

# **Growth and Neighbourhoods Delivery Plans**

## **2018/19 – 2019/20**

# Delivery Plan 1 – Financial Plan

Financial outturn will be monitored by the directorate management team, including variances against the objective summary included in the Directorate Budget and Business Planning Report.

## Subjective Summary

Subjective Heading	2017-2018 Budget £,000	2018-2019 Indicative Budget £,000	2019-2020 Indicative Budget £,000
<b>Expenditure:</b>			
Employees	49,918	50,118	50,118
Running Expenses	119,363	87,563	103,015
Capital Financing Costs	336	336	336
Contribution to reserves	2,284	2,483	2,432
Total Subjective Expenditure	171,901	140,500	155,901
Less:			
Other Internal sales	(9,413)	(9,413)	(9,413)
Gross Expenditure	162,488	131,087	146,488
<b>Income:</b>			
Government Grants	(11,217)	(11,115)	(11,115)
Contributions from Reserves	(12,257)	(17,010)	(15,173)
Other Grants Reimbursements and Contributions	(4,874)	(4,874)	(4,874)
Customer and Client Receipts	(42,351)	(42,685)	(42,745)
Other Income	(1)	(1)	(1)
<b>Total Net Budget</b>	<b>91,788</b>	<b>55,402</b>	<b>72,580</b>

# Delivery Plan 2 – Performance Plan

*This performance plan shows progress towards the objectives of the Growth and Neighbourhoods Directorate. Progress towards these indicators is monitored through the Growth and Neighbourhoods Performance Framework which is submitted to the Directorate Management Team for consideration on a quarterly basis.*

Our Manchester Outcomes	Our Manchester 3 Year Priorities	State of the City Key Indicators	Objectives	Indicator (high level / outcomes)	Actual Performance (2016/17)	Target Performance			Contributing Indicators (lower level / operational)
						2017/18	2018/19	2019/20	
<b>A thriving and sustainable city</b>	-Work and skills for better pay	Number of active enterprises (ONS - 25,780 - 2016)	Ensure that business start-up and growth services deliver a quality offer for the City's businesses and facilitate more of the City's residents to start a business or pursue self-employment.	Number of business start ups (ONS Business Demography)	6,445 (2016)	N/A	N/A	N/A	
				% of businesses surviving three years (ONS Business Demography)	54.7% - 2013	N/A	N/A	N/A	
<b>A highly skilled city</b>	-Better school results -Work and skills for better pay	% of the workforce with no formal qualifications (11%), skilled up to level 2 (73%) and skilled up to level 4 (39%) (ONS, 2016)	Ensure that employers at a citywide and neighbourhood level are engaged in shaping and contributing to skills development of both their existing and future workforce, including increasing the number of apprenticeship opportunities.	Apprenticeship starts (SFA)	4,710 (15/16)	N/A	N/A	N/A	Higher and Advanced Apprenticeships
				Apprenticeship achievements (SFA)	2,470 (15/16)	N/A	N/A	N/A	
				% of businesses investing in training for staff (Manchester Business Survey)	70% (Aug '17)	N/A	N/A	N/A	Graduate retention levels
		Attainment 8 (16/17 43.1 DfE)	Simplify the skills offer and pathways for residents from all backgrounds to lead to sustainable jobs and careers progression, working with Colleges and training providers to provide quality post-16 education and training with an accessible learning offer for all and clear routes to centres of excellence providing higher level and technical skills linked to the City's growth sectors.	STEM subjects studied at A Level (DfE)	2,485 (16/17 - provisional)	N/A	N/A	N/A	
		% of Manchester residents being paid less than the living wage (ASHE - 30.8% - 16/17)	Improved careers advice based on real labour market information and continued work with schools and colleges to ensure that there are a range of positive pathways that provide young people with the skills and attributes needed to successfully compete in the labour market.	Number of Secondary Schools in Manchester accredited with Inspiring Information, Advice and Guidance Award	17	N/A	N/A	N/A	
		% of Manchester's workforce being	Encourage businesses to pay the Manchester Living Wage and provide good quality and healthy work.			N/A	N/A	N/A	

		paid less than the living wage (ASHE - 15.2% - 2017)							
<b>A progressive and equitable city</b>	-Fewer kids in care, -Joined up health and social care -Better and more homes	Estimated scale of the voluntary and community sector (3.6 mill hrs volunteered per qtr - 2017 Voluntary, Community and Social Enterprise Sector report )	Create the right conditions for residents to actively demonstrate the principles of Our Manchester through participation and taking responsibility for themselves and their community whilst encouraging others to do the same, supported by strong and active community groups.	Residents Survey: % of Manchester residents rating their community life as good or very good.	52.3% (2017)	N/A	N/A	N/A	
		Preventable deaths from cardiovascular, cancer and respiratory diseases (Cancer – 128.6; CVD - 94.9; Resp - 46.7 - 2014-16)	Embed work as an outcome across the City's reform programmes and continue to work with Working Well and the health system more broadly to support more people with underlying health conditions into sustainable and quality work.	Working Well Expansion - Claimed job outcomes as % of expected job outcomes (Working Well)	75.7% (Q1 17/18)	For the Working Well Expansion there is a target that 20% of attachments lead to job starts.			
		% of the working age population in receipt of out of work benefits (12.6% - Nov '16 DWP)	Refresh the City's approach to Family Poverty, using an intelligence led and "Our Manchester" approach to focus on families and neighbourhoods, most heavily impacted by ongoing welfare reform.	% of Active Adults (doing 150+ minutes per week) (Active People Survey)	60.5% (May 2016 – May 2017).	N/A	N/A	N/A	Leisure centre diversity of usage
				% children in low income families (HMRC - household income is less than 60% of the UK median)	39.4%	N/A	N/A	N/A	Breakdown at area level (LSOA)
<b>A liveable and low carbon city</b>	-Cleaner, greener place -Better and more homes -More recycling and less waste -Fix road, bus and cycle lanes	Our Manchester Residents Survey: % of respondents rating their area a good or very good as a place to live (52% 2017)	Create places where people want to live with good quality housing of different tenures; clean, green, safe, healthy and inclusive neighbourhoods; a good social, economic, cultural offer and environmental infrastructure.	Victim Based Crime (GMP Business Intelligence)	64,081	N/A	N/A	N/A	Breakdown by type and location
				Anti-Social Behaviour Incidents (GMP BI)	33,115	N/A	N/A	N/A	Breakdown by type and location
		Expected Housing Completions (1,654 - 16/17 - MCC EC List)	Contribute to population and economic growth by providing an expanded, diverse, high quality housing offer that is attractive, affordable and helps retain economically active residents in the City, ensuring that the growth is in sustainable locations supported by local services, an attractive neighbourhood and the public transport infrastructure.	Visits to MCC Galleries (MCC Galleries)	616,468	534,000	534,000	534,000	Breakdown by facility; resident satisfaction scores from the Our Manchester resident survey
				Visits to MCC Libraries (MCC Libraries)	2,917,688	2.8m	2.8m	2.8m	
				Visits to MCC Sports and Leisure Facilities (MCC Leisure)	3,408,147	To increase visitor numbers by 1% year on year on a like for like basis. 17/18 target will be c3.442 million.			

		Recycling Rate (36% 16/17)	Increase recycling rates, reduce waste and reduce litter and fly-tipping (tonnages collected) through improved use of technology and enforcement alongside business and resident engagement and action.	Volume of Residual Waste per Household	470.9 (kg/hh/yr)	Monthly targets for levy refuse and recycling tonnages are set.			Missed bin collections per 1,000 households; satisfaction with waste services.
				Fly-tipping requests for service (CRM)	28,779	N/A	N/A	N/A	Breakdown of reporters (officers / public) and locations
				Street Cleaning Requests (CRM)	10,314	N/A	N/A	N/A	Breakdown of reporters (officers / public) and locations
<b>A connected city</b>	-Fix road, bus and cycle lanes	Trips into the City Centre by means other than car in the AM peak (2016 - 75.6% TfGM)	Reducing CO2 emissions through a combination of local action, including delivery of the Green and Blue Infrastructure Strategy, Parks Strategy and the Tree Action Plan, and influencing national policy on energy and transport.	Transport: Patronage of buses, trains and Metrolink (millions) (TfGM)	Buses - 202.8m; Trains 28.1m; Metrolink 41.7m	N/A	N/A	N/A	
				Trips into the City Centre by a) cycling b) walking in the AM peak (TfGM)	Cycling - 1,781 (1.73%); Walking - 11,773 (11.43%)	N/A	N/A	N/A	
<b>Enablers</b>	All	N/A	Continue to build relationships, using an Our Manchester approach, through communicating and engaging effectively with all staff, Elected Members and residents ensuring that they are aware of the vision for the City and their role in its successful delivery.	% of Stage 1 and 2 complaints answered within 10 working days. (CP&C)	76%	96%	96%	96%	
				% of complaints upheld by the Ombudsman. (CP&C)	0%	Below 10%	Below 10%	Below 10%	
				% of Freedom of Information Act requests responded to on time (CP&C)	89%	90%	90%	90%	
			Enable the workforce to be more resilient, effective, creative, ambitious and innovative through embedding Our Manchester and developing a culture of trust, honesty and empowerment.	Average days lost per FTE in the standard working month (mean monthly result over the year). (SAP)	0.78	N/A	N/A	N/A	

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# Delivery Plan 3 – Equality Overview and Action Plan

The Growth & Neighbourhoods Directorate serves the entire population of Manchester: some 560,000 Mancunians, its 20,000 businesses, communities and 994,000 overseas visitors. We have a pivotal role in securing the social, physical and economic future growth of the City. This includes the development of opportunities to raise skill levels and creation of employment opportunities; as well as ensuring that our neighbourhoods are clean and green, well maintained and safe and that residents take pride and ownership of their areas and lives. Cultural and sporting excellence is at the heart of the growth agenda and will continue to be a major regeneration catalyst, maintaining Manchester's international profile through examples such as Manchester International Festival and of course football, whilst at the same time bringing significant community benefits to our residents.

Although the majority of services delivered in Growth & Neighbourhoods are universal and accessed by all Manchester's residents it is clearly demonstrated below that equalities and consideration to those with additional access needs are considered during the planning and delivery of our services. The behaviours and principles of Our Manchester are embedded throughout our approach to service delivery and meeting the needs of our customers. We are proud and passionate about Manchester and will endeavour to deliver the best possible services.

## Review of Proposed Changes and Activities

A significant proportion of savings are associated with the **waste and recycling service** through the successful deployment of 140 litre household grey bins in 2017; supporting behaviour change and ownership by increasing recycling rates; and, specific interventions with apartment blocks. This service has already been subject to an EIA when developing the initial proposals and equalities impact is now embedded within the planning of the service delivery.

Working with our partners, we will implement further efficiencies in the **leisure contracts, facilities and management arrangements**. This contract is now out to tender and is expected to be live by July 2018. Equalities impacts will be embedded in the contract to ensure programming remains diverse and to widen access.

Throughout 2017 the operating models for **two retail markets** have been revised to provide a more efficient service. There has been no changes to frontline service and an EIA was not required. Increase income in **bereavement services** will continue to be achieved by increasing the numbers of burials and cremation that are undertaken and will therefore not have an equalities impact.

A notable change to service delivery is within the Grounds Maintenance team that currently maintain a wide range of parks and open spaces, which includes 23 **bowling greens** across the City. The number of members and use of the greens has seen a continued decline leading to increased costs per user. However, the activity is also seen as a contributor to the public health agenda, promoting activity and social inclusion, particularly within older people. Working with the service users a preferred option has been agreed to reduce the number of greens at each site and reduce the winter provision. An EIA will now be completed to ensure there is no disproportionate impact of this service change.

Other service changes are focused on increasing commerciality and income generation. These are under development and equalities will be embedded in the planning stages to identify any risks.

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
Increasing recycling in apartment blocks	March 2018	June 2018	Heather Coates, Head of Waste, Recycling and Street Cleansing	EIAs have been conducted and any identified impacts have been successfully managed. Further changes will be subject to the same level of scrutiny.
New Leisure Contract	July 2018	October 2018	Neil Fairlamb, Head of Parks, Leisure and Events	Equalities impact is considered throughout the service provision and embedded within the contract requirements.
Grounds Maintenance, fine turf team	June 2018	September 2018	Matt Bennett	Options being explored to mitigate impact on older people using bowling greens across the city.

## Monitoring of the Delivery Plan

The Directorates Equality Champion, Mark Rainey, will update this delivery plan to update Directorate Management Teams and the Corporate Equalities Champions Group each quarter on progress. Progress on the delivery of this plan is also reported to the Communities & Equalities Scrutiny Committee.

Growth & Neighbourhoods Directorate has an equalities working group which has been meeting for over a year with membership from each service area. The group manages the delivery plan, embeds equalities within ongoing service planning /delivery and also manages delivery against the corporate priorities. Progress to date includes:

### **Knowing Manchester Better: Take the time to listen and understand;**

Data mapping workshops and agreement to create a central repository signposting to data, policies, and guidelines to support services understand and meet equalities commitments.

### **Improving Life Chances: We own it and are not afraid to try new things;**

Sharing best practice through case studies and debating approaches to equalities planning and monitoring to inspire new practice across services.

### **Celebrating Diversity: Proud and Passionate about Manchester's communities**

Work is beginning on a joint events and activities calendar to celebrate diversity and identify opportunities for better promotion, gaps in provision and/or areas of duplication.



# Delivery Plan 4 – Workforce Plan

The 'Our Manchester' approach is the foundation of how the Council will deliver its services and engage with residents; it is a key driver along with the People Strategy aims of connecting, inspiring and empowering the workforce.

This section sets out the workforce plan for Growth and Neighbourhoods, a directorate which is made up of a number of diverse service functions; from employees engaged in professional roles to colleagues undertaking manual work, therefore workforce priorities and development needs to be appropriately managed to meet workforce needs.

The Directorate amalgamated the existing Business Units (Fleet, Bereavement, Pest Control, Markets and Manchester Fayre) and into a new section 'Trading Services' from September 2017 and the services are currently reviewing their operational models to ensure they are efficient. Trading Services operates on a cost recovery basis therefore the majority of development activity is paid by service income.

Manchester Adult Education Service (MAES) transferred from Children Services into Work and Skills earlier in the year increasing the Directorate's workforce by 180 FTE (235 headcount).

A number of employees in services including Manchester Fayre, Bereavement Services, MAES, Parks, Libraries, Pest Control and Grounds Maintenance have recently obtained access to MCC intranet via the rollout of Universal Access as it's crucial that all parts of the workforce are engaged.

## Workforce Strategy

In order to deliver the Directorate's vision along with the 'Our Manchester' approach, the priorities will focus on building key skills which are listed below:

- Leadership and Management Capability
- Strengths based conversations
- Customer Care
- Strategic Thinking
- Project Management
- Matrix Management and Partnership Working
- Commercial Skills
- Client and Contract Management
- Political Awareness

There will be a continued focus on performance management including attendance, development, and performance with an increased focus on strategic workforce planning. The Directorate will continue to promote About You discussions to ensure that workforce development needs are identified and align with the service plans.

## Our Manchester Approach

The 'Our Manchester' approach provides collaborative and innovative approach to resident engagement. The Directorate's aim is to develop a resident focused workforce, who understand and are accountable for the impact of their decisions and actions on the lives of residents using a 'strengths based' approach. The Our Manchester Experience sessions will help build employees' understanding of the approach.

## Leadership and Management Development

Feedback from managers and directors confirmed that the need to build management capability (and capacity) in areas such as conflict management, handling difficult conversations, improving motivation in the team and absence management were pivotal in delivering business plans. The b-heard survey further confirmed that in order for staff to feel connected and empowered, managers need to lead by example and understand how to motivate their teams even by small acts such as remembering to say thank you for a job well done.

Corporate leadership programmes such as 'Our Manchester Leadership' and 'Raising the Bar' will help facilitate management development.

## Apprenticeships

The introduction of the Apprenticeship Levy provided opportunities for the Council to deliver apprenticeships in a totally different way. The Directorate has ambitious targets to improve the skills and employment of young people in Manchester as well as increasing technical, management and higher level skills of its own workforce. The Directorate will offer roles for all levels including those coming in at an entry level for unemployed Manchester residents through to higher and degree level apprenticeships for upskilling existing employees where there are skills shortages in the Directorate in areas such as Gallery Costume Mounting and Stone Masonry.

## Workforce Development Plan

The Directorate has an active Workforce Development Group drawn from across its services. To complement apprenticeships and leadership and management training provided corporately, there are meetings annually with service managers to identify priority training needs within their areas. The Directorate will support encourage managers to ensure their team members have access to training, specifically mandatory and service specific development activity which allows services to develop commercial skills (e.g. in Trading Services) or provide new or improved services to residents and the community.

The preferred delivery for MAES workforce development planning is on the academic timetable running September - August which is slightly out of step with the financial year. However contingencies have been considered to ensure there is budget available to meet development needs.

## Learning Lunches

Employees shared that they want a better understanding of what other services areas across the directorates deliver. The workforce development group will continue to programme 1-2 hour



learning lunches for colleagues to attend and these will be delivered during the year. The lunches will cover a wide range of topics delivered by various staff across the Council on a three to four weekly basis to facilitate the sharing of expertise and knowledge.

#### Team Development

The development of strong and high performing teams is a priority for Directorate and as such the Workforce Development Group will develop a suite of options to promote this including outdoor team building events, classroom style to competitive fun activities to suit different team learning styles.

#### **Workforce Priorities**

A summary of the Directorate's priorities is provided outlined below.

The Directorate will:

- Work to ensure the Our Manchester approach is further embraced and adopted by all employees.
- Continue to develop leadership and management capability.
- Enable succession planning and development for employees by maximising apprenticeship opportunities (for new and existing employees).
- Understand and respond to the outcomes of the BHeard survey with the aim of continually improving employee engagement and satisfaction levels.
- Identify and deliver skills and training for the Directorate through the creation of a Workforce Development Plan. This plan will provide added value/complement the corporate organisational development approach.
- Develop clearer career pathways and progression opportunities for staff including 'Grow Your own' approach.
- Improve and strengthen team working (including across service areas) to ensure the best possible service is provided to residents.
- Continue engaging employees and ensure there is strong communication with the workforce via the delivery of staff conference(s) and weekly Directorate broadcasts.
- Improve the operation of an agile workforce by the promotion of 'Our Ways of Working' and flexible working practices.
- Work to reduce employee sickness absence.
- Continue to reduce reliance on agency and consultants and ensure that the Directorate develops the required talents in-house.

# Delivery Plan 5 – Strategic Risk Assessment and Register

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions/ Progress	Risk Owner
1	Service Delivery	The Our Manchester Strategy and approach fails to drive resident and community behavioural change necessary to reduce dependency and foster neighbourhood improvements. Key strategic priorities are not delivered. This generates additional pressure on Universal services and affects the directorate's ability to deliver required budgetary savings	Strategy clearly articulated and supported by major communications campaign. Key partner buy in in place and actions being developed collectively. Strategic roadmap and delivery plan are clear and provides framework for performance monitoring.	3	4	12: Medium	Activate and deliver programmes at a neighbourhood level targeted at the needs of communities. Three areas selected to test out approaches. Training and development of staff to equip them with the right tools to have different conversations with residents. Resident Engagement Approach in development.	Deputy Chief Executive (Growth & Neighbourhoods)
2	Financial	Inability to maintain a balanced budget whilst maintaining critical services	Monthly budget monitoring Performance reporting framework DMT Scrutiny G&N Programme Board tracks delivery of savings.	4	2	8: Medium	No additional actions beyond response to performance triggers and escalation as appropriate.  Regular review and management of existing savings and emerging pressures have provided a strong position towards the end of the financial year 2017/18. This work with continue.	Deputy Chief Executive (G&N) Strategic Director (Development)
3	Service Delivery	The restoration and refurbishment of the Town Hall is unable to deliver in time, to quality and within budget	Town Hall Strategic Board, Project Board and regular reports to Scrutiny and Executive including sign off of end of stage reports at every RIBA stage.	2	4	8: Medium	Ensure functional brief and scope are agreed. Recruitment of project director and establishment of full project team put in place. Robust management of the Design Team and appropriate procurement of and management of the Management Contractor.	Director of Trading Services
4	Service Delivery	Communities and households do not engage with strategies to reduce waste disposal and increase capture of target recycling materials. Changes in the recycling markets result in strict application of the recycling specification which results in more rejected recycling loads. This results in increased financial liabilities through the waste levy and an inability to maintain recycling rates.	Education, Engagement and Enforcement Strategy. Refreshed Communications strategy. More use of media for education. Targeted enforcement in areas of known non-compliance.	4	3	12: Medium	Scrutinise progress for evidence of new strategies delivering. Work with Biffa to capture intelligence from the crews to target education, engagement and enforcement activity.	Director of Neighbourhoods
5	Service Delivery	Overall level of waste management contract performance does not meet Council requirements and resident expectations in terms of waste collection and street cleansing	Waste Management Strategic Board, G&N Programme Board, Performance Contract management Group, Neighbourhoods Scrutiny Committee, and significant partnerships register with associated assurance processes.	3	3	9 Medium	Ongoing review through agreed governance arrangements	Director of neighbourhoods

<b>5</b>	Service Delivery	Reprocurement does not deliver expected savings - exposing all Waste Collection Authorities (WCA) to higher Waste Levy Costs than planned. More WCA's may review their organic service which could result in some over capacity within the PFI. The over-provision results in other WCAs being exposed to additional Waste Levy costs. Inflated costs mean the Council cannot demonstrate value for money	CEX WLT have Established the GM Treasurers Group, Strategic Officers Group and Review of Capacity Group to provide opportunities to exert influence and recommend change.	3	3	9: Medium	Work with GM to Implement outcomes and recommendations from the Gm Treasurers group as part of a wider GM Council response to the Waste Levy.	Director of Neighbourhoods
<b>6</b>	Financial	Failure to agree funding for the Manchester College's estates strategy bid from the GM Skills Capital Fund	The Head of Work and Skills and Director of Strategic Development continue to work closely with the Manchester College /LTE group to develop options that are fundable and deliverable including a phased approach. There is also ongoing dialogue with the CA	3	4	12: Medium		Head of Work and Skills
<b>7</b>	Service Delivery	Working Well expansion does not deliver the 20% job outcomes and 15% sustained job outcomes for residents at a distance from the labour market. There have been some performance issues with the Working Well pilot and expansion in the City.	Working Well Integration Board ensures Council and partners align priorities and services to support WW delivery. Performance is managed by the GMCA team and we are working closely with them to support the providers to link with job opportunities in the City and to address performance issues, as well as working directly with the providers ourselves.	3	3	9: Medium	Continue to work closely with both providers and with the GM team in terms of any mitigating or contractual actions that need to be taken and ensure that as the Work & Health programme moves to implementation it is well integrated and focused on delivery from the outset.	Head of Work and Skills
<b>8</b>	Service Delivery	Delivery of the City Centre Review fails to fully address issues around street cleanliness, rough sleeping, and begging, which impacts negatively on perceptions of the city centre as clean, safe, destination of choice for residents and visitors.	City centre accountability Board,, performance reporting framework and contract management of street cleansing elements.	2	4	8	Ongoing officer engagement with ward councillors	Director of Neighbourhoods.
<b>9</b>	Service Delivery	Business Continuity Plans both within Council services and the supply chain do not mesh to address all key reliance's and protect the delivery of essential services.	Majority of services have business continuity plans and many of these are tested individually. Experience in activating plans in response to corporate incidents.	4	3	12: Medium	Undertake a mapping and review exercise of all plans to test assumptions. Review contractor plans in the context of service plans undertaking a gap analysis to identify vulnerabilities  A refresh of all Business Continuity plans was completed in 2017.	Director of Neighbourhoods

<b>10</b>	Workforce	Workforce development and apprenticeship offer does not progress at the required rate to ensure the Directorate has the skills and experience necessary to deliver against its objectives.	<p>Workforce Development Plan</p> <p>Regular scrutiny and discussion at Workforce Development Meetings and DMT</p> <p>Directorate quarterly HR dashboard tracks progress of apprenticeships and workforce development spend.</p> <p>Monitor workforce budget spend throughout year</p>	4	2	8: Medium	<p>Regular communication to employees and service</p> <p>Ensure process to arrange development is easy, accessible and shared with service areas</p> <p>Maximise use of apprenticeship levy</p>	HR Business Partner
<b>11</b>	Service Delivery	Management of key contracts (eg, Leisure) does not deliver the required products and services necessary to assure the delivery of business plan objectives and planned outcomes for the directorate.	<p>Clear Governance in place to manage contracts</p> <p>Client functions embedded within services focussed on assurance</p> <p>Regular scrutiny of Performance taking place</p>	2	3	6: low	Member review group to meet 6 monthly as part of the QA approach	Director of Neighbourhoods