring to the city and why was it hoped that this campaign would identify the next Facebook or Google, given the criticisms these organisations had faced in relation to their conduct; and
- What was the next main area that MIDAS would be concentrating on that the Committee needed to be mindful.

The Leader advised that attracting technology companies to the city was a positive thing as they provided good employment, good training and good salaries. He commented that the extent to which some of the very large tech companies appeared to avoid their national taxation requirements was a failure of central government to resolve, and was not a reason for Manchester to forego employment opportunities that these companies provided. In terms of the potential impact of Brexit, it was acknowledged that there had undoubtedly been some business leads that had been lost due to the threat of Brexit. What was impossible to determine was the extent to which businesses would be impacted by the uncertainty of operating in the UK post Brexit. He added that wage growth made it more attractive for individuals to relocate to the area and stay in Manchester but acknowledged that there were positives and negatives to be taken from the increase in property values.

The Group Chief Executive of the Growth Company reported that the integration of companies and their operation into Manchester, Greater Manchester and the wider economy was a key role of MIDAS in helping ensure their sustainability.

In terms of the quality of leads coming through DIT it was reported that the relationship worked well when DIT understood what Greater Manchester had to offer and there was room for improvement in improving their understanding, especially in terms of overseas posts as to what Greater Manchester could offer. As such, MIDAS could not be reliant in the DIT for the generation of leads and opportunities for Manchester. As for the reduction in the Life Science sector, this could be attributed to the potential impact of Brexit and although there was a reduction, Manchester still attracted quarter of all jobs created in this sector in 2018/19.

The Group Chief Executive of the Growth Company advised that in terms of incentives, it was a combination of factors, but in the main, the most influential factor for businesses was having access to a talented, diverse pool of potential employees in and around Manchester. In terms of the NextGen campaign, it was important to distinguish between having large numbers of high quality jobs that could exist in the type of businesses that the campaign aimed to attract and the conduct of the owners of these types of businesses. The inference was that the campaign was looking for high quality, large scale businesses which could deliver growth and inward investment. It was also noted that there were a number of indigenous companies from within Greater Manchester that were very successful in the e-commerce sector. Furthermore, the Group Chief Executive of the Growth Company advised that one of the next key areas of focus for MIDAS would be the outcome of Brexit and also what was happening in the global economy in terms of growth.

Decision

The Committee notes the report

ESC/19/45 Visitor Economy Activity

The Committee considered a report of the Group Chief Executive of the Growth Company, which provided an overview of Marketing Manchester's role in developing the City's visitor economy.

The main points and themes within the report included:-

- The strategic context for Marketing Manchester's activities;
- An overview of tourism sector performance in Manchester with UK comparisons;
- A review of Marketing Manchester's activity delivered in 2018/19; and
- Future opportunities and challenges

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

- How would the new Tourism Strategy for 2020 – 2030 look to reduce carbon emissions within the tourism industry and how would it look to make the tourism industry resilient to the changes that climate change mitigation would bring;
- What was being done to promote areas of the city, outside of the city centre, to encourage visitors to stay longer;
- Was the current tourism performance due to any specific symptoms or were they part of a wider trend, with reference to hotel occupancy levels and business visits/events;
- Was there a need to be concerned that hotel occupancy levels, although high, appeared to be stagnant;
- Was there any specific reasons why the average spend per day and average night stay from international leisure from China was so high; and
- What progress had been made with the proposed visitor levy.

The Leader advised that in terms of hotel levels, Manchester had had the fastest increase in hotel rooms over any city for a considerable period of time and the fact that it was having no impact on the percentage of rooms let was remarkable. He advised that a more telling comparison would be to compare the yield per room as this was what drove the industry, and when compared to other cities, what visitors paid for a hotel room in Manchester was much higher. In terms of conferences in the city, this was a more complicated area, as at times it was difficult to attract certain conferences, however, Manchester Central Convention Centre (MCCC) was having to turn business away as it did not have the capacity.

In terms of the tourism industry becoming resilient to the changes that climate change mitigation would bring, the Leader informed the Committee that the assumption that there would be a reduction in the number of flights into and out of Manchester Airport would reduce as a result of mitigation was not true, and the real challenge for the aviation industry in addressing climate change was how it made aviation a cleaner mode of transport.

Officers advised that the new Tourism Strategy would be subject to a nine month consultation period, which would start at the Growth Company's Tourism Conference and as part of this, it would include how the strategy took on board the priorities and thinking of the Council in terms of addressing climate change and the goal of being a carbon neutral city. In terms of tourism zones, it was acknowledged that there were opportunities to widen the tourism offer beyond the core of the city centre and the expansion of the Metrolink would assist this. In relation to the spend and stay of international leisure from China, it was reported that this was remarkable and had had a real impact on the city's economy. In part this was as a result of direct flights from Manchester Airport to Beijing, China.

The Committee was advised that in terms of the visitor levy, the Growth Company had started to have conversations with the hotel industry to foster ideas of the creation of a Business Improvement district for accommodation to drive more demand for tourism in Manchester and so far there had been a positive response from those engaged.

Decision

The Committee:-

- (1) Notes the report; and
- (2) Requests that the leisure visitor survey is circulated to Committee Members for information

ESC/19/46 Revised City Centre Transport Strategy

The Committee considered a report of the Strategic Director (Development and Growth), which informed Members of proposals for a revised City Centre Transport Strategy (CCTS), aligned to the Greater Manchester Transport Strategy 2040. The report outlined the key principles and proposals suggested for inclusion within the revised strategy and recommended that an engagement and co-design exercise was undertaken with stakeholders to further develop the strategy.

Officers referred to the main points and themes within the report, which included:-

- The revised CCTS would build on the response to last year's City Centre Transport Strategy Conversation, and would look to address the key issues raised;
- Officers had taken the main messages from the conversation to develop a future vision and set of objectives for the future city centre transport system, which could contribute to making the city more liveable as it grew and evolved with cleaner air, improved public transport, and an attractive and safe environment to walk around and cycle;
- The central aim was to set an ambitious goal for 90% of all trips to the city centre to be made on foot, by cycle or using public transport by 2040 in the morning peak;
- The revised CCTS would look to deliver the vision by delivering an integrated, inclusive and sustainable transport network with increased connectivity and capacity, which met growth in travel demand for getting into the city centre and improve the quality, environment and legibility of the city centre streets to ensure it was a great place to spend time in and move around;
- Outline of the proposals and types of interventions that would form part of the baseline for developing the updated strategy; and
- Subject to Members' agreement, it was proposed that an engagement and co-design exercise with key stakeholders was held on the ambitions and ideas to start in November 2019, with the responses being used as a basis for refining the proposals in line with those issues important to people using the city centre, and to support future growth.

The report was also scheduled to be consider by the Executive at its meeting on 16 October 2019.

The Committee invited Councillor Davies, Ward Member for Deansgate, to contribute to the discussion on the proposals.

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

- It would be of utmost importance that city centre residents' voices were heard as part of the proposed engagement exercise;
- It would also be important to ensure that connected strategies/schemes were developed and progressed in tandem;
- As part of the ambition of the revised strategy, consideration should be given to the use of new technologies for moving around the city;
- Clarification was sought as to what the geographical definition was of the city centre;
- A Member felt it was unclear as to what the actual ambition was for improving cycling and walking across the city centre as these modes of transport often conflicted with one another;
- With an aim of the Strategy being to reduce the volume of cars within the city centre, there was concern about the future impact of parking on the periphery of the city centre and it was suggested that any future car parking facilities on the periphery of the city centre could be underground;

- Whilst the proposed timetable for engagement was welcomed, there was concern that this may delay some important decisions in regards to the City Centre that were needed to be taken now;
- Clarification was sought as to what the new strategic plan for the city centre was, as city centre Members had not been informed;
- Whilst the roll out of the Metrolink had been welcomed in wards outside of the city centre, there was an issue of there being enough capacity for users and there was concern that if this was not addressed, users would revert back to using private transport; and
- Had there been any progress around the future of platforms 15 and 16 at Piccadilly Station and the Castlefield corridor.

The Leader acknowledged the point in relation to issue of compatibility and Conflicts of interests between certain modes of transport in the city centre and this would be one of the challenges that the Strategy would need to resolve. He added that any further car park provision on the periphery of the city centre would not be underground due to the financial cost of providing this type of parking and instead would more likely be multi-storey, which could be provided in an effective way through good design and multi-use.

He advised that for the purposes of the CCTS, the geographical definition of the city centre was considered to be all of the area within the inner relief road, encompassing those parts of Salford too. There was also a definition of a regional centre, which stretched out to parts of Salford Quays and parts of Trafford, which had concentration of economic activity, however this was not within the scope of the CCTS. The relationship between the city centre and immediately surrounding areas was acknowledged.

The Executive Member for Highways, Planning and Transport agreed that city centre residents' opinions would be critical to the consultation as they would have an intimate knowledge of what it was like to travel in and around the city on a 24-hour day, 7 days a week basis. She also agreed that it would be important to embrace and integrate new technologies when considering various ways and modes of transportation into and across the city as well as parking.

Head of Local Planning and Infrastructure/City Policy commented that one of the largest challenges the strategy would try and address was how the capacity on public transport could be increased over the next few years. The Deputy Head of the City Centre Regeneration advised that the current strategic plan for the city centre ran from 2015 to 2018 and the Council was at a point where this need to be revised and refreshed. Work was ongoing with this and once a draft of the new plan was ready, city centre Ward Members would be consulted.

The Leader advised that the future of Platforms 15 and 16 at Piccadilly Station was still with Government Ministers. The Council and its transport partners continued to have dialogue with Network Rail and the Government through the Piccadilly Partnership Board. What was clear was that the franchises that had been let to Northern Rail and Trans Pennine could not be delivered without increasing capacity. In terms of the Metrolink, he advised that new trams were on order and on the Bury to Altrincham line there would be a move to all double trams at peak time.

Discussions had taken place with TfGM around running more frequent services, however, when the new Trafford Park line opened, the tram network within the city centre would be operating at maximum capacity and the only way to increase this would be the creation of a new line which would need to be underground as and there was no capacity for a further surface line within the city centre.

Decision

The Committee endorses the recommendations to the Executive as detailed below with the proposed additional wording (highlighted in bold)

The Executive is recommended to:-

- (i) Note the intention to produce a revised City Centre Transport Strategy;
- (ii) Consider the key principles and proposals that should be covered in the revised strategy, **specifically those relating to clean air and zero carbon aspirations for the city and the need to find an appropriate balance of the needs between pedestrians, cyclists and public transport;**
- (iii) Agree that the Council undertake an engagement and co-design exercise with key stakeholders in the city centre and surrounding wards in order to further develop the strategy with support from Transport for Greater Manchester (TfGM) and Salford City Council;
- (iv) Delegate authority to the Head of Local Planning and Infrastructure to finalise the terms of the engagement exercise with the Leader of the Council and Executive Member for Environment, Planning and Transport, **following consultation with City Centre Ward Members on city centre resident engagement;** and
- (v) Agree that a report is brought back to a future meeting of the Executive on the outcomes of the engagement exercise and the content of the revised draft City Centre Transport Strategy.

ESC/19/47 Overview Report

The Committee considered a 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

Decision

The Committee

- (1) Notes the report; and
- (2) Agrees the Work Programme as submitted with the inclusion of the a report on the skills gap in the hospitality sector and a report on business survival rates and the impact on the economy, both of which are to be scheduled.

Economy Scrutiny Committee

Minutes of the meeting held on Thursday, 7 November 2019

Present:

Councillor H Priest (Chair) – in the Chair

Councillors Abdullatif, Johns, Noor, Raikes, Shilton Godwin and Stanton

Also present:

Councillor Leese, Leader

Councillor Stogia, Executive Members for Environment, Planning and Transport

Apologies: Councillor Douglas, Green, Hacking and K Simcock

ESC/19/48 Minutes

Decision

To approve the minutes of the meeting held on the 5 September 2019 as a correct record.

ESC/19/49 The Green Economy - Opportunities and Challenges for Manchester

The Committee considered the opportunities and challenges faced by Manchester in delivering a Green Economy for the City's economic growth and development in the context of the Local Industrial Strategy and the ambition as a City and region to be carbon neutral by 2030. In doing so it welcomed the following guests, who had all been invited to contribute to the discussions due to their experience and expertise of working within various aspects of the Green Economy:-

- Jonny Sadler, Programme Director, Manchester Climate Change Agency;
- Robin Phillips, Principal, Siemens IoT Consulting;
- Helen Boyle - Strategic Decarbonisation Manager, Electricity North West;
- Emma Degg – Chief Executive - North West Business Leadership Team;
- Simon Clouston, Technical Director, WSP;
- Amer Gaffar, Director - Manchester Fuel Cell Innovation Centre, Manchester Metropolitan University (MMU); and
- Amanda Reid, Founder - Circular Economy, MMU.

In addressing the Committee, the Programme Director, Manchester Climate Change Agency advised that through the proper integration of the City's zero carbon and economic commitments, there was a real opportunity to not only over achieve targets but do so at a quicker rate. He reported that although there was no city or country in the world that was zero carbon which Manchester could benchmark against, there was real opportunity for Manchester to be at the cutting edge of the carbon reduction agenda. It was also explained there was a need to increase support provided to businesses at a City and Greater Manchester level in tackling carbon reduction and that there was a need to look at how the City used its procurement and spending

power to work with suppliers to influence emissions that come from products or services used within the City but were created outside of the City. He also advised that there was a need to have an honest conversation with central Government and the international community around aviation emissions in the UK and at Manchester Airport.

The Committee then received a short presentation from the Founder of the Circular Economy at MMU, on the Circular Economy and how the adoption of this approach could help Manchester and Greater Manchester achieve its carbon reduction targets. In doing so she advised the Committee of the main principles of the Circular Economy. It was explained that one of the benefits of adopting a Circular Economy approach would result in greater control of resource streams through the value chain which would aid carbon reduction targets

The Committee next heard from the Director of Manchester Fuel Cell Innovation Centre at MMU, who informed the Committee of the work that the Centre was undertaking in working with businesses in developing innovative ways of generating and using hydrogen fuel cells as an alternative, greener fuel source. He reported that the Centre was also working with education providers to embed the understanding of clean energy with young people and developing the appropriate opportunities to deliver the necessary skills that would be required in delivering future hydrogen technologies. He also reported that the Centre had been commissioned by the GMCA to produce a hydrogen and fuel cell strategy for Greater Manchester, with a draft of the strategy being submitted to the GMCA in early December 2019.

The Strategic Decarbonisation Manager, Electricity North West then addressed the Committee, explaining that Electricity North West owned, operated and maintained £12billion worth of electricity infrastructure between Scotland and the Peak District. She explained that electricity demand was expected to double within the next 20 years and as the country moved away from the use of fossil fuels and looked to increase the use of low carbon technologies, her organisation would play a large role in ensuring the electricity network was ready for this shift. As part of her role, the Strategic Decarbonisation Manager had sought to increase business to business engagement with key stakeholders and local authorities across the region to provide appropriate information on how they could achieve their carbon zero targets. In terms of Manchester, it was reported that the City was currently only generating 1% of its own electricity demand within its borders through sustainable means. Consequently, she advised that conversations were taking place with Manchester businesses around steps and opportunities that could be taken to increase the generation of renewable energy. She also highlighted the work Electricity North West was undertaking to decarbonise its own operations.

In relation to the areas covered above, some of the key points that arose from the Committees discussions were:-

- To what extent was MMU collaborating with other organisations and universities in the development of the use of hydrogen as an alternative fuel source;
- Was there any engagement by Electricity North West with Manchester schools and GM local authorities around the installation of solar panels on their buildings?

- There was concern about the ability to successfully balance the economic growth of the City alongside the need to increase the green credentials of the City;
- What was the anticipated reason for the projected increase in electricity use over the next 20 years and what, if anything, could be done to mitigate this?
- It was queried as to what the projected timescales were for hydrogen fuel cell technology and the Circular Economy to start to having meaningful implications to the City's drive to become zero carbon;
- Given the need to reduce carbon emissions from within the aviation industry, what steps could be taken to deliver this whilst protecting and maximising the income generation Manchester Airport provided to the Council; and
- Were there any barriers to developers, and the construction industry in general, for the inclusion of solar panels in new builds.

The Director of the Manchester Fuel Cell Innovation Centre advised that in terms of the research agenda, there was already a document that highlighted the work being done on hydrogen fuel cell innovation by all institutions. MMU had defined its own research specialisms built around its existing academic strengths and was part of a wider group looking at the UK agenda. The Chief Executive - North West Business Leadership explained that there were clear opportunities for greater collaboration across the North and North West, however, she explained that the main challenge facing the sector was that there were six parts of the country within this sector all of which were working towards reducing carbon emissions but all were competing amongst one another for the available funding.

It was reported that there were big opportunities for local authorities to display leadership in relation to the wider adoption of solar power, noting that the City Centre was a prime location for the installation of solar panels on its buildings. By way of an example, it was explained that if half of the roof of Manchester Central Convention Centre (MCCC) had solar panels installed, it would equate to approximately 40% of peak electricity demand for the building and that with other internal measures it would be possible for the building to become carbon neutral.

Further to a question by the Chair, as to whether it was possible to install solar panels at MCCC, the Strategic Decarbonisation Manager, Electricity North West commented that this was possible and suggested that if the Council undertook this step, it could act as catalyst for other businesses to follow suit. The Leader clarified the position of the Council's ownership of MCCC and advised that the energy centre that would be constructed on the footprint of MCCC would provide future power and heating to not only MCCC, but also the Town Hall and Town Hall Extension through a private line, which was more financially viable than using Electricity Northwest's network. He did however clarify that if the Committee was minded to make a recommendation around the proposal of installation of solar panels at MCCC, this could be considered by the City Council's Board Members of MCCC.

In terms of schools, a number had taken an ad hoc approach to the installation of solar panels, however going forward, Electricity North West's plan for leading the North West to zero carbon included a work stream that would look at the work taking place in local communities including schools to decarbonise.

The Strategic Decarbonisation Manager, Electricity North West advised that the expected increase in electricity energy demand was likely to be predominantly attributable to the growth in the use of private electric vehicles over the next 20 years. Whilst there would be some transfer from heat from the gas network, arising from new builds, it was not expected that there would be a wholesale retrofit of gas central heating systems of existing housing stock.

In terms of balancing the economic growth of the City alongside the need to increase the green credentials of the City, it was reported that there were a number of steps that could be taken, including limiting carbon budgets at an organisational and sector level. There would also be a need to develop new business models and business cases, taking into account a wider set of benefits than just economic growth and return on investment, and include environmental and social benefits over a longer time period. It was also reported that some of the main issues facing the hydrogen fuel cell sector was the lack of an appropriate infrastructure across the UK to support hydrogen powered products (such as cars) and as a result of over engineered production costs by manufacturers, products were currently not financially viable.

In relation to the pressures on the aviation industry to take climate action, it was reported that Manchester Airport had taken a very proactive role on this agenda, looking at how it could manage emission levels whilst at the same time continue to realise the economic benefits to the City and Greater Manchester region. The Committee was advised that the Tyndall Centre for Climate Change Research was about to be commissioned, to provide further clarity of what was needed to be achieved with respect to aviation emissions at national and international level. Manchester Airport needed to be considered in this wider context.

The Committee was advised that Electricity North West had commissioned a piece of work to identify what barriers currently existed for businesses, developers and the construction industry, in terms of the installation of solar panels on existing buildings as well as new builds and how these barriers could be overcome. It was also reported that anecdotal information that was already available indicated that developers of new buildings sometimes had concerns about how this technology would be received by tenants and occupiers of the buildings and there was also an issue in terms of the cost of the additional investment required by developers to install this technology in relation to the length of lease by tenants.

The Chair then invited the Technical Director for WSP, to address the Committee. He advised that WSP was a leading, global engineering and professional advisory service firm, concentrating in the planning, design and delivery of infrastructure and built environment and had a large presence in Manchester with offices located at First Street. He advised that buildings and the built environment were of great importance to the zero carbon transition. Within the City, buildings accounted for 50-75% of the total carbon footprint. He advised that although new development needed to be brought forward in a way that was zero carbon in operation, the real challenge and complexity facing the City and wider Greater Manchester region was to have a similar ambition for existing residential and commercial buildings. Putting this into context, this equated to the retrofitting of 60,000 properties a year across Greater Manchester for the next 20 years. The source of this challenge was not the existence of the appropriate technology but rather the return on investment it had for

homeowners/residents and other parts of the economy as well as the cost to implement and the availability of the necessary skills within the building trade to deliver the quality of retrofit required. He also advised that what would be of benefit would be the setting of regional/national policy for developers and investors in property that set out common, consistent standards as to what would be accepted in terms of energy and carbon performance.

The Committee next heard from the Chief Executive - North West Business Leadership Team, who advised that her role was to bring together leaders of large businesses, many of who were located in Manchester, as well as University Vice Chancellors, to see how they could support the economy across the region. She applauded the approach of the GM Local Industrial Strategy in putting the agenda of addressing climate emissions at the heart of future economic growth, and the opportunity to deliver more inclusive growth. She advised that the approach needed was one of adoption and diffusion rather than innovation and was centred around changing behaviours and tackling the difficult issues. It was reported that a driver for large businesses in tackling carbon emissions was the fact that investors were now expecting organisations to be reporting regularly on their carbon and taking this issue seriously, however, there was a challenge in terms of Small and Medium Enterprises, as they did not often have the initial capital outlay required to tackle their carbon emissions. It was suggested that to address this, innovation around funding models was required. She commented that another important aspect that needed to be taken into account when tackling climate change in the City, was to ensure that any new policies developed needed to be tested against social inclusion to ensure no one was left behind and that the transition needed to take account of the need for social equity.

Finally, the Principal for Siemens IoT Consulting, addressed the Committee and advised of the work Siemens had been involved in developing technologies to improving the quality of life within the City. In terms of the Green Economy, this was fundamental to the company's growth and development. As a company, Siemens had declared to become carbon neutral by 2030, which would include establishing an energy efficiency programme, leveraging distributed energy systems, reducing fleet emissions and purchasing green energy from wind farms and other sustainable sources. He went on to highlight the various areas of involvement and work carried out that Siemens had undertaken in contributing to the City's Green Economy and reduce their own carbon footprint.

In relation to the areas covered above, some of the key points that arose from the Committees discussions were:-

- It was suggested that the Council looked to work with partners and businesses and within the City to try and develop an appropriate vehicle for collective investment to deliver the requirements for becoming a carbon neutral City;
- There was a real opportunity within the forthcoming revised Local Plan to ensure that any new development within the City was designed and constructed in a manner to limit their carbon use; and
- Members supported the notion that in tackling climate change in the City, it would be essential to ensure any new policies were tested against social

inclusion to ensure no one was left behind and queried what more could be done in regards to this.

It was commented that as the City and north west region moved more towards distributed energy generation and consumption, and organisations drove to become more energy efficient, it was hoped that through their corporate responsibility agendas, any net gain in terms of unconsumed energy could be utilised in areas of energy poverty within local communities. It was also suggested that a real interventionist approach was needed in order to poverty proof any form of action taken.

The Executive Member for Environment, Planning and Transport advised that the Council would be exploring every opportunity within the Local Plan to bring forward better standards of development as well as increase the Council's ambitions in terms of climate change. In the meanwhile, there was a need to maximise all opportunities via planning frameworks in order to reshape the market and future expectations. She advised that the Council was currently exploring different financial models in order to fund the transition to greener energy usage within the Council's housing stock. In taking account of the comments and views expressed by the Committee and guest speakers, it was noted that the Council could not deliver all of the requirements by itself, and it would be essential to work with all stakeholders on the key infrastructure projects that would help the City achieve its carbon target by 2038 or earlier.

The Committee then focused on the report of the Strategic Director (Growth and Development), which provided an update on the opportunities and challenges faced by Manchester as the City made the transition to a zero carbon future. The report also focused on the implications for the City's economic growth, and development in the context of developing a more inclusive economy. which included:-

- How the Our Manchester Industrial Strategy intended to help the City achieve its ambition of being a zero carbon city by 2038 at the latest.
- The challenges and opportunities in terms of education and skills which would underpin the ability to reach this ambition and how these opportunities could be facilitated through schools, colleges, training providers and universities; and
- The challenges and opportunities in relation to the future provision of clean energy, planning and development, transport and social value.

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

- It was suggested that the proposed action plan in regards to how the transport sector could play its full part and deliver more rapid change be brought to the Committee upon its completion for scrutiny;
- Was it known what the approximate financial cost would be to the City in delivering a Green Economy and meeting the carbon targets;
- It was noted that in order to deliver this agenda, it would be essential that there was the ability for residents to develop the required skills needed;
- There was a real opportunity for increasing the use of carbon capture as part of the City's drive to becoming carbon neutral; and

- It was noted much of the work required in this area would feed through everything that was within the remit of this the Committee and would likely be incorporated into the consideration of future agenda items.

The Head of Local Planning and Infrastructure/City Policy agreed to bring a further report to this Committee at an appropriate time in 2020 which would highlight the progress that was being made in moving towards carbon neutrality within the City. He advised that it would be complicated to determine an approximate cost of delivering a Green Economy and meeting the carbon targets but gave a commitment to look at this.

Decision

The Committee:-

- (1) Thanks all the invited guest for their helpful contributions to the discussions;
- (2) Requests that it receives a future report on the outcome of the findings from the Tyndall Centre for Climate Change Research in regards to what is needed to be achieved at Manchester Airport to address carbon emissions;
- (3) Recommends that the Council representatives on the MCCC Board recommend to the Board, that it considers the feasibility of the installation of solar panels at MCCC;
- (4) Recommends that the Climate Change Sub Group give consideration to the feasibility of the installation of solar panels on Council owned assets if this is not already part of the Council's decarbonisation programme; and
- (5) Recommends that in the development of Strategic Regeneration Frameworks, Officers give strong consideration to the City's carbon budget.

ESC/19/50 Overview Report

The Committee considered a 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

Decision

The Committee:-

- (1) Notes the report;
- (2) Agrees the Work Programme as submitted

Communities and Equalities Scrutiny Committee

Minutes of the meeting held on 10 October 2019

Present:

Councillor Hacking - In the Chair
Councillors Andrews, Chambers, Collins, M Dar, Doswell, Douglas, Evans,
Grimshaw, Kirkpatrick and Rawson

Councillor Rahman, Executive Member for Skills, Culture and Leisure

Dave Moutrey, Director and Chief Executive (HOME) and Director of Culture
(Manchester City Council)

Apologies:

Councillors Hitchen and Rawlins

CESC/19/35 Minutes

Councillor Andrews was unable to stay, gave his apologies and left the meeting.

Decision

To approve the minutes of the meeting held on 5 September 2019 as a correct record.

CESC/19/36 Culture Overview

The Committee received a report of the Strategic Director of Neighbourhoods which provided an overview of work to support the city's cultural offer. It highlighted work to deliver the Cultural Ambition and the 2019 Culture Awards. It also outlined work by the cultural sector to support the city's zero carbon target.

Dave Moutrey, Director and Chief Executive of HOME and Director of Culture for Manchester City Council, referred to the main points and themes within the report, which included:

- The Culture Team's core priorities;
- The Cultural Ambition 2016-25;
- Cultural impact data;
- The 2019 Culture Awards; and
- Zero carbon and the climate emergency.

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

- To request more information on the Winning Hearts and Minds pilot project;
- Whether there were any further plans for projects to be taken out into the community, for example, to care homes;
- Whether any work was taking place to engage with homeless people;

- To welcome that all the staff at HOME were trained in carbon literacy and ask what was being done to promote this across other cultural venues; and
- Whether all staff in the culture sector were being paid the Manchester Living Wage.

Dave Moutrey informed Members that the Winning Hearts and Minds project which would take place in four wards in north Manchester and was about changing people's lifestyles to improve health outcomes. He reported that he and the Head of Libraries, Galleries and Culture had been invited to be involved to see how the culture sector could contribute to this work. He also informed Members that the Engagement Network was mapping wards to identify which areas were currently under-served by cultural events and looking at how to get a better distribution of cultural engagement activity across the city. He advised that there was a lot of interest in working in care homes but that this required significant resources as sustained engagement was more beneficial than a one-off cultural activity.

The Executive Member for Skills, Culture and Leisure outlined work to widen access to and participation in libraries, leisure and culture and informed the Committee that they would be receiving a report on this work at a future meeting. He reported that a lot of work had been taking place in the culture sector to engage with homeless people, including a Homelessness Summit. The Head of Libraries, Galleries and Culture provided examples of the ways his service was supporting the participation of homeless people, including waiving the identification requirements to use the library for homeless people who were unable to provide these documents and providing reading material in homeless centres. He reported that further information on the work in this area could be shared with Members.

Dave Moutrey reported that the Manchester Arts Sustainability Team (MAST) involved representatives from Manchester cultural organisations and that MAST was involved in a programme to train trainers on carbon literacy so that carbon literacy training could be embedded within organisations. He informed Members about proposals for the Council to embed requirements about carbon literacy training for staff into the funding agreements for cultural organisations which the Council funded.

The Executive Member for Skills, Culture and Leisure reported that the culture sector in Manchester was leading the way in reducing its carbon footprint and that other cities were looking at what Manchester had done in this area. He also informed Members that any organisation which the Council provided funding to was required to pay staff the Manchester Living Wage.

Decisions

1. To agree to receive a presentation on the results of the 2018/19 Cultural Impact Survey at the next meeting.
2. To request statistics on the workforce in the cultural sector, including demographic information, the use of zero hours contracts and payment of the Manchester Living Wage.
3. To request an update on the Winning Hearts and Minds project.

4. To request mapping information on access to and engagement with arts and culture by ward.

CEESC/19/37 Manchester Art Gallery's Update

The Committee received a report of the Director of Manchester Art Gallery and the Strategic Director of Neighbourhoods which detailed Manchester Art Gallery's programme, reach and social impact during 2018/19 and 2019/20 within the context of its strategic plan.

Officers referred to the main points and themes within the report, which included:

- Manchester Art Gallery's vision and objectives;
- Visitor and volunteer information;
- Work with schools;
- Targeted outreach in areas with lower levels of engagement with the Gallery; and
- The Gallery's programme of work, including exhibitions, the redevelopment of Platt Hall and the Manchester Together Archive.

The Committee watched a short film about Manchester Art Gallery.

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

- To welcome the work being done by Manchester Art Gallery;
- How engagement with schools could be improved;
- Whether the Queen's Park Conservation Studios in Harpurhey could be opened up to the public to encourage engagement from people in the local area;
- The work to re-develop Platt Hall; and
- What was the future for the Manchester Together Archive, the physical and digital record of the spontaneous public response to the Arena attack of 22 May 2017.

The Executive Member for Skills, Culture and Leisure outlined how the Council had worked to engage with schools to encourage them to take up the cultural offer which was available to them and promote its benefits. He encouraged Members to engage with schools in their ward to encourage them to take this up. The Director of Manchester City Galleries reported that lack of transport and lack of time in the school week could impact on schools' ability to engage with the cultural offer and he expressed concern that arts and culture were being phased out of the curriculum nationally. He informed Members that he had recently joined the Board of Manchester Cultural Education Partnership (MCEP) with the intention of introducing art into the curriculum of Manchester schools and promoting visual and emotional literacy in children. He advised that creativity should be embedded across the whole curriculum. In response to a Member's question, the Director of Manchester City Galleries reported that education professionals would be on the MCEP Board and involved in the development of this work.

The Director of Manchester City Galleries reported that the building in Harpurhey had previously been an art gallery and was now a storage facility and conservation studio for the city's collections; however, he advised that providing public access to the building would create some challenges, due to security issues. The Senior Operational Lead (Manchester City Galleries) reported that consideration with being given to having a publicly-accessible collection on this site.

The Senior Operational Lead reported that the redevelopment of Platt Hall would be a collaboration with the local community, where communication, transparency and co-production with local people were key in order to develop something which was sustainable and community-driven.

The Senior Operational Lead informed Members that the Gallery currently had funding for the Manchester Together Archive until July 2020 which was to create digital content for the archive. She reported that an application had been submitted to the Heritage Lottery Fund for a further three years of funding which, if successful, would be used to develop the public offer for the physical material, while ensuring a contemplative personal space for those most affected to engage with the material.

Decision

To note the report.

CESC/19/38 Manchester Libraries: Our Manchester – Our Libraries

The Committee received a report of the Strategic Director of Neighbourhoods which provided an update on the Library 2020 strategy and presented future plans for Our Manchester - Our Libraries.

Officers referred to the main points and themes within the report, which included:

- Background information, including the role libraries played in local communities and library usage figures;
- Progress in relation to the Library 2020 Strategy, which began in 2016; and
- The aims of the Library 2025 vision.

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

- To congratulate the Library Service on what it had achieved in transforming the service while facing budget cuts;
- The changes in the way people were using the Library Service, for example, increasing borrowing of e-books and the use of libraries for events and activities, putting them at the heart of the community;
- How the service could recruit more volunteers and diversify its volunteer base;
- Oldham Council's decision to abolish library fines; and
- The role of the Library Service in helping people with benefit claims, including benefit validation and signposting people to other services.

The Head of Libraries, Galleries and Culture reported that the service was keen to recruit more local volunteers and was now taking a more targeted approach to

volunteer recruitment. He advised that the service would look at opportunities to engage young people who were using the library service with volunteering, particularly in relation to ICT support.

The Executive Member for Skills, Culture and Leisure reported that the Council was considering whether to abolish library fines, looking at both the advantages and the disadvantages, but no decision had been made as yet.

The Chair requested that a representative from the Library Service attend the next meeting of the Review of Advice Services in Manchester Task and Finish Group to discuss the service's role in providing support to residents seeking information and advice on benefits and other issues.

Decision

To request that a representative from the Library Service attend the next meeting of the Review of Advice Services in Manchester Task and Finish Group to discuss the service's role in providing support to residents seeking information and advice on benefits and other issues.

CESC/19/39 Archives+ 5 Years On

The Committee received a report of the Strategic Director of Neighbourhoods which provided an overview of the Archives+ Partnership, five years on from the reopening of Manchester Central Library, where the partners operated. It provided information on participation and engagement with Manchester residents and provided insight into each of the partners and examples of the partners working together for the benefit of Manchester residents.

Officers referred to the main points and themes within the report, which included:

- The Archives+ exhibition area;
- The Archives+ partners and how they worked together;
- Collections development;
- Greater Manchester Archives and Local Studies Partnership; and
- Future priorities of the Archives+ Partnership.

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

- To recognise what the service had achieved and to ask what the vision was for the next five years; and
- That there was a high level of engagement with primary schools but less engagement with secondary schools and was there any plan to increase engagement with secondary schools.

The Head of Libraries, Galleries and Culture reported that the vision for the service was to build on its strengths, to engage more with children and young people and to get the archive out into community venues across the city. He advised Members that the MCEP would provide an opportunity to get people's history onto the school curriculum.

Decision

To note the report.

CEESC/19/40 Manchester UNESCO City of Literature

The Committee received a report of the Strategic Director of Neighbourhoods which provided an overview of Manchester's UNESCO City of Literature designation and the work to establish a governance model that would enable the city to live up to its commitments to UNESCO and maximise the opportunities that the designation would bring.

Officers referred to the main points and themes within the report, which included:

- Background to Manchester City of Literature;
- Anticipated benefits of the UNESCO City of Literature designation;
- Commitments to UNESCO;
- Vision and governance model for Manchester City of Literature;
- City Council involvement in Manchester City of Literature; and
- Manchester City of Literature project activity.

The Executive Member for Skills, Culture and Leisure reported that the Council was looking at developing a number of initiatives as part of the UNESCO City of Literature designation and suggested that, at an appropriate time, the Head of Libraries, Galleries and Culture circulate a list of the planned initiatives to Members of the Committee.

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

- To welcome the work outlined in the report;
- Whether this work had received any European funding which could be affected by Brexit;
- What tangible benefits there might be for people working in the literary sector; and
- Whether existing literature by Manchester authors would be showcased as part of this.

The Executive Member for Skills, Culture and Leisure confirmed that there was no European funding involved in this. He reported that this work had been funded by the Council, Manchester University and Manchester Metropolitan University, although he advised that they would be seeking funding from other sources in future. He informed Members that the aspirations behind the UNESCO City of Literature application were to stimulate the literary sector in the city, promote partnership working, give opportunities to aspiring writers and improve literacy rates.

The Citywide Services Manager (Reform) informed Members that one of the key aims of Manchester UNESCO City of Literature was to nurture the local literary scene which would be done through working collaboratively with local groups. He also reported that Central Library would have dedicated shelving showcasing books by local authors and publishers. The Head of Libraries, Galleries and Culture reported

that the Manchester UNESCO City of Literature status would also be used to raise awareness of activity which was already going on in the city.

Decision

To note the report.

CESC/19/41 Item for Information: Voluntary, Community and Social Enterprise (VCSE) Infrastructure Service Update

The Committee received an item for information from the Director of Policy, Performance and Reform which provided an update on the VCSE infrastructure service, specifically on the progress since January 2019 and the procurement of the new VCSE infrastructure service contract.

The Chair reminded the Committee that this was an item for information only. He noted that the report stated that the Programme Team would consider the communications strategy, particularly how they and Macc, the contract provider, could regularly engage Members on the work of the VCSE infrastructure service contract. He reported that he would meet with an officer from the Programme Team to discuss a communication plan for keeping Members informed. He also recommended that, following the contract negotiations, Macc and officers from the Programme Team be invited to a meeting of the Committee to discuss what Macc's outputs would be.

Decisions

1. To note that the Chair will meet with an officer from the Programme Team to discuss a communication plan for keeping Members informed.
2. To request that that, following the contract negotiations, Macc and officers from the Programme Team be invited to a meeting of the Committee to discuss what Macc's outputs will be.

CESC/19/42 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.

The Chair advised that, given the number of items scheduled for the next meeting, he would discuss with officers whether some should be deferred to a later meeting.

Decision

To note the report and agree the work programme.