

Manchester City Council Report for Information

Report to: Resources and Governance Scrutiny Committee – 3 March 2020

Subject: Policy, Performance and Reform

Report of: Director of Policy, Performance and Reform

Summary

Policy, Performance and Reform (PPR) was formed in April 2019 to bring together the Council's three corporate services in these areas, and improve the connections between the agendas that these services work on. Equalities, Diversity and Inclusion has recently been added as a fourth service within PPR.

All PPR services are responsible for a broad range of work covering many different priorities, which are flexible and kept under review by the PPR management team. PPR services have both a leadership role across the city on agendas such as inclusive growth and public service reform, and an internal focus on improving delivery. The PPR services work effectively with a wide range of internal Council services and external partners to deliver these priorities.

Recommendations

That the Committee notes the work of PPR and receives further such updates on an annual basis.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Within PPR, City Policy leads on Climate Change policy for the Council and the relationship with the Climate Change Agency, including development of the Action Plans for becoming zero carbon. PPR supports the Council's Zero Carbon Coordination Group which aims to embed action on climate change into all areas of council business. City Policy also works on green and blue infrastructure in the city, and a range of externally funded programmes to support the climate change agenda. Both Reform and Innovation (R&I) and Performance, Research and Intelligence (PRI) also support the Council's work in this area.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	City Policy led on the development of <i>Developing a More Inclusive Economy - Our Manchester Industrial Strategy</i> , approved by Executive in September 2019, and are now overseeing its

	implementation. Both R&I and PRI supported this work. PRI produces performance information and dashboards that monitor the city's economy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Work and skills policy is supported by City Policy, and connecting residents to the opportunities of inclusive growth is a key priority for all of PPR.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	R&I and PRI provide significant support to health and social care integration, adult social care improvement, children's services and homelessness. The Our Manchester approach involves improving how services work with communities, through the programme team in R&I.
A liveable and low carbon city: a destination of choice to live, visit, work	PPR leads on Climate Change policy for the Council (as above) and also provides support on cultural, transport and planning policy. PRI provides neighbourhoods performance and intelligence.
A connected city: world class infrastructure and connectivity to drive growth	Infrastructure, transport and digital connectivity are supported by City Policy, and performance in these areas is monitored by PRI

Contact Officers:

Name: James Binks
Position: Director of Policy, Performance and Reform
Telephone: 0161 234 1146
E-mail: j.binks@manchester.gov.uk

Name: Carol Culley
Position: Deputy Chief Executive and City Treasurer
Telephone: 0161 234 3435
E-mail: carol.culley@manchester.gov.uk

Background documents (available for public inspection): None

1.0 Introduction

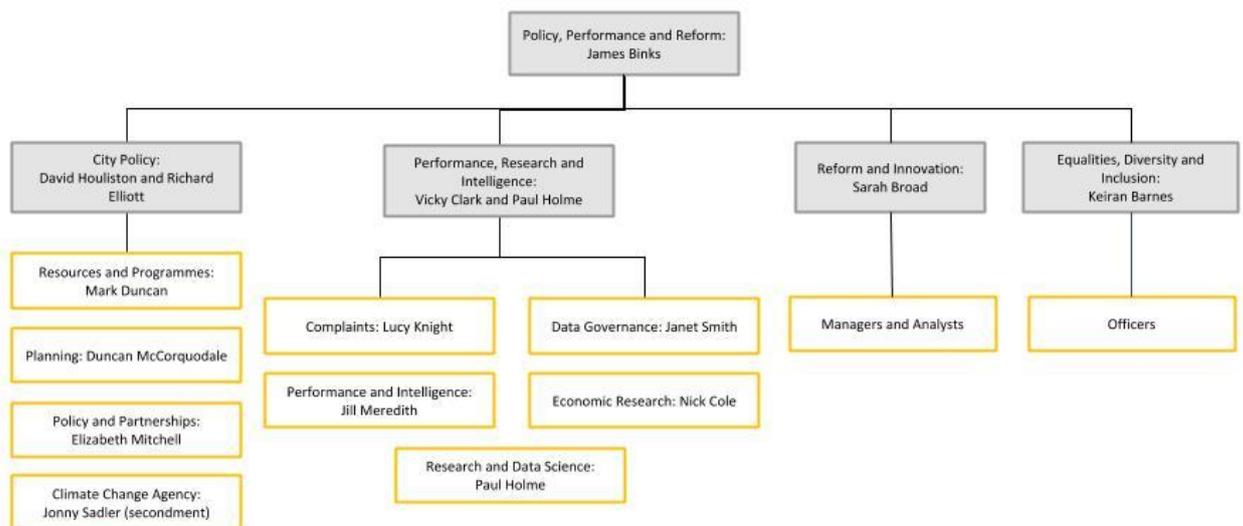
1.1 Resources and Governance Scrutiny Committee have requested a report on the priorities and performance of the Council’s Policy, Performance and Reform department for the 2020/21 Municipal Year.

2.0 Background

2.1 Policy, Performance and Reform (PPR) was established in April 2019, as a department within the Corporate Core of the Council.

2.2 Council approved the establishment of PPR following a review of senior management capacity, which was set out in a Personnel Committee report in January 2019.

2.3 The Director of PPR is responsible for strategic leadership of PPR, supporting the Chief Executive and Strategic Management Team to deliver the Our Manchester approach, leadership of reform, and delivery of business change. The Director of PPR reports to the Deputy Chief Executive and City Treasurer.



2.4 The structure chart above shows that PPR comprises four services, which are set out in the table below:

Service	Description
<p><i>Performance, Research and Intelligence (PRI)</i>, which consists of:</p> <ul style="list-style-type: none"> ● Research and Data Science ● Performance and Intelligence ● Data Governance ● Research (Policy) 	<p>Brings together the evidence intelligence and data that the Council needs to make effective decisions, and understand the impact being made on key outcomes for our residents and the city overall.</p>

<ul style="list-style-type: none"> ● Corporate Complaints 	
<p>City Policy (this service is officially named Policy, Partnerships and Research, but is generally known as City Policy, as this is a better description of its role, and also reduces confusion with PRI or PPR). City Policy consists of:</p> <ul style="list-style-type: none"> ● Policy and Partnerships ● Resources and Programmes ● Infrastructure, Transport and Planning ● Staff seconded to the Manchester Climate Change Agency 	<p>Develops, supports and delivers the strategic vision for the city by collaborating with internal and external partners to: create new strategies and policies; attract funding and resources; implement complex projects and programmes; and create effective strategic partnerships.</p>
<p>Reform and Innovation (R&I)</p>	<p>Provides support to services and partners focused on leading public service reform in Manchester, delivering the Our Manchester approach, driving business change within the Council, and programme and project management</p>
<p>Equalities, Diversity and Inclusion (EDI), which has recently transferred from Human Resources and Organisational Development (HROD) to PPR</p>	<p>Specialist support function to the Council as a whole with both an external and internal focus including the delivery and quality assurance of the Council’s main statutory equality responsibilities and strengthening the Council’s approach to workforce equality, working with HROD</p>

2.5 Heads of Service for each of the services report to the Director of PPR and collectively form the PPR Management Team.

2.6 PPR has developed a vision as follows:

We provide high quality strategic advice, support and challenge to deliver the priorities for the Council, for the benefit of the city of Manchester. These are as set out in the MCC Corporate Plan and the Our Manchester Strategy

2.7 PPR has also developed a set of ambitions that describe ‘how PPR works’ and ‘what PPR does’, as follows:

How PPR works – we:

- Exemplify the Our Manchester behaviours and approach
- Build trusted and productive relationships with internal and external partners to achieve our objectives
- Are flexible and willing to adapt to new areas of work

- Are proactive in identifying and developing future areas of work

What PPR does – we:

- Provide professional, honest and objective advice to enable informed decision-making
- Provide a central point of expertise in high quality performance, information/data management, analysis, research and intelligence, and develop bespoke evidence that we stand behind
- Provide expertise in policy, strategy and practice, reform, equality and inclusion, transformation and improvement, funding and programme management
- Develop a consistent narrative that can be used for multiple purposes, acknowledging where tensions exist and work through these
- Deliver a range of statutory functions, for example, performance reporting to Government, management of Complaints, and production of a Local Plan

3.0 Determining PPR priorities

- 3.1 Each of the PPR services has a very broad remit. As corporate services, they are expected to support the full range of priorities for the Council and the City. Different areas of PPR work report to each and every Executive Member and member of the Council's Strategic Management Team. PPR also leads on corporate priorities from within the Corporate Core directorate of the Council, including the Our Manchester approach, tackling climate change, and equalities, diversity and inclusion.
- 3.2 The key documents for determining priorities for PPR are the Corporate Plan for the Council and the Our Manchester Strategy for the City.
- 3.3 Each service has to balance a wide range of competing demands for the limited resources available, including:
- i) Strategic thinking, which positions the Council and the City going forward to influence Government, within Greater Manchester, the Core Cities and other networks
 - ii) Developing new approaches to reforming public services, as well as supporting the delivery of transformation and change, including handing over effectively to other services
 - iii) Various work to support city-wide priorities (as per the Our Manchester Strategy and areas of increasing focus since the strategy was published in 2016) and priorities for the Council (as per the recently updated Corporate Plan and Business Plan)
 - iv) Delivery of certain statutory services, such as performance reporting to Government, and production of the Local Plan for the City

- v) Provision of robust data, intelligence and evaluation which underpins our strategic and economic planning and improves service delivery
 - vi) Securing and managing external funding including European Commission programmes and successor arrangements such as the Shared Prosperity Fund, and managing internal funding programmes such as the Our Manchester funds
- 3.4 PPR has developed a new work planning tool for prioritising new work requests. This enables Heads of Service and the Director to make more effective judgements about how to prioritise. It also helps to demonstrate where there is greater value from working differently across the four services rather than solely within one PPR service, as well as differently with internal and external partners. The nature of the work of PPR is that priorities have to be constantly kept under review and re-evaluated by the Director and PPR Management Team.
- 3.5 The next section of this paper outlines the priorities for each service as of February 2020, based on the most recent set of Service Plans.

4.0 City Policy

- 4.1 The vision for City Policy is:

We develop, support and deliver the strategic vision for the city by collaborating with internal and external partners to: create new strategies and policies; attract funding and resources; implement complex projects and programmes; and create effective strategic partnerships.

We will continue to support the organisation in delivering all priorities of the Corporate Plan.

- 4.2 City Policy works across all priorities for the Council and the city. The service works closely with all Council directorates and many different partners in Manchester, Greater Manchester, other cities in the UK and internationally, Government departments and agencies, and national organisations, in order to achieve the best outcomes for the city. The service is both proactive to work on new opportunities for policies, strategies, resources and projects that can achieve impact for the city, and reactive to specific requests for support from internal and external partners. The service utilises Our Manchester approaches to involve residents in the development of strategies and policies.

- 4.3 The City Policy service comprises the following teams:

- Resources and Programmes
- Policy and Partnerships
- Planning, Infrastructure and Transport
- City Policy also includes staff seconded to the Manchester Climate Change Agency

- 4.4 Priorities and recent achievements for City Policy are as follows under the three team headings.

Resources and Programmes

- 4.5 The team provides programme and project management leadership and support for a range of internally and externally funded projects and programmes that are aligned to delivery of the Council's Our Manchester Strategy and our Corporate Plan. These include the City Council's Our Manchester Voluntary & Community Sector (VCS) programme, the Cultural Partnership grants programme and externally funded projects such as the European Commission (EC) funded projects Triangulum (energy efficiency and mobility) and the GrowGreen (Green & Blue Infrastructure) which both support the City Council's actions on climate change.
- 4.6 The team works with internal and external partners to bid for additional external funding from a range of sources including the European Commission and the UK Government. Currently the focus of the team is both on securing funds from the European Commission (EC) programmes that remain open to UK applicants, and in accessing new UK funding programmes as the UK Government develops new funding programmes to replace those from the EC, including the Shared Prosperity Fund. The team is particularly focussed on seeking funding to support the Council's climate change agenda. The team works closely with the Greater Manchester Combined Authority (GMCA) on their investment funds such as Evergreen.
- 4.7 Members of the Resources and Programmes team are also working closely with other members of City Policy and other Council services on preparations for exiting the European Union. This work has included convening a Brexit Preparedness Group; reporting to UK Government via the North West Hub, working with Communications to ensure staff, residents and businesses are informed about the potential implications; monitoring potential economic impacts; and working with the Greater Manchester Brexit Preparedness Group. The work has identified a number of potential financial implications for the Council including:
- Increases in the cost of goods and services e.g. care services, buildings and construction, food and fuel.
 - Business rates reductions as a result of higher costs to businesses or issues caused by import and export tariffs.
 - National changes such as changes to interest rates, state aid and OJEU tendering.
 - Impact on the Airport Dividend.
 - EU Grant funding including risk to existing projects and lack of clarity on UK replacement funds.
- 4.8 The Our Manchester Voluntary and Community Sector (OMVCS) grants programme work with and invest in organisations that support the individuals, families and neighbourhoods of Manchester. Launched in 2018, the OMVCS

grants programme is investing £7.4million over three years (2018-2021) into 63 organisations across the City.

- 4.9 The Culture Partnership grants programme runs for 4 years (2018-2022) and invests £1.1m into 15 arts and culture organisations across the city. Grants are aimed at helping with organisations' core running costs to enable them to continue their work with different communities in the city. The funding has been awarded to organisations that have a strong offer and track record of delivering cultural opportunities for people of all ages, experiences and backgrounds. Awards have been made across a wide range of art forms to reflect the broadest possible range of cultural opportunities. Visual arts, music, theatre, dance, craft, museums, and heritage organisations are all represented amongst the organisations that have received grant funding.
- 4.10 The Triangulum and GrowGreen projects are funded through the European Commission's Horizon 2020 programme and involve the City Council taking a lead role in delivering these multi-agency projects that include a number of European partners, including partnerships with our two Universities.

Policy and Partnerships

- 4.11 The Policy and Partnerships team develops, supports and delivers the strategic vision for Manchester via policy and strategy development. The team also develops and maintains a network of key relationships and productive partnerships at a local, national and international level. The Policy and Partnerships team works across a number of thematic policy areas, including the following (in no particular order):
- 4.12 Inclusive economic and social policy - the team led on the creation of *Developing a More Inclusive Economy - Our Manchester Industrial Strategy* approved by Executive in September 2019, and are now overseeing its implementation. The team facilitates the implementation of the Family Poverty Strategy 2017 - 2022, which has recently included supporting the establishment of the Manchester Poverty Truth Commission. The team is currently leading work with anchor institutions across Manchester on implementing the living wage. The Policy and Partnerships team work closely with the Work and Skills Service across economic and social policy agendas. The team is supporting economic planning work in the Council post-Brexit, as well as funding arrangements for particular programmes as outlined below.
- 4.13 Culture policy - the team leads on culture and creative industries, including workspace and talent pipeline requirements, to ensure the sector continues to grow. As well as specific strategic projects, the team supports relationships with key Manchester cultural organisations. Recent achievements include successfully applying to join the international Music Cities Network to help support and develop Manchester's music industry; securing the UNESCO City of Literature designation for Manchester and subsequently establishing the Manchester City of Literature organisation; and managing the *From the Crowd* Peterloo anniversary event.

- 4.14 Climate change - the team provides a key role in developing the Council's climate change ambitions. Recently, this has included developing the zero carbon action plan for the Council and the framework for the city for the period 2020-25. The team provides support and advice to other Council services on the zero carbon agenda.
- 4.15 International relations - the team leads the Council's international relations. This includes leading the city's strategic partnerships with China and our sister cities (Wuhan, St Petersburg, and Chemnitz), and working closely with partners such as the Manchester China Forum and Manchester India Partnership. The team also facilitates inbound visits (averaging over one per week), from senior delegations, businesses, politicians and Ambassadors. Recent achievements include the International Urban Cooperation project with Montreal, Canada; signing a Memorandum of Understanding with Gumi, South Korea; and creating cultural policy links with Aarhus and Aalborg, Denmark.
- 4.16 Nuclear Free Local Authorities and Mayors for Peace - the team hosts the Secretariat for Nuclear Free Local Authorities, an organisation of approximately 40 UK councils that influence UK policy on nuclear energy and defence, and promote renewable energy and low carbon action. Manchester is also a Vice President and Lead City of Mayors for Peace, with officer support for this sitting with the Policy and Partnerships team. Recent achievements include the supporting the establishment of a European Chapter of Mayors for Peace.
- 4.17 Other External partnerships - the team facilitates the Our Manchester Forum, the partnership board which oversees the implementation of the Our Manchester Strategy 2016 - 2025. The team also manages the city's relationship with Core Cities, including supporting the Cabinet, Chief Executives and Policy Advisors Group. The team regularly works with the Greater Manchester Combined Authority, MIDAS, think-tanks, and national Government.
- 4.18 General policy support - the team regularly provides briefings and speeches for the Senior Management Team and Executive Members on a range of topics, responds to Government consultations, and develops research and content for a range of reports.
- 4.19 Digital policy and strategy across the city, coordinating issues including digital infrastructure, smart cities, digital public services, and digital skills

Planning and Infrastructure

- 4.20 The team directly supports the delivery of future infrastructure, transport and planning requirements within the city, Greater Manchester, the North West and nationally
- 4.21 Local Plan: The team lead on the production of the new Local Plan which will replace the Core Strategy (2012) and remaining "saved policies" from the Unitary Development Plan (1995). A consultation on the key issues to include

in the new plan commenced on 7 February and will continue until 3 April. The intention is to then develop a draft plan to consult on in winter 2020/21 followed by later on in 2021. The plan will then be subject to an examination by an independent planning inspector which is likely to occur in 2022. The plan is expected to be adopted in 2023. The team provides significant input into the GMSF both in terms of information on housing and employment schemes and policy input via officer working groups.

- 4.22 Transport Policy: There are several key strands of work that the team are involved in with respect to transport. There is significant involvement in the emerging planning for High Speed 2 and Northern Powerhouse Rail, the City Centre Transport Strategy and the Clean Air Plan. Work is also undertaken on the policy dimensions of cycling and walking strategies and schemes; electric vehicle charging; the Council's contract with Enterprise to run a car club; and autonomous vehicle testing.
- 4.23 Green and Blue Infrastructure: The team coordinate the implementation of the current Green and Blue Infrastructure Strategy working with a senior officer board and reporting to the Neighbourhoods Scrutiny Committee on progress. Work this year will include the commissioning of a major project to consider the role of the three main river valleys that cross the city in terms of their green and blue infrastructure functions.

City Policy performance

- 4.24 The nature of City Policy's work makes it difficult to report on quantitative measures of performance. Performance is primarily measured through feedback from key customers and stakeholders within the Council and across the City. Individuals' performance is managed through the Council's appraisal system. The team was rated as 'One to Watch' in the 2019 B-Heard staff engagement survey, and improved its overall score by more than 20 points since the 2018 survey. The performance of funded projects and programmes is subject to internal and external monitoring, evaluation and external audits.
- 4.25 The City Policy service works with PRI and individual Council services to develop a range of information and dashboards that track progress on key performance indicators relating to:
- Poverty
 - Welfare Reform
 - Economy and Skills
 - Climate Change
 - Transport and Infrastructure
 - Residential and Commercial Development

5.0 Reform and Innovation

5.1 The vision for Reform and Innovation is:

Reform and Innovation provide support to services and partners; driving change and helping to improve outcomes for Manchester residents. We use Our Manchester approaches to make the most of resources, unlock potential, innovate and support people to work better - together.

5.2 Reform and Innovation (R&I) works with a diverse range of partners across the city, within Greater Manchester, and different services within the Council. The team focuses on public service reform in Manchester, the Our Manchester approach, business change within the Council, and programme and project management. Work with Greater Manchester is aligned to the approach and priorities in the GM Public Services White Paper (see BST PIP below for what this means in Manchester). R&I works with GM and Government on issues relating to devolution of public services and future phases of public service reform. As with City Policy, R&I undertakes both proactive and reactive work and prioritises new work in order to deliver the best outcomes for residents with the resources available. The Our Manchester approach programme team is based within R&I and has a role to champion and embed the approach across all parts of the Council and partners across the city.

5.3 Priorities and recent achievements for Reform and Innovation are as follows, in no particular order:

Corporate Plan and Business Planning

5.4 R&I is now responsible for a number of key corporate planning and reporting products and processes including the creation and ongoing monitoring and development of the Corporate Plan, business and service planning, monthly integrated reporting and the Annual Governance Statement, Partnership Register and Annual Report. In 2019/20 we have led a review of our business planning processes, introducing a new approach as a result which has streamlined the process as well as ensuring that it is better 'owned' by the organisation with more meaningful engagement by our services through the development of 'service plans on a page'.

Our Manchester approach

5.5 The Our Manchester approach is driven corporately through a programme team within R&I, which in turn leads a wider virtual team including parts of HROD, Communications and City Policy. This virtual team is working collectively to embed the Our Manchester approach across all parts of the Council and the city. Externally focused work on Our Manchester includes OM Health and Social Care, BST PIP (below), and the Our Manchester funds programme (see City Policy). Internally focused work includes HROD support such as the Our Manchester Experience and toolkits that all services can use, Communications activity, and targeted support to particular services to help

them embed the Our Manchester approach. This is all underpinned by monitoring and evaluation of the activities and impact. A new approach to community and resident engagement is now being taken forward to support Our Manchester to feel more bottom-up and generated by residents and joining up with partners' engagement (see BST PIP).

Bringing Services Together for People in Places (BST PIP)

- 5.6 R&I jointly lead this work with the Council's Neighbourhoods Service. BST PIP is Manchester's approach to place-based integration that aims to better join up services around residents and the places in which they live. Partners in BST PIP include the Manchester Local Care Organisation, Registered Housing Providers in the city, Children's Services, GM Police, Neighbourhoods Service, and a wide range of other partners. Recent work includes establishing a 'Team Around the Neighbourhood' in 13 Manchester neighbourhoods, and developing a new Multi-Agency Prevention and Support (MAPS) offer to help individuals and families who do not currently receive an effective joined-up service, are experiencing multiple disadvantages and are causing high demand on public services. R&I have also partnered with the Design Council to strengthen the tools 'eyes and ears' organisations have access to in communities when trying to connect people to the right support. Priorities also include joining up resident engagement activities across partners, developing tools to better understand people and the places they live, and monitoring and evaluation of the impact of this work on key outcomes.

Health and Social Care integration and Adult Social Care Improvement

- 5.7 R&I supports the Chief Executive, Deputy Chief Executive and Director of Adult Social Services (DASS) with strategic development of health and care integration in Manchester, including through the Manchester Local Care Organisation (MLCO) Partnership Board and Manchester Health and Care Commissioning (MHCC). This includes business planning, operational integration, finance and business case development, HROD and workforce integration, and performance and evaluation (with PRI, see below). R&I also provides significant capacity to support the DASS with the Adult Social Care Improvement Programme including overall programme management and transformation capacity on issues such as strengths-based assessment, the development of key policies and procedures and support to improve practice. More recently R&I have provided support to early work between the Council's Children's Services and MLCO on opportunities for collaboration.

Our Transformation

- 5.8 R&I supports the Deputy Chief Executive and City Treasurer, and the City Solicitor on the Our Transformation portfolio, more detail on which is provided in a separate paper on this agenda. R&I provide overall leadership to the portfolio, working with colleagues across the corporate core with leadership responsibility for the five programmes within the portfolio. These are Strengthening Accountability, Our Ways of Working, Improving Our

Processes, Designing the Future Core and the Resident and Business Digital Experience Programme. R&I have also designed the approach to resourcing capacity to deliver Our Transformation through working with and supporting c.50 volunteers across the organisation. R&I is also responsible for a number of specific projects within the wider portfolio.

Children's services

- 5.9 R&I supports the Director of Children's Services on the Children's Locality Model Programme to reform children's services to deliver local, place based children's services on a 1-3-12 footprint; aligned with Bringing Services Together and Manchester's Multi Agency Safeguarding Arrangements. Working with partners, the programme is creating integrated, multi agency place based teams centred around locality partnerships to understand and resolve specific complexities of each geographical area. By strengthening local infrastructure and partnership arrangements, partners are able to deliver effective, right and timely interventions for children to have safe, happy, healthy and successful lives.
- 5.10 This work is focused on reform of six areas of work aiming to build stronger local arrangements to support better outcomes for children. These are: complex safeguarding hub, Front Door Reform, Early Help /Early Years alignment, Social work delivery, school clusters and youth justice. R&I provide overall project and programme management as well as dedicated transformation capacity in areas such as redesign of the children's social care front door practice model, redesign of the youth justice offer, reviewing pathways into and through social care; and aligning early years and early help services to reduce potential duplication and support a stronger, more coherent offer in our communities.

R&I performance

- 5.11 The nature of R&I's objectives and work programme make it challenging to measure performance. On completion of short term projects and programmes, the service seeks feedback from key 'customers' and stakeholders. The service monitors the number of requests for support, which has increased over the last 12 months, and manages demand by prioritising work based on alignment to the Corporate Plan priorities. The service continues to perform well in the annual b-Heard survey, retaining its status as a 3 star service in the most recent survey in 2019. Individual performance is managed via About Yous and the service works together to continuously improve ways of working at an individual and team level.
- 5.12 R&I works with services to ensure projects are handed over to other services effectively and at the appropriate time, such that delivery of transformation is effective and improves outcomes. In doing this, R&I need to ensure the team has sufficient capacity for strategic development, innovation and reform.

6.0 Performance, Research and Intelligence

6.1 The vision for Performance, Research and Intelligence is:

To ensure decision makers in Manchester have the evidence and intelligence they need to shape strategic and operational thinking, and to demonstrate the impact those choices have on our priorities

6.2 Performance, Research and Intelligence (PRI) is a broad service that brings together the evidence, intelligence and data that the Council needs to make effective decisions, and understand the impact being made on key outcomes for our residents and the city overall. PRI teams work closely with all parts of the Council and a wide range of partners in Manchester, Greater Manchester and beyond.

6.3 PRI comprises the following teams:

- Corporate Performance
- Research and Intelligence
- Corporate Complaints
- Data Governance
- Research (policy) and Workforce Intelligence

6.4 PRI priorities and recent achievements are as follows, in no particular order:

Data Governance

6.5 The Data Governance team supports the production of high quality corporate data. The team ensures the availability of good data quality in our core systems and work to share data in a secure and structured way working with colleagues in legal. In addition, the team works closely with ICT on corporate ICT projects, for example, supporting implementation of Liquid Logic, EYES, ongoing SAP governance as well as supporting a number of corporate applications ourselves.

6.6 The current priorities of the team are:

- Continuing to develop our corporate data warehouse linking it to core data sets to enable performance, operational and management reporting.
- Continuing to improve data quality in the ONE system (education / school data) in preparation for the EYES implementation and data migration.
- Developing performance and statutory reports for the Liquid Logic social care for both Adults and Childrens.
- Continuing to provide high quality data and tracking of our NEET cohort.
- Developing additional web browsers to allow spatial data to be used across the organisation, for example, land registry.

- Ongoing support to elections to allow for complex data matching removing the need for significant amounts of canvassing.
- Maintaining the Local Land and Property Gazetteer to ensure accurate address data for the authority and deliver the street naming and numbering function to enable the correct addressing of all new developments in the city.

State of the City

- 6.7 PRI work collaboratively with our partners and officers from across the Council to produce the annual State of the City report, which tracks our collective progress towards the vision for the city and objectives set out in the Our Manchester Strategy. The report is organised according to the five themes of the Our Manchester Strategy and covers a wide range of topics from demographics to economic growth, health, education, housing, transport and more. The report is published on the Council's website in October and is presented to a range of forums, including EMG, SMT, Our Manchester Leaders' Forum, Our Manchester Investment Board and MHCC.
- 6.8 The State of the City report is always well received. At a recent MHCC Board presentation the team received very positive feedback on the quality and breadth of analysis in the report. Further deep dive analysis is carried out by the Corporate Intelligence team on some of the challenging themes identified in the report, such as the over 50's research. Feedback from this year's report will be incorporated into our State of the City 2020 report. In particular, we will be working more closely with our Health partners and making more links with the Communities of Identity report which focuses on the issues and achievements of the city's equality groups.
- 6.9 PRI monitors performance on key indicators through producing a wide range of user-friendly dashboards including economic growth, family poverty, welfare reform, children's services, adult social care and neighbourhood services.

Preparation for the Census 2021

- 6.10 PRI produces the Manchester City Council Forecasting Model based on local intelligence which informs our approach to planning, forecasting change in the city and future service delivery.
- 6.11 The national Census will be conducted in 2021 and preparation for this important event is underway in PRI's Corporate Intelligence team. Manchester is a particularly difficult city to enumerate so members of PRI are directly engaging with ONS to anticipate and mitigate issues that are challenging in Manchester. Work has already been identified that will be actioned over the coming months.
- 6.12 The Census is arguably the most important population dataset in the UK and provides the baseline for the following ten years of official estimates and projections, which in turn are used by the Government to allocate funding to the public sector. The census provides, not only a count of residents, but rich

data, some of which is not available from any other source. This data is used by PRI to inform services, providing an evidence base of resident, household and geographical characteristics to allow targeted, efficient provision of services and programmes of work. This intelligence covers a wide spectrum, including school provision, local housing needs, commuting patterns, residents' skill levels and emerging communities with additional support needs.

- 6.13 The 2021 Census may be the last full survey of the population so its success is vital for Manchester, not only to assess the city as at 2021 but as a quality assurance benchmark for the future. Based on the population forecast mentioned above, it is anticipated the Census will show Manchester's population is much higher than projected by ONS, but this can only happen if the Census itself is effective in capturing that population. A risk to this success is that the 2021 Census will be mostly online, the first time a UK survey on this scale has been done this way, so PRI will continue to work with ONS to identify which residents are going to need targeted support to ensure everyone is included.
- 6.14 PRI will also be improving the Council's address index to ensure the fullest coverage, providing ONS with local information to identify and target local challenges, identifying and sharing community liaison contacts, and working with Census Engagement Managers and Community Advisors when they are appointed by ONS so they can increase awareness and participation in the Census. PRI will also be creating a refreshed population forecast for 2021 to use as a check against the Census results.

Research and Evaluation

- 6.15 The Research and Data Science Team are leading on a number of research and evaluation projects. The team works closely with stakeholders to understand complex system questions and support those stakeholders through providing advice or directly delivering a programme of work. These include:
- 6.16 Health & Social Care - Delivering an evaluation of Health & Social Care Transformation Programme to directly support the MLCO with operational service planning, MHCC with commissioning and decommissioning decisions, and supporting MCC with service demand and budget planning modelling. In addition the team is delivering large aspects of Systems Flow analysis to better understand the interactions, dependencies and projected demands in different parts of the H&SC system.
- 6.17 Our Manchester - Delivering an evaluation of the Our Manchester approach, supporting MCC and its partners understand how Our Manchester is becoming embedded in everything we do. This involves monitoring and evaluating specific Our Manchester projects and also programmes like Bringing Services Together for People in Places where Our Manchester is embedded.

- 6.18 Children's Services - Delivering evaluations for the Early Help service, and Reducing Youth Crime, No Wrong Door and ACT programmes, where the results are directly supporting national policy and funding decisions. In addition the team is also supporting the council to understand more about Complex Safeguarding and Child Sexual Exploitation to inform service planning.
- 6.19 Early Years - Delivering an evaluation of the Early Years delivery model and providing performance information/insight into programme delivery decisions. The team is also working on a Risk Stratification model to help identify children who may be at risk of not being school ready at age 5, which is being co-designed with services and users to ensure that the model supports better outcomes for children.
- 6.20 Consultation & Engagement - Providing support to services around the delivery of resident consultation projects, this covers all statutory consultations where there is a requirement for the Council to engage openly with its residents and major non-statutory consultations where there is a potential significant impact of residents. The team provides support on methods and templates, and coordinates the analysis of results so they are available in a consistent way for decision makers.
- 6.21 Data Science - Developing a Data Science Strategy for Council and building research networks/collaborations with external partners (i.e. consultants, academia and central government). This also involves the delivery of specific Data Science led projects, including Risk Stratification models of Health & Social Care and School Readiness; and Demand models for Adult Social Care and Looked After Children. The team are also managing collaborations with MHCLG, specifically on their Digital Fund programme where the team are supporting three projects; and with GMCA, specifically on an Office of Data Analytics proposal.

Research (Policy) and Workforce Intelligence

- 6.22 The Economic Research Team leads a programme of bespoke work linked to the economy of the city and the delivery of inclusive growth. The team works closely with internal and external stakeholders to understand complex questions and provides advice to members and senior offices involved in the delivery of various strategies, policies, bids for resources and other projects that seek to achieve maximum regeneration impact in the city. Current priorities include:
- 6.23 Evidence to Support The Manchester Local Plan - The Team is providing the evidence base for the Site Allocations and Proposals Map via the Strategic Housing Land Availability Assessment (SHLAA). Work to develop individual policies and action plans with detailed supporting guidance (following the current issues consultation) is likely later in the year.
- 6.24 Residential Growth Strategy - The Team is tasked with overseeing the performance of the of the Residential Growth Strategy including the delivery of

c.32,000 new homes, including 6,400 affordable homes between 2015-2025. Delivery is monitored via the Residential Development Tracker - essentially a list of all housing sites (market & affordable pipeline) expected to deliver new homes over the next 10 years in the city. The list tracks developments from site identification/planning stage through to completion and appearance on the Council Tax register.

- 6.25 Commercial Property - Strategic performance monitoring and overview of the of the commercial property pipeline including the future delivery of c.1.5m sqm of office space (Manchester element of the GMSF target to 2037) and over 5,000 new hotel rooms (currently under construction and with planning permission) across Manchester. Delivery of new space is monitored using the Commercial Development Tracker - essentially a list of all non-residential planning applications expected to complete over the next 10 years. The list tracks developments from site identification/planning stage through to completion and liability for Business Rates.
- 6.26 Business Rates & Council Tax Revenue Forecasting - Working with data generated from both the Residential and Commercial Development Trackers, the Team is now working to forecast revenues from new development - an essential element of the longer term budget planning process. The result is an annual assessment of forecast rates and council tax - essentially the basis for future revenue streams used to fund services for residents across the city.
- 6.27 Housing Market Intelligence - The Team provides evidence, analysis and proposed policy responses to various challenges inherent in the current housing market in Manchester. Working with partners, senior officers and Executive members, the team provides a strategic overview of key headline housing market indicators including sales, prices, rents, voids and the mortgage market. This work is used to inform various strategic regeneration frameworks and investment plans across the city.
- 6.28 Evolution of the Residential Lettings Market - The team is heavily involved in providing evidence, analysis and proposed policy responses to the accelerating pace of change across the residential lettings sector. The team is currently working to support:
- Private Rented Sector Strategy - Providing evidence and analysis to inform the development of a refreshed Private Rented Sector Strategy
 - Student Housing - Developing an evidence base to understand how changes to the student population are impacting upon housing demand including the consideration of a review of Policy H12 of the Local Plan - Purpose Built Student Accommodation (PBSA). This is currently subject to public consultation as part of the wider review of the Manchester Local Plan
 - Airbnb & Short Term Lets - Monitoring the growth the short term lettings market in Manchester in order to improve the Council's understanding of the impacts on neighbourhoods and the wider housing market

- Co-Living - Collation of a strategic evidence base to inform the Council's understanding of the Co-Living sector in Manchester and elsewhere

6.29 Workforce Intelligence - Analysing and understanding the composition and performance of all areas of the workforce. The team works closely with business partners and managers across the organisation, providing both regular performance reports and bespoke analysis, to help services better understand workforce issues and to inform strategic decision-making.

PRI performance

6.30 The service performed well in the annual b-Heard survey, scoring overall as a 1 star service, and containing one team with a 3 star service rating. The service monitors the number of requests for support and manages demand through prioritising work based on alignment to the Corporate Plan and service priorities. Similar to other parts of PPR it is challenging to specifically quantify performance, however in the most recent business planning process four KPIs were identified as proxies for the performance of the service, these are:

PRI Key Performance Indicators	Target
% of Ombudsman complaints upheld	10%
Liquid Logic report build delivered and assured by Directorates	April 2020
% of project with a demonstrable / actionable impact	80%
Systems availability	99%

7.0 Equality, Diversity and Inclusion

7.1 The Equality, Diversity and Inclusion (EDI) Team has recently become part of PPR, having previously been situated within HROD since 2012. Since this time, the team has helped to strengthen the Council's approach to workforce equality, culminating most recently in work to achieve the Disability Confident Leader status in 2020, and the commissioning of reviews regarding both EDI in the Council generally and race equality specifically. As a result of the team's support to the wider service, there is an increased appreciation of the dynamics of workforce equality across the HROD service.

7.2 The EDI team also provides specialist support to the Council as a whole, including delivery and quality assurance of the Council's main statutory equality responsibilities, principally compliance with Section 149 of the Equality Act 2010, the Public Sector Equality Duty. The increased focus on workforce equality issues recently has made these difficult to maintain traction on.

- 7.3 The current restructure in HROD has presented an opportunity to consider the most effective and appropriate way for the EDI Team to fulfil its broader remit, in order to add the greatest value to the wider organisation and the city as a whole. The repositioning of the team within PPR connects it more effectively to some of the major social and economic drivers for Our Manchester and introduces new opportunities to more fully embed inclusion and equality in the way that these programmes of work are developed and delivered. The team will retain a support role to HROD to ensure that there is continuity in the areas progressed to date, but will also aim to support the broader priorities of PPR to maximise its impact and effectiveness.
- 7.4 There are emerging opportunities for both the EDI Team and the wider PPR Service stemming from this move, which are yet to be fully formalised. The best and most appropriate connections will be assessed throughout the first half of 2020/21 with the team becoming incrementally more tied into the PPR service's work throughout that time.
- 7.5 The vision for Equality, Diversity and Inclusion is:
- To provide support to services and partners to embed fairness, inclusion and equality at the heart of what we do. We recognise that Our Manchester's greatest strength is its diversity; we work to support the City to harness that strength in the most positive and inclusive ways, to celebrate achievements and contributions, to remove disadvantage and to improve outcomes for our residents and workforce.*
- 7.6 The priorities and some of the recent achievements for the EDI Team include the following.
- 7.7 Review and refresh of the Council's Equality Impact Assessment(EIA) framework: EIAs are the Council's key tool to ensure that equality is considered and reflected in the development of all our functions. The current EIA framework meets statutory requirements, but the review aims to adapt the assessment make it more reflective of Manchester's key identity groups where possible, as well as making the process more streamlined, better governed and with an improved support offer from the EDI Team.
- 7.8 Refresh of the Council's Equality Objectives: The Council is required to produce a set of equality objectives that speak to organisational EDI priorities and publish a refreshed set of these at least every four years. In 2019 an extensive engagement exercise was carried out to assess people's thoughts on the Council's existing priorities and what people thought should be reflected in the coming four years. Based on feedback and with consideration of wider strategic priorities of the Council, the objectives are currently being refreshed and will be published by 12 April 2020.
- 7.9 EDI Policy refresh: The Council currently has separate policies for equality in employment and in service provision, produced in 2011 and 2012 respectively. Producing a harmonised EDI policy that cuts across employment and service

also presents the opportunity to update the Council's commitments and more accurately reflect Manchester's communities of identity.

- 7.10 Disability Confident Leader: The government's Disability Confident Employer Scheme aims to support improvements in the recruitment and retention of disabled people and the Council has committed to achieve the highest level of the scheme, Disability Confident Leader. We have, though, extended our commitments to include progression of disabled employees. Having already secured Disability Confident Employer status for the Council, the EDI Team has drafted a programme of work to support these commitments and is leading the work to achieve the Leader status in 2020.
- 7.11 Specialist support to the Council's workforce race review: in 2019 the Council commissioned an independent review of its workforce race equality, assessing the effectiveness of systems and processes as well as engaging with a selection of employees to investigate people's experiences and perceptions. A final report of the findings is expected before the end of the financial year, and the EDI Team will support the range of activities that stem from its findings, sharing specialist insight and best practice to advance the issues raised.
- 7.12 Communities of Identity (CoI) Report: The CoI report has previously been produced by the EDI Team on a biannual basis to reflect the EDI dimensions of the City's priorities and themes. It has been published as a report of the Manchester Partnership. Due to capacity constraints and conflicting priorities, the report has not been produced since 2018, requiring a refresh to be prioritised in 2020. The EDI Team will work with colleagues across PPR and other service areas to produce a refreshed report covering the period 2020-2022.
- 7.13 MCC Language Diversity Plan: research by the University of Manchester indicates that there are more than 200 languages spoken in the City, which represents both opportunities and challenges to the Council in the delivery of its services. Whilst there is some very good practice in place in relation to language diversity, there is not a consolidated understanding of what the Council's 'multilingual offer' is. The EDI Team will lead a piece of work in 2020 with a wide range of other relevant services, to cement this understanding and undertake a gap analysis of where improvements can be made.
- 7.14 EDI events: equality-focused events have long been an important aspect of the Council's public commitment to celebrating the City's diversity, and the EDI Team plays an integral role for either directly coordinating and delivering these, or supporting the work of other services or partners. High profile events such as International Women's Day, the Council's entry to the Manchester Pride Parade and the annual Disability Rocks event have been led by the EDI Team, along with support to Holocaust Memorial Day, Festival of Manchester and Windrush Day amongst others. This work will continue into 2020, with consideration given to how the team can best support other events as applicable.

Equalities performance management

- 7.15 Since 2015, the Council has used the Equality Framework for Local Government (EFLG) to measure its equalities performance, and has held the Excellent (top) level accreditation of the scheme throughout. A product of the Local Government Association (LGA), the EFLG provides a detailed tool for measuring EDI outcomes across a range of performance areas. There is, however, uncertainty about how and whether the EFLG will be operated by the LGA going forwards. With the Council's current accreditation expiring in the summer of 2021, consideration will need to be given during 2020 to how equalities performance is best measured and managed from that point on.
- 7.16 As noted above, these priorities are subject to adjustment as the EDI Team becomes more connected to the wider objectives of the PPR Service.