



Resources and Governance Scrutiny Committee

Date: Tuesday, 8 November 2022

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

There will be a private meeting for Committee Members only at 1:30pm on Tuesday 8 November 2022 in Room 2006, 2nd Floor, Town Hall Extension.

Everyone is welcome to attend this committee meeting.

Access to the Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension.

There is no public access from any other entrance.

Filming and broadcast of the meeting

Meetings of the Resources and Governance Scrutiny Committee are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

Membership of the Resources and Governance Scrutiny Committee

Councillors - Simcock (Chair), Andrews, Davies, Good, Kirkpatrick, Lanchbury, B Priest, Rowles and Wheeler

Agenda

1. Urgent Business

To consider any items which the Chair has agreed to have submitted as urgent.

2. Appeals

To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

3. Interests

To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

4. [14.00-14.05] Minutes

5 - 16

To approve as a correct record the minutes of the meeting held on Tuesday, 11 October 2022.

5. [14.05-14.50] Workforce Equality Strategy Implementation Update

17 - 38

Report of the Director of Human Resources, Organisation Development and Transformation.

This report provides members with an update on progress to date to increase diversity, ensure we are an inclusive employer and to challenge discrimination.

6. [14.50-15.20] Update on Health and Wellbeing Strategy

39 - 58

Report of the Director of Human Resources, Organisation Development and Transformation.

This report sets out the progress the Council has made on delivering the Health & Wellbeing Strategy, the impact of the pandemic on our workforce and to the delivery of the strategy, sets out a plan to review the strategy and provides an insight into the Council's sickness absence rates.

7. [15.20-15.50] Update on the 2023/24 Budget Position

To Follow

8. [15.50-16.00] Overview Report

59 - 90

Report of the Governance and Scrutiny Support Unit.

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

Information about the Committee

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

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

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

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Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk.

Smoking is not allowed in Council buildings.

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Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This agenda was issued on **Monday, 31 October 2022** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

Resources and Governance Scrutiny Committee

Minutes of the meeting held on Tuesday, 11 October 2022

Present:

Councillor Simcock (Chair) – in the Chair
Councillors Andrews, Davies, Good, Kirkpatrick and Rowles

Also present:

Councillor Craig, Rahman, Akbar and Stanton, Deputy Executive Member for Finance and Resources
Randel Bryan, Executive Director and Deputy Chief Executive – Factory International

Apologies: Councillor Lanchbury, B Priest and Wheeler

RGSC/22/39 Interests

Councillor Joan Davies declared a personal interest in item 5 – Factory International.

RGSC/22/40 Minutes

Decision:

That the minutes of the previous meeting, held on Thursday, 6 September 2022, be approved as a correct record.

RGSC/22/41 Factory International

The Committee considered a report of the Deputy Chief Executive and City Treasurer and the Strategic Director of Growth and Development which provided an update on progress with the delivery of The Factory Arts Centre, progress with the redevelopment of St John's and the preparations for the opening of the building.

Key themes and points in the report included:

- Creative industries are the fastest growing sector in Manchester and the creation of Factory International will sustain and grow this vital sector as well as strengthening Manchester's reputation as a nationally and internationally important centre for culture and creativity;
- Anticipated visitor figures both in a festival year and non-festival year;
- The number of jobs provided by the development of Factory International and St John's Quarter;
- The work of The Factory Academy in providing training and skills;
- Cost pressures facing the project, despite tight management and work to preserve completion dates;
- The total forecast outturn position for the project is a shortfall of £19.7m excluding the acceleration works, additional contingencies and risks;

- The strategic principles underpinning a five-year campaign from 2021 to support projected income targets for commercial sponsorship and philanthropic support;
- Contractual arrangements between the Council and Manchester International Festival;
- Inspiring local communities is central to the vision for Factory International and a creative engagement strategy will be delivered to focus on several workstreams; and
- How Factory International will be environmentally sustainable.

Key points and queries that arose from the committee's discussions included:

- The positive benefits of the project;
- What was meant by 'management contracts';
- Requesting more information on the Kickstart scheme and whether this had started;
- Seeking reassurance that there will be no requirement for future capital expenditure increases for the project, particularly given current price uncertainties;
- Whether officers remained confident that the Factory International remained set to open in June 2023;
- If a broad prediction of income generation from sharing the naming rights to Factory International was available;
- How Factory International would be inclusive and inviting to all residents, given the current cost-of-living crisis;
- If any further requests would be made for central government funding; and
- Requesting clarification on the breakdown of costs that the additional £25 million would be spent on.

The Director of Capital Programmes explained that management contracts consisted of the main contractor acting as an agent for the employer and has responsibility for entering into individual supply chain contracts on the employers behalf as opposed to undertaking construction themselves. The contractor would advise on the programme and costs and manage individual contracts. In this instance, a contractor would have no input into design and the Council employs a separate design team.

The Executive Director of Factory International explained that the Kickstart programme reflected Factory International's continued commitment to providing access for those traditionally socially and culturally excluded from the arts. It will provide hands-on experience and improve confidence needed to get jobs within the cultural sector.

Factory Academy was highlighted as being central to the work of Factory International and has ran for a number of years. Apprenticeships, traineeships and other opportunities were also offered.

The Deputy Chief Executive and City Treasurer acknowledged that the volatility of the current economic climate meant that they were unable to guarantee there would

be no further requests for increased expenditure for the project but advised members that final cost estimates were stable.

Officers were also confident that Factory International would meet its target completion date of June 2023 and members were advised that the Council and partners endeavoured to accelerate works to ensure comfort around the target date.

Much of the committee's discussion focused on naming rights. The Executive Director of Factory International informed members that an initial independent analysis had been undertaken to survey similar venues which have previously secured sponsorship to provide an accurate assessment of the value of naming rights. The valuation for Factory International amounted to £25 million.

Market challenges were acknowledged but were not anticipated to impact fundraising ambitions.

Advanced conversations with leading brands for naming rights had taken place and were being developed. Members were advised that this would be a long-term collaboration and Factory International would seek to meet and exceed its fundraising target through naming rights.

The Statutory Deputy Leader also assured members that he sits on two Ethics Committees – one for Manchester International Festival and one for the Council – which scrutinises potential sponsorship partners to ensure they are appropriate and relevant.

In response to a query regarding how Factory International would appeal to different communities and interests, particularly given the current cost-of-living crisis, the Executive Director of Factory International explained that a broad programme of music, commercial events and free public events would be offered to cater for all interests.

There were also initiatives such as £10 or less tickets for main artistic experiences and consideration was being given to how the space could be used by the public and community groups during the day at low or no cost.

The Leader of the Council explained that the Council had worked closely with the Arts Council and the Department for Digital, Culture, Media and Sports (DCMS) and the Minister for Culture had attended the launch of the programme. Members were also advised that whilst there was currently no indication of additional government funding, the Council would consistently endeavour to secure funding for all cultural programmes.

The Deputy Chief Executive and City Treasurer advised that the report outlined the reasons for all cost increases since the project commenced, including the additional £25 million required. This could be split into work package commitments and the works programme, which are confirmed, and the potential costs until project completion.

In summarising the discussion the Chair emphasised the positive aspects of the project. However, he also noted that there had been a number of previous requests

for additional funding and that since the NTP there had been significant and expensive changes to the design. He expressed the hope that there would be no further requests for additional funding and that the building would open on time in 2023.

Decision:

That the Committee

1. notes the report and
2. endorses the recommendations being made to the Executive.

RGSC/22/42 Our Town Hall Progress Update

The Committee considered a report of the Deputy Chief Executive and City Treasurer which provided an update on the refurbishment and partial restoration of the Town Hall and Albert Square under the Our Town Hall (OTH) project.

Key themes and points in the report included:

- Increase from 74% to 90% cost surety of the project at the end of June 2022;
- Acknowledgement of a very challenging period for the construction industry;
- The Date for completion (25 June 2024) is under review following a series of delay claims from contractors;
- The project cost plan for construction is reporting within budget, but significant risk pressures have arose in the period since Notice to Proceed (NTP), such as the conflict in Ukraine, energy prices and labour and material shortages;
- Progress made with Social Value, with a number of the project's Social Value KPIs already over-delivered;
- The project has been recognised as an exemplar model of construction industry best practice that is delivering first rate quality, opportunities for the people of Manchester and is respectful of the environmental impact construction can have on neighbouring businesses;
- Work under way to develop the operating model for the building, including revenue costs and planned occupants; and
- The Mitigation Action Plan 2021-22 and its focus and outcomes.

Key points and queries that arose from the committee's discussions included:

- How baseline targets for local labour and spend were formulated;
- How the number of apprentices who are Manchester residents could be increased;
- Commending the social value work of the project;
- The current volatility of the construction industry, and how confident officers were that the project could overcome these pressures;
- Plans to showcase the heritage assets within the Town Hall and whether these would be accessible to the public;
- Increasing publicity of the project and works;

- Welcoming the partial reopening of Albert Square, and what the ongoing maintenance arrangements would be;
- Whether the Sculpture Hall inside the Town Hall would be reopened to the public and whether the names of recent Lord Mayors would be incorporated;
- How confident officers were that no further budget increases would be required;
- Whether the project was on-track for completion in 2024;
- Requesting an update on the nesting falcons found in the Town Hall; and
- Clarification on what was meant by the '*Monte Carlo simulation*'.

The Project Director explained that 6-8 months of market testing and a tender engagement process with two shortlisted bidders had been undertaken to test which contractor could provide best value and meet the key performance indicators (KPIs) for local labour and spend. Members were informed that the KPIs were significantly better than anticipated prior to the procurement process.

In response to a query regarding increasing the number of apprentices who are Manchester residents, it was explained that £28 million-worth of works were still to be procured and a social value clause is included in every contract with contractors held to account on this. This would help to increase the number of locally-based apprentices working on the Our Town Hall project.

The Project Director acknowledged that the project was halfway to completion and that a number of things were driving volatility but the project was progressively working towards a level of surety and confidence.

Members were advised that an inventory of heritage assets in the Town Hall had been recorded prior to the works commencing and many of these, such as paintings and furniture, were being stored safely or under conservation and restoration and would be returned to the Town Hall upon its reopening. These would be located around the building and in spaces that are accessible on a day-to-day basis. A visitor experience was also planned for the Town Hall to showcase many exhibits and the history of the building.

The Statutory Deputy Leader highlighted that the Town Hall was the civic heart of Manchester and that the Council had a duty to preserve this and ensure it is accessible to residents.

The Project Director acknowledged the opportunity for more publicity of the project but explained that it could be difficult to communicate with certain communities. As the project progressed, planning was underway for the launch and reopening of the Town Hall and this would increase the amount of publicity.

With regards to the maintenance of Albert Square, Members were advised that there are plans for tree-planting at the appropriate time and installation of street furniture and lighting. A maintenance schedule had been devised for hard finishes and drainage and this forms part of the Council's planning for overall maintenance costs for the Town Hall and Albert Square. No solution had been found to alleviate damage to statues caused by skateboarding but the project team continued to look into this.

Assurances were provided that the only traffic entering the Square would be pre-booked deliveries for businesses and the Town Hall and construction vehicles for events in the Square, such as the Christmas Markets with access and egress controlled.

The Project Director advised the committee that officers have been prudent in identifying potential risks and have assigned financial allowances for contingencies.

It was explained that the *Monte Carlo* simulation is a computer programme that runs 10,000 simulations ranging from low-probability to absolute certainty for individual risks. This then provides cost figures for completion if the unfactored value of 100% of risk is realised and when factored for a more likely position. The Project Director provided assurances that it would be highly unlikely that 100% of risk would be realised.

The Project Director advised that nesting falcons are a protected species and that all work had ceased upon discovery. Access was secured to prevent future nesting and the building was covered in scaffolding and a wrap.

It was confirmed that the project would be delayed beyond June 2024 but it was not yet known when this would be delayed until. Work had been undertaken to mitigate embedded delays and this had been reduced by three months already with officers hopeful of reducing further.

The Statutory Deputy Leader expressed his thanks to officers for their work on the project.

Decision:

That the Committee

1. notes the report;
2. requests that a report on maintenance schedules for public realms be brought to a future meeting; and
3. requests that a further update on the Our Town Hall project be provided in 12 months.

RGSC/22/43 ICT and Digital Strategy

The Committee considered a report of the Deputy Chief Executive and City Treasurer which provided an update on the development of the ICT and Digital Strategy.

Key points and themes in the report included:

- The ICT and Digital Strategy and technology road map are important in the delivery of council priorities to make sure that investment is prioritised and that infrastructure is robust and secure;
- How the Strategy would enable delivery of the next phase of the Future Shape of the Council programme such as
 - Delivering an improved service to our residents and businesses through an implementation of a new Customer relationship Management (CRM) system and website through the Resident and Business Digital Experience Programme.
 - The replacement of the council's main Finance, Procurement and Human Resources system (SAP) which will be at end of life in 2027.
 - Moving away from our current data centres to a hybrid cloud approach
 - Further embedding the systems and processes from the old Northwards Housing organisation into Housing Operations.
- Feedback from consultation undertaken with service users, Directorates and member panels;
- The role of the ICT and Digital Design Authority Board in the implementation of the strategy, its membership and terms of reference; and
- The development of the ICT & Digital Future Operating Model.

The Universal Technology Programme Manager also provided a presentation on the End User Device project at the meeting, which highlighted objectives, outcomes delivered to date, the type of devices deployed and carbon savings.

Key points and queries that arose from the committee's discussion included:

- Commending the comprehensive and well-written report;
- How users are embedded into the project and whether this is stakeholder-led;
- The Digital and ICT Design Authority Board, and whether the Council had considered a more decentralised structure to reduce risk;
- Whether the Strategy would be '*project management-based*' or '*project-based*';
- How the Strategy would reduce carbon output; and
- Device security, and whether increased use of laptops and hybrid working practices would lead to higher risks of data breaches.

The Director of ICT informed members that stakeholder engagement would differ between projects and some would involve consulting with residents. The roll-out of Office 365, which was an internal system, was cited as a positive example of stakeholders with officers and members involved at the earliest opportunity.

The Director of ICT confirmed that the Digital and ICT Design Authority Board was a centralised group and there was no current intention to consider a decentralised approach. It was explained that a centralised approach would help to prioritise and identify areas across the Council service for investment.

In response to whether the projects within the Strategy would be '*project management-based*' or '*project-based*', members were advised that large-scale programmes would be run as projects with an established process for undertaking

these. Product owners would also be identified to own the entire lifecycle and to manage implementation and assess benefits.

The presentation provided by the Universal Technology Programme Manager highlighted that all equipment rolled out as part of the End User Device project was modern and future-proofed to meet or exceed current requirements.

New computer monitors rolled out as part of the End User Device project would help to reduce carbon output by using detection software to dim or switch off when a user was not present. The new monitors also used half the amount of power compared to previous infrastructure.

The Universal Technology Programme Manager explained that these improvements would save 63 tonnes of CO² per year.

Members were advised that all computers are encrypted and an internet connection is required to access any data and files on the Council's network, which mitigated the risk of data breaches if the equipment was lost or stolen.

Assurances were also provided that there had not been any increase in incidents of theft or loss of equipment or any increase in risk or threat of data breaches since the increase of home and hybrid working practices. Officers were provided with locks to secure devices to desks and access to lockers in the Council's offices. Safe bags were also provided to carry equipment to and from the workplace.

Although officers have a personal responsibility to look after Council-owned equipment, it was reiterated that they should surrender the device if they are threatened or at harm.

The Deputy Executive Member for Finance and Resources commented that the Council takes cybersecurity extremely seriously.

Decision:

That the report be noted.

RGSC/22/44 Resident and Business Digital Experience Programme (RBDxP)

The Committee considered a report of the Deputy Chief Executive and City Treasurer which provided an update on the Resident and Business Digital Experience Programme (RBDxP).

The key points and themes within the report included:

- RBDxP forms part of the Future Shape transformation programme which aims to enable the Council to be in the best possible shape to deliver its ambitions whilst meeting external challenges as a result of budget pressures;
- RBDxP will see the replacement of the existing customer relationship management system, content management system (website) and integration layer in one single integrated platform;

- The works will allow the Council's front-facing systems to interact to the benefit of residents and businesses;
- 3 core user groups have been devised, made up of service users, residents and businesses, to help design digital services, support implementation and ensure that solutions meet user requirements and accessibility needs;
- Key progress of the programme to date; and
- Next steps and an indicative implementation plan.

The Programme Manager also provided a presentation at the meeting, which highlighted objectives, examples of improvements, progress to date, the engagement approach and next steps.

Key points and queries that arose from the committee's discussion included:

- Reiterating the importance of co-designing the system with users;
- How the new system would improve usability and what benefits it will provide residents;
- The work that core user groups would be involved in and what this would entail;
- How the Council could reduce the number of digitally-excluded residents; and
- Welcoming the Technology and Implementation Partner which the Council has contracted to support the programme; and
- Whether the Council was confident that the Technology and Implementation Partner was a suitably sized organisation to work with.

The Programme Manager acknowledged that the current services were fragmented and users had to login multiple times to reach Council services. RBDxP would create a single system for data to be held in and this would allow future works to offer richer services to residents and business and to identify trends in what services customers are accessing through the Council's website. It would also enable the Council to react quicker to changes.

The Head of Revenues, Benefits and Customer Service explained that feedback from engagement sessions with members and residents had been incorporated into the aims of RBDxP. Suggestions which the Council was looking to enable included uploading photographs when reporting issues and reporting on behalf of someone else and being informed of outcomes.

The Deputy Member for Finance and Resources also advised that the programme would enable the growth of the Council's in-house digital expertise.

In response to a query regarding the work of the core user groups and what this would entail, members were informed that respective Neighbourhood Area Managers would advise members in their neighbourhood meetings on what this work involved.

The Digital Social Inclusion Lead informed the Committee that there was an estimated decrease in the number of digitally-excluded residents since 2019 but a widening skills gap was acknowledged. The Digital Social Inclusion team was working closely with the ICT team to ensure that service design meets the needs of those digitally-excluded.

The Digital Social Inclusion Lead also expressed a desire to work with voluntary and community sector organisations to help those who are less likely to seek out digital inclusion opportunities.

It was also highlighted that RBDxP would improve service delivery through traditional routes and channels such as telephony as a result of staff delivering services via these channels using the new and improved technology introduced as part of the programme. A recent example of new technology improving service provision through the telephony access channel was the option to request a call back from the customer service centre without having to wait on the line.

The Programme Manager expressed confidence that the Technology and Implementation Partner organisation was suitably sized to work with the Council and that this allows them to meet the needs of Manchester City Council compared to other, larger tenders who were inflexible to the Council's requirements.

The Deputy Executive Member for Finance and Resources expressed his thanks to the presenting officers and to those in the customer service centre who provide advice and help for Manchester residents.

The Executive Member for Finance and Resources commented that ICT is one of the Council's most complex services which undertakes transformative work to provide residents and businesses with a seamless digital experience. He expressed his thanks to the Deputy Executive Member and officers and wished them luck with the further rollout of the programme.

Decision:

That the report be noted.

RGSC/22/45 Budget Process and Revenue Budget Update 2023/24 to 2025/26

The Committee considered a report of the Deputy Chief Executive and City Treasurer which provided a summary of the impact on revenue budget position following recent government announcements and the proposed budget process for the update of the Medium-Term Financial Plan and Capital Strategy.

The key points and themes within the report included:

- An overview of government's recent budget announcements;
- Expectations of the government's Medium-Term Fiscal Plan, which is scheduled to be announced on or around 23 November 2022;
- The deferral of the Spending Review (SR) and indications that the Fair Funding review of how local government funding is allocated will not happen during the current SR period;
- The unlikelihood that there will be resources to cover the cost of the inflationary increases and pay awards which amounts to an additional £42 million to be funded for Manchester City Council;

- The Adult Social Care Discharge Fund, which can be used flexibly by local health and care systems to improve pathways for people to leave hospital when they are ready;
- A part year cost reduction in 2022/23 of £0.6 million as a result of no longer requiring the £1.5 million which was added to directorate budgets to fund the employer contribution to National Insurance due to reductions in this;
- The impact of the energy price cap on the Council's utilities contracts is being assessed but initial indications are that this will reduce the 2022/23 electricity costs by an estimated £2.4 million; and
- A full budget update and an overview of the savings and cuts options under development will be presented to the Resources and Scrutiny Committee on 8 November 2022.

The key points and queries that arose from the committee's discussion included:

- Recognising the announcement of the government's Medium-Term Financial Statement has been brought forward, and
- Commending officers for their work in extremely challenging circumstances.

The Executive Member for Finance and Resources commented that the Council would continue to lobby government for fair funding for local authorities. This was vital to the delivery of services and to protecting the most vulnerable members of society.

It was also stated that 1-year Government Finance Settlements did not provide certainty and prevented forward planning.

The Deputy Chief Executive and City Treasurer stated that the Council's budget process would continue as planned and it was likely that further options for budgetary cuts would have to be considered.

It was also anticipated that the Government Finance Settlement would be received later than usual.

In summarising, the Chair wished officers luck going forwards.

Decision:

That the report be noted.

RGSC/22/46 Overview Report

The Committee considered the report by the Governance and Scrutiny Support Unit which provided details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also included the Committee's work programme, which the Committee was asked to amend as appropriate and agree.

Decision:

That the Committee note the report and agree the work programme.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee - 8 November 2022

Subject: Workforce Equalities Strategy Implementation Update

Report of: Director of Human Resources, Organisation Development and Transformation

Summary

Manchester is a diverse and vibrant city, and our workforce should reflect and celebrate that diversity at all levels of the organisation.

This report provides members with an update on progress to date to increase diversity, ensure we are an inclusive employer and to challenge discrimination.

Members of staff from across the organisation who have direct experience of our implementation of the Workforce Equality Strategy will attend the Committee to give an account of their experience and answer questions.

Recommendations

The Committee is asked to:

- 1) Note the progress to date
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Wards Affected: All

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

The Workforce Equality Strategy focuses on inclusion and increasing diversity of thought, backgrounds, and perspectives within the workforce. This impacts on the way that we work and our Zero Carbon agenda.
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Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The public sector is a major employer in Manchester so if we can recruit more from Manchester residents it will contribute to this outcome. The city council should reflect the communities of Manchester fully and at all levels.

A highly skilled city: world class and home-grown talent sustaining the city's economic success	Employees who work for the city council and live in Manchester will receive skills development.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Employees who work for the city council and live in Manchester will make a positive contribution to the city. When the City Council is fully reflective of the communities we serve, we will be an exemplar of a progressive and equitable employer.
A liveable and low carbon city: a destination of choice to live, visit, work	Not directly relevant
A connected city: world class infrastructure and connectivity to drive growth	Employees who work for the city council and live in Manchester will have their technological skills improved, reducing digital deprivation

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Background documents (available for public inspection):

Workforce Equalities Strategy report to Resources and Governance Overview
Scrutiny October 2021

1.0 Background

- 1.1. In 2019 an external review of race issues in the workforce of the Council was commissioned. This review was finalised in November 2019. The commission aimed to understand the extent to which our organisational culture and values, reinforced by our policy approach and behaviours, support inclusive employment practices, and recognise and respect differences.
- 1.2. The findings of the review were published in 2020 and to make progress with pace a working group was established to take the recommendations forward. Over a 12-week period a group of c90 employees from across the organisation met and considerable progress was made to implement the recommendations. An update is provided in this report.
- 1.3. In addition, the working group recommended the development of an overarching Workforce Equality Strategy (WES), and the latest version of that strategy came to the Resources and Governance Overview and Scrutiny Committee in October 2021.
- 1.4. This report updates the Committee on progress in the last 12 months and sets out the work in hand and planned.

2.0 Award winning

- 2.1. Although of course our purpose is to create a place where everyone can be themselves and thrive, it is great for Manchester and for everyone who has been working so hard on this to have their efforts recognised.
- 2.2. In April 2022 our Human Resources and Organisational Development (HROD) team won the 'Best Inclusion and Diversity Programme/Initiative' at the PPMA awards. The PPMA is the 'Public sector People Managers Association' and includes most senior HR and OD leaders in the UK. This is a prestigious national award and has led to the City Council being invited to share our practice and progress with organisations including Southeast Councils and a PPMA seminar. In turn this led to an article in 'People Management' where our Director was interviewed about what we have been doing. People Management is the national magazine of the Chartered Institute of Personnel and Development, the professional organisation for HROD.

3.0 Creating a more diverse workforce at all levels by developing existing staff and opening opportunities out to Manchester residents.

3.1. Leadership Pathway programme

Following the successful completion of the pilot programme in October 2021, we launched two further cohorts in 2022. The first in June and the second in September 2022 which is due to be completed by the end of November. To date, 48 of our Black, Asian, and minority ethnic colleagues have enrolled onto the programme with 30 successfully completing it. Out of the 30, 47% (14) have gone on to secure promotions and have directly attributed this to the

knowledge, confidence, opportunities, and exposure the programme provided them. There are a further 4 programmes planned to be delivered over the next 2 years with a total of 18 staff on each programme. The Committee will hear from a participant on one of these programmes on their experience of going through it.

3.2. **Apprenticeships**

In the last 12 months, the Council has supported 111 colleagues in enrolling onto an apprenticeship with 37% of these being for staff from Black, Asian, and minority ethnic backgrounds. This compares to 29% in the previous 12 months. The increase in staff from within this group was achieved through utilising various comms channels with information on apprenticeships, speaking to our Race Equality network groups and working closely with senior managers within each directorate.

- 3.3. Apprenticeships have allowed our staff to combine their current roles with part-time learning and in addition to the qualification, the valuable skills, knowledge, and experience gained will help support progression into senior roles within the organisation.

3.4. **Work Experience**

In June 2022, the Talent & Diversity team (within HROD) relaunched a new refreshed Work Experience offer. This encompasses hosting students from Manchester schools, colleges, and universities. The offer also includes supporting students studying T-Level qualifications as well as young people studying degrees who want to come and complete a placement linked to their studies. The offer has been refreshed to include Manchester residents aged 24 and over, not currently in work, providing opportunities to come and gain work experience in areas of their choice. This work is directly linked to our ambition to strengthen our employment pathways into our organisation, creating a clear talent pipeline for our residents with a priority to include residents from our diverse communities.

- 3.5. In July, the service hosted work experience placements for 18 young people from schools across our city. The week was a combination of time within different Council teams and a corporate offer of induction. This helped the young people to learn about the values and principles our organisation. Looking ahead, we have committed to hosting 12 Manchester Metropolitan University (MMU) students on 12-month paid placements. These placements will allow students to share their expertise in the organisation while developing their skills and knowledge. MMU will support this work encouraging students from their 'First Generation' (of students to go to university in their family) scheme to apply for these placements.
- 3.6. In November 2022, the Council welcomes the first 2 of 4 T-level students into the organisation. Work is underway with our partners in the Department for Work and Pensions (DWP) in identifying adults who would want to gain work

experience with us. The Talent & Diversity team are currently working with the Neighbourhoods directorate to set up a 2-week placement for two adults.

3.7. Increased visibility at career fairs

As the emphasis of our work to strengthen pathways into the organisation for residents has become clearer to our partners, the HROD service are now increasingly being invited to career fairs across the city in a variety of settings (schools, colleges, universities and within the community).

- 3.8. In September 2022, the service attended a carers fair held at Alfurqan Centre (located in Rusholme) and spoke to over 90 residents who were interested in working for the Council. Officers were able to show residents live vacancies, help to set them up for vacancy alerts on their phones and gave advice on how to apply for roles.
- 3.9. The service continued to reach out with partners, recently attending a 'Getting into the Civil Service and Local Government' webinar hosted by The University of Manchester. Officers were able to speak directly to students about the benefits of working for the Council, as well as providing updates on live vacancies and our recruitment process. In November, the service will also be attending the MMU Graduate Jobs and Placements Fair.
- 3.10. In addition to the above, we now also have access to both Manchester universities' jobs portal where we can directly upload our vacancies.

4.0 Engagement and Communications

- 4.1. HROD are working hand in hand with our colleagues in Communications on implementation of our Workforce Equality Strategy. Some key areas of focus have been.

4.2. Talent and Diversity

There has been increased awareness of the Talent & Diversity team and its goals using corporate communications channels and creating content which is meaningful to colleagues. By using the intranet (an all-staff communications tool backed by corporate investment), staff stories, blogs and engagement events have helped to inform colleagues of the opportunities available. Also, the promotion of key initiatives through content creation, use of digital communications channels and production of assets, such as: Leadership pathway and LeadHERship (programme for women of colour), Let's Talk About Race as outcomes of the Race Review, Apprenticeships and the Kick Start Scheme and the development of the Third-Party Harassment policy.

4.3. Our Manchester

Communications supported the launch of the Our Manchester 5th behaviour 'We show that we value our differences and treat people fairly' and the refresh of the Our Manchester Experience through updated materials to enhance

inclusivity and encourage conversation. Staff stories are all written in the language and tone of our values and behaviours – putting colleagues at the heart of what we do, which demonstrates the Councils culture.

4.4. **Staff Equality Networks**

Communications work with the equality network chairs and invite stories from members as there are no barriers to having their voices heard or seen in staff communications. Staff are encouraged to tell their story and work together with Communications to decide how best they are shared. For example, in Spotlight or a blog in the Forum. The intranet has been developed with content that enables staff to access the networks and engage in activity, including the recent Mental Health Network and Neurodiversity group. Further development work is planned with the staff equality networks, including the newly formed Over 50s and Young Person's networks.

4.5. **Accessibility**

Communications champion accessibility. To support the organisation, adopt these behaviours and make sure we are truly providing a workplace for all, communications have put together Digital e-learning SCUPLT training and created a series of 'how to guides. The team feature accessibility prominently and regularly in our communications and continue to work with stakeholders to ensure accessibility is recognised and acted upon by everyone. This work forms part of the Digital, Data, and Insights workstream of the Future Shape of the Council programme.

4.6. **Staff centered**

Our communications channels provide a platform for colleagues to be seen and heard. While we are conscious of increasing visual representation in our content, our communications are diverse in culture, religion, and other characteristics. Diversity over tokensim. We celebrate personal and professional achievements which better connect staff as it raises greater awareness of factors which can contribute to an improved workplace/colleague experience. This has included highlighting key awareness days, months, and signposting staff to engage in activities/conversations, so nothing is contained to a moment in time.

4.7. **Professional development**

Continued learning and development is taking place within the communications team to ensure our communications are inclusive and accessible. The team have equalities champions within the team and use a series of tools to ensure inclusivity.

5.0 **Leadership, Organisation Development and Learning**

- 5.1. The Council has recently endorsed the creation of a post of Joint Director of Equalities, Inclusion and Engagement working across the City Council and

Health, which is being undertaken by a woman of mixed heritage (White and Asian) and a Black woman is temporarily acting as Director of Public Health (while the current Director of Public Health supports the Chief Executive by acting as Deputy Place Based Lead) and a member of Senior Management Team. These appoints, and the expertise of both individuals will help to challenge and support the organisations progress.

5.2. **Inclusive Leadership Masterclass**

The highly interactive workshop (introduced in April 2021) was designed to equip our leaders with the confidence and skills to enhance inclusion in the workplace, as well as role model inclusive behaviours in their everyday interactions. The session explores inclusive leaders using a conscious inclusion model of leadership and creates a safe space for participants to learn, reflect and encourage peer to peer learning.

- 5.3. To date 373 managers grade 10+ have attended including 117 members of Senior Leadership Group. This has been used as a springboard for senior leaders setting annual equality objectives and individuals being identified to coach and mentor people on programmes such as the leadership pathway referred to in paragraph 3.1.

5.4. **OM5B – development and embedding**

The Our Manchester fifth behavior (OM5B) has been developed to reinforce our commitment to being an equal, inclusive, and fair organisation. Whilst equality was threaded through the other behaviours, staff told us that we needed to strengthen our commitment to equality. 50 staff from across the organisation and trade unions were involved in the creation of the fifth behaviour and shared personal experiences and insights to make sure it worked for all. This focuses on a clear call to action: **We show that we value our differences and treat people fairly.**

- 5.5. The Organisational Development team have run a series of 'Our Manchester Out and About' sessions, visiting our workforce to distribute materials and speak with them directly about the Our Manchester behaviors, the development of the fifth behavior and how they can embed it within their teams. The team's final event in the series ran at the Town Hall Extension and invited all the staff equality networks along to share their insights about how we can further embed the behaviour. This is being followed up with attendance at team meetings and different forums (e.g., presenting to the Race Equality Staff Network) to continue the conversation.
- 5.6. The Organisation Development team are now in the development stage of a new activity to embed the fifth behaviour to feature in the Our Manchester Behaviours Toolkit. This includes 'ideation sessions' with staff involved in the creation of the behaviour and members of staff networks. A briefing pack and resources have been created to share best practice, with examples of where teams and services do this effectively. This will be distributed to the entire workforce along with the new activity when launched. Embedding the fifth

behaviour will also be included in the manager accountability framework and more out and about sessions which are to be confirmed.

5.7. **Corporate Induction**

The Corporate Induction was redesigned after the COVID-19 pandemic, with renewed focus on the Manchester City Council Strategy, Corporate Priorities, Our Manchester Behaviours and Equality, Diversity, and Inclusion (EDI). Work has taken place with staff, managers and services looking at best practice to develop a new offer that we are confident provides an exciting, comprehensive, and consistent induction experience. The new corporate induction covers an introduction to the 5 Our Manchester Behaviours, using group discussion on why the behaviours are important and how individuals can demonstrate them within their roles. The same activity is used when we discuss equality, diversity, and inclusion.

5.8. To date, since the Corporate Induction was redesigned

- 9 Sessions have taken place since 26/04/2022
- 229 Officers have attended the sessions to date
- Feedback: 181 Responses have been captured using Microsoft Forms with 100% providing positive responses about their experience on the session.

5.9. **Welcome to the Council pack**

The Working for the Council booklet has been updated and expanded to include a declaration of the Council's commitments to being a more diverse and inclusive organisation. The EDI section now introduces the Workforce Equality Strategy and describes how use the strategy to make sure that our workforce fully reflects the rich diversity and talent of the communities we serve at all levels. It also sets out clearly that we have a zero-tolerance approach to any form of discrimination and will quickly make changes to address issues.

5.10. The dedicated Senior Leadership Induction pack mirrors the whole council booklet and has the added manager's expectation to EDI as part of the nine basics for Good Managers.

5.11. **Our Manchester Experience**

As mentioned briefly in point 4.3, the Our Manchester Experience has been updated with the fifth behavior and relaunched for all Council staff and partners. During the sessions include discussions on how the fifth behavior came about, why it's important, and what we need to do with it. The experience reinforces that it is a behavior rather than a value, therefore it is something that we need to *do*, to action, rather than just believe in.

Participants work in groups to explore three questions...

- What does inclusivity mean to you?

- How can your team be more inclusive?
- What can Manchester City Council do to promote inclusivity more across its residencies and communities?

5.12. The combination of smaller and larger group discussions used on the Our Manchester Experience, give people the opportunity to explore conversations further and share ideas with other staff. This is used to not only to spread the word of the fifth behavior, but to get each participant to think about what inclusivity looks like to them personally, to their team and finally to all of Manchester and our residents. This is a direct way that we can support culture change in the organisation - The more positive, constructive, and inclusive conversations individuals have within their team, the more likely their team members will go on to have positive, constructive, and inclusive conversations with those they meet and so on – a ripple effect.

5.13. **Awards for Excellence**

For the first time, a dedicated EDI category was introduced to Awards for Excellence. This addition was in recognition of our commitment to creating a fair and inclusive workplace, and the excellent work done by colleagues across the Council which helps us to achieve this.

5.14. Diverse judging panels were also introduced where members of staff networks were invited to support the judging of each category - 33% of members of the judging panels identified as Black, Asian, and minority ethnic. Judges received de-personalised nominations to avoid unconscious bias. Members of the judging panels were also invited to present awards at the finale event, to ensure presenters were reflective of the diversity of our workforce.

5.15. Due to the event taking place in Ramadan, timings were adjusted to allow for colleagues who were fasting to eat at the same time as everyone else and therefore providing all guests with the same event experience.

5.16. The diversity of nominees and finalists are now being monitored against the workforce profile of the organisation to gain a better understanding of who engages with Awards for Excellence and where minority groups might be underrepresented.

5.17. **Corporate Events and engagement – equality monitoring**

An equality monitoring tracker has been developed for the Our Manchester Experience, Carbon Literacy, Listening in Action, and large corporate events to show levels of engagement across protected characteristic and to take positive action where required to ensure all staff groups can and are able to engage.

5.18. **Staff Survey**

To reflect our work and commitment to equality we have changed questions, with a stronger focus on belonging and 'being yourself at work'.

5.19. Equality monitoring has been amended to reflect the specific characteristics identified by staff (such as asexual and pansexual), and better disability/condition categories such as

- Mobility issues, e.g., using a wheelchair or crutches some or all the time, or being unable to walk more than short distances
- Musculoskeletal condition, e.g., back, neck, shoulder, or arm conditions
- Manual dexterity condition, e.g., arthritis Energy-limiting condition, e.g., chronic fatigue, fibromyalgia
- Visual impairment Hearing impairment Speech-related condition, e.g., stammer or stutter
- Mental health condition, e.g., anxiety, stress, depression, bipolar disorder
- Neurodiverse condition, e.g., dyslexia, autism, ADHD Learning disability
- Long-term condition, e.g., diabetes, multiple sclerosis, heart condition, epilepsy, or chronic pain

5.20. Staff attendance at EDI related training

The table below provides a breakdown of all the available EDI related training courses, the uptake by staff above and below grade 10+ and total number of hours/days delivered. To note overall, a grand total of 5526 staff have accessed the training for a total of 13,806 hours (1,972 days),

Training Course Name	All Staff	Managers Grade 10+	Staff below Grade 10	Average no. of hours per course	Grade 10+	Below Grade 10	Total number of hours
Anti-Racism and Systems Training	18	2	16	7	14	112	126
Dementia Awareness Training	30	4	26	7	28	182	210
Domestic Violence & Abuse Awareness	5	0	5	7	0	35	35
EL Awareness of Force Marriages	6	0	6	1.50	0	9	9
EL: Accessible Display Screen Equipment	170	1	169	1.50	2	254	255
EL: Autism Awareness	222	1	221	1.50	2	332	333
EL: Avoiding Violence	80	2	78	1.50	3	117	120

Training Course Name	All Staff	Managers Grade 10+	Staff below Grade 10	Average no. of hours per course	Grade 10+	Below Grade 10	Total number of hours
EL: Bullying and Cyberbullying	72	0	72	1.50	0	108	108
EL: Child Sexual Exploitation Level 1	45	1	44	1.50	2	66	67.5
EL: Child Sexual Exploitation Level 2	48	0	48	1.50	0	72	72
EL: Dementia Awareness	85	0	85	1.50	0	128	127.5
EL: Diabetes Awareness	116	0	116	1.50	0	174	174
EL: Digital Equality and SCULPT	485	48	437	1.50	72	656	727.5
EL: Disability Awareness	180	0	180	1.50	0	270	270
EL: Domestic Abuse & Partner Violence	149	0	149	1.50	0	224	223.5
EL: Epilepsy Awareness	107	0	107	1.50	0	161	160.5
EL: Equality and Diversity	540	30	510	1.50	45	765	810
EL: Equality and Diversity in Healthcare	155	0	155	1.50	0	233	232.5
EL: Female Genital Mutilation	26	0	26	1.50	0	39	39
EL: Gypsy & Traveller Cultural Awareness	43	0	43	1.50	0	65	64.5
EL: Hate Crimes	117	0	117	1.50	0	176	175.5
EL: Hidden Harm	42	0	42	1.50	0	63	63
EL: Human Trafficking and Modern Slavery	1	0	1	1.50	0	2	1.5
EL: Let's Talk about Race	674	92	582	1.50	138	873	1011
EL: LGBT Awareness	42	0	42	1.50	0	63	63
EL: Loneliness and Isolation	75	0	75	1.50	0	113	112.5
EL: Loss and Bereavement	36	0	36	1.50	0	54	54
EL: Medication Awareness	252	0	252	1.50	0	378	378
EL: Menopause Awareness	31	1	30	1.50	2	45	46.5
EL: Mental Capacity Act	207	1	206	1.50	2	309	310.5

Training Course Name	All Staff	Managers Grade 10+	Staff below Grade 10	Average no. of hours per course	Grade 10+	Below Grade 10	Total number of hours
EL: Mental Health/Dementia/Learning Dis	146		146	1.50	0	219	219
EL: Moving & Positioning of Individuals	62	0	62	1.50	0	93	93
EL: Overview of Age Discrimination	103	0	103	1.50	0	155	154.5
EL: Palliative Care/End of Life Care	37	0	37	1.50	0	56	55.5
EL: Parkinson's Disease Awareness	12	0	12	1.50	0	18	18
EL: Physical Abuse Awareness	20	0	20	1.50	0	30	30
EL: Privacy and Dignity in Care	80	0	80	1.50	0	120	120
EL: Sexual Abuse & Recognising Grooming	22	0	22	1.50	0	33	33
EL: Understanding Unconscious Bias	1	0	1	1.50	0	2	1.5
EL: Honour Based Violence/Forced Marriage	34	0	34	1.50	0	51	51
Female Genital Mutilation: Recognising &	5	0	5	7	0	35	35
Fire Awareness for Disability Supported	4	0	4	7	0	28	28
Inclusive Leadership Masterclass	459	414	45	7	2898	315	3,213
Let's Talk About Race	79	26	53	7	182	371	553
LGBT + Awareness	21	1	20	7	7	140	147
LGBTQ+ Awareness	1	0	1	7	0	7	7
Mental Capacity Act - Full Day Training	120	6	114	7	42	798	840
Mental Health and Wellbeing Resource Pac	2	0	2	7	0	14	14
Mental Health Awareness & MNG MH In Work	88	14	74	7	98	518	616

Training Course Name	All Staff	Managers Grade 10+	Staff below Grade 10	Average no. of hours per course	Grade 10+	Below Grade 10	Total number of hours
Mental Health Theory BIA	18	0	18	7	0	126	126
Modern Slavery and Trafficking	36	0	36	7	0	252	252
Self-Neglect & Hoarding	58	4	54	7	28	378	406
Self-Neglect with a Focus on MCA	6	0	6	7	0	42	42
Trans Awareness Training	19	1	18	7	7	126	133
Unconscious Bias	20	2	18	7	14	126	140
Understanding Discrimination safe Adults	3	0	3	7	0	21	21
Understanding Domestic Abuse Training	10	0	10	7	0	70	70
Understanding the importance of the Mental Health Act	1	0	1	7	0	7	7
(blank)			0		0	0	0
Grand Total	5526	651	4875		3584	10222	13806
Number of Days					512	1460	1,972

5.21. Let's talk about race

After a period of testing at the end of 2021, the 'Let's Talk About Race – Team conversation' was formerly launched by the Chief Executive in February 2022. This made clear the expectation for all Council staff to complete the training over the next year. The training extends the e-learning content (referenced in the table above) into a facilitated team conversation that explores systemic racism, white privilege, racial micro-aggressions, tokenism, and actions to help create an anti-racist Council. To date, Manchester Adult Education Service (MAES) have supported the Talent & Diversity Team to train 97 facilitators (officers from across the organisation) to deliver the training within services to over 700 staff. Further sessions are scheduled to take place across the organisation over the next 6 months continuing to use the train the trainer model. Directorate level approaches are considering the working patterns, time, and capacity of staff to access the training in the most meaningful way.

6.0 Recruitment and Selection

- 6.1. Alongside the work described elsewhere in this report, HROD have also been working on transforming the ways in which we recruit and select across the City Council, as follows
- 6.2. **System** – The City Council has for many years used an ‘Applicant Tracking System’ which is shared, along with a website with other Greater Manchester authorities. The system is not fit for purpose. It does not collect usable data about the equality’s characteristics of applicants, those shortlisted and those appointed – making it impossible to diagnose where practice falls short and take remedial action. For managers and applicants, it is ‘clunky’ and difficult to use. We have therefore procured a new system and at the time of this Committee we are in the process of implementing it, with the plan being that it will be fully implemented by January 2023. The new system will be much more intuitive and easier for managers and applicants to use and will give us the data we need to plan improvements.
- 6.3. **Recruitment processes** – The recruitment team have been through a 16-week intensive period of understanding user (managers’, candidates’) experience and planning, testing, and implementing improvements to processes. This will be further extended when we have a new system as above, but we have made what improvements we can while we were waiting for the new system. For example, creating a manager’s dashboard to track recruitment episodes, review of all template documents including adverts and interview invites, simplifying the process, and reducing handoffs, creating SLAs, and developing manager and candidate FAQ’s.
- 6.4. **Diverse Panels** – When we embrace and value the diversity of thoughts, ideas, and ways of working that people from different backgrounds, experiences and identities bring to an organisation, everyone stands to benefit. We also know that it is important to candidates when they arrive for interviews to see a selection panel that reflects their diversity, so we have asked that all selection panels be diverse in terms of gender and race. To encourage and assist this to happen HROD have designed and implemented an ‘app’ which matches diverse members of staff who want the experience of sitting on a recruitment panel, with managers who are seeking to diversify their panel. The Committee will hear from a member of staff who has taken part in interviews that they would not otherwise have been involved in because of registering on the app.
- 6.5. **Employer Brand** – The new recruitment system brings with it the opportunity to create a new website and to develop a more compelling and appealing brand for the City Council as an employer. From our research, we know that there are two things that appeal above all else about working for the City Council – these are firstly the ability to make a difference to people’s lives, and secondly the passion and pride of working for Manchester. So ‘Make a Difference in Manchester’ will be on the ‘front page’ of the website, and we are currently collecting images and statements from a diverse range of staff across the council who can describe what they do and how it makes a

difference to Manchester. Of course, brand is much more than a strapline – it must reflect the lived experience of employees and be reinforced in other ways, so we are on a journey to realising it fully.

7.0 Strengthening the visibility and voice of our staff networks, equality champions and allies.

- 7.1. Our staff networks, equality champions and allies have been key to the development of the Workforce Equality Strategy. Creating space for them to raise issues, bring ideas forward and hold us to account is vital to maintain trust, make progress and provide rigor.
- 7.2. Feedback from the Women’s Equality Network on the Workforce Equality Strategy in October 2022, stated that they can see progress
- We now have a menopause policy, there are more staff networks, and there is a supported forum for network chairs to come together.
 - We see an SMT member and the Deputy Leader co-chairing the corporate EDI group as positive.
 - New policies and structures are a first step. Policy implementation needs to shape and change behaviour and have impact.
- 7.3. The Women’s Equality Network also felt it important to highlight where they still see and feel there is inconsistency and improvements that can be made. Whilst recognising how the work on the race review has made progress and the focus on workplace adjustments will help; the network feel it is important to reinforce the need for more intersectional approaches. They fed back that ‘to feel free bring our whole selves to work,’ we need support for the whole strategy from all levels of the organisation to improve inclusion as a whole – not just one aspect at a time.
- 7.4. The Pregnancy and Parents Group have shared several areas of feedback that they are keen to work with HROD and Communications to strengthen going forward. This includes updating the policies and procedures around parental leave, where information and support can be found, using more update to date language, and ensuring that our flexible family approach is embedded and delivers (as experiences across the organisation can still be very mixed). Some specific areas such as awareness raising of emergency parental leave, making forms more accessible and user friendly and the way that we capture data around pregnancy and maternity leave are actions that have been raised and can be progressed quickly. The group are keen to see more work developed around workplace culture and good practice guides for managers to make sure that the experiences of staff are more consistent and inclusive practice around maternity and paternity leave becomes standard practice.
- 7.5. HROD will continue to meet with the Equality Network chairs (and deliver wider staff engagement) to make sure that our staff voices inform how the Workforce Equality Strategy evolves and importantly to capture, progress and

monitor its delivery. The Corporate Equalities Diversity and Inclusion Leadership Group (CEDILG) will provide oversight for this work.

- 7.6. The CEDILG has been established by the Strategic Management Team (SMT) to provide assurance that throughout the organisation actions are being taken in relation to the promotion of equalities, diversity, and inclusion both in respect of the workforce and the development of services. It has recently been agreed that the group will be co-chaired by Councillor Joanna Midgley, Deputy Leader. The group's membership also includes the SMT lead for Equalities (a co-chair), the chairs of the staff equality networks, senior members of each directorate who have lead responsibility for equalities for their area, the Head of Reform and Inclusion and the Head of Communications. The group monitors progress against the Workforce Equality Strategy and local action plans in services and reports into SMT at least every six months.

8.0 Setting and monitoring targets across a range of measures

- 8.1. To make sure that our workforce fully reflects our communities at all levels, it is important that our workforce data is regularly updated. The organisation needs to have a series of measures to track progress and targets that we can hold ourselves to account.
- 8.2. As part of the engagement carried out when developing the strategy, people were asked about barriers to updating their personal equalities information. HROD have worked to address the issues that staff fed back, including some staff not being able to identify themselves in the categories we had and not being aware of how the information was being used. The categories were reviewed and expanded. Engagement packs were also created to fully explain how the data is used and the value in understanding the make-up of the workforce. Having stories about how we have used the information in some of our policy development has helped to build confidence in this area. Our aim is to improve the workforce equalities response rates to 95% over the next 2 years.
- 8.3. Completion of personal equalities information by senior managers has improved over the past year and at the time of writing this report stands at 87% for race, 83% for disability and 77% for sexual orientation within the Senior Leadership Group. A renewed effort is being made for senior managers in the Council to complete the data.
- 8.4. The makeup of our workforce has changed since the launch of the Workforce Equality Strategy in October 2021.
- 21% of the workforce were Black, Asian and Minority Ethnic compared to 22% in October 2022.
 - 7% of our senior staff were Black, Asian and Minority Ethnic compared to 10% in October 22.
 - 7% of the workforce cited having a disability or long-term health condition compared to 8% in October 2022 – these figures are the same for our senior staff.

- 8.5. Although these changes do not appear significant the presentation that accompanies this report will unpick some of the base data to show what movement there has been.
- 8.6. The presentation also updates on the work that has taken place in respect of disciplinaries. In 2019/20 Black, Asian and Minority Ethnic staff were more than twice as likely to be subject to disciplinary action. The Casework team (HROD) have taken part in equality training (including the Let's Talk About Race) to better understand issues around race and lived experience. The team have also
- Introduced an enquiry stage before any cases enter formal action.
 - Worked closely with trade unions to analyse casework trends and issues and develop a new disciplinary policy.
 - Used quarterly meetings within HR and with all Strategic Directors to monitor all cases and specifically monitor cases relating to Black, Asian, and Minority Ethnic staff. (This now also includes Employee Dispute Resolution cases and all cases that could be related to any of the protected characteristics.)
 - Introduced the requirement for managers reviewing any cases, involving elements of discrimination, to have attended the Inclusive Leadership programme.
 - Reviewed the level of manager who deals with any case involving an element of discrimination.
- 8.7. As a result of this work, disciplinaries with Black, Asian and minority ethnic staff we have reduced from 38% to 26% since 2019/20.
- 8.8. When looking at the profile of our workforce compared to the residents of Manchester, the gap is most evident with the protected characteristics Race and Disability.
- 22% of our workforce is Asian, Black, mixed, or other ethnicities compared to 37% of residents. This reduces to 10% when looking at our most senior staff (those grades 10 and above).
 - 8% of staff have told us they have a disability or long-term health condition compared to 21% of Manchester residents.
- 8.9. Engagement with staff and other key stakeholders such as the trade unions, has been clear on the need for the organisation to set workforce equality targets. A set of targets will be proposed to SMT in the next month. This will initially focus on incrementally increasing the representation in the workforce for Race and Disability between 2022 to 2027. A watching brief will be proposed for all the other protected characteristics, making sure that our actions take an intersectional approach to addressing any gaps. The proposed targets will be shared with the Corporate Equalities Diversity and Inclusion Leadership group for comment and connected to the work around senior equality objectives, the staff survey and the range of activity that is being delivered across the Workforce Equality Strategy.

9.0 Creating policies and processes that feel fair to everyone:

9.1. What follows is a description of how HROD policies have been revised or introduced over the last 12 months and how they support our Workforce Equality Strategy. The forward plan for HROD policies over the next 12 months is also shared below.

9.2. Workplace Adjustments

Strand 6 of the Workforce Equality Strategy sets out our priority to create policies and processes that feel fair to everyone. Key activities within this are:

- To develop a workplace adjustment hub to provide support and advice on supporting with disabilities
 - To develop a 'workplace adjustment passport' to record the adjustments that people need so that changes to job, location or manager doesn't result in having the same conversation again.
- 9.3. To deliver these priorities, a working group has been established which is led by HROD and has key stakeholders from across the Council including Health & Safety, ICT, Estates, Corporate Equalities, Diversity and Inclusion, Trade Unions and Chairs of Staff Equality Network Groups (Disabled Staff Group, Mental Health Group, Neurodiverse Group).
- 9.4. The Group is currently in the engagement phase:
- Engaging with disabled staff across the organisation to understand their experiences and for disabled staff to influence the development of the workplace adjustment hub and passport.
 - Engaging with line managers to understand their experiences and support/training needed.
- 9.5. It is expected that the workplace adjustment hub and 'passport' will be developed by January 2023.

9.6. Trans Inclusion (in the workplace)

A council employee who is trans faced several issues when trying to change their name on Council systems. The employee was 'dead named' multiple times. A 'say it once' approach was investigated, whereby an employee would only have to inform HR once of a name change.

9.7. The Council uses several systems which hold employee names (e.g., SAP, Xpress Management (Elections), Me Learning, ATS Recruitment portal, Genetec (FM - ID badges) and Liquid logic). Through mapping the systems, it became apparent that a 'say it once' approach would not be feasible. The systems are managed by different teams and some systems require requests for change to come directly from the employee (i.e., the line manager cannot request the name change on behalf of the employee). Some systems also

require proof of legal name change (Deed Poll) for an employee's name to be changed.

9.8. An alternative, checklist approach has been proposed in light of these findings. A list of systems that hold employee names has been produced, containing contact information for the teams/people responsible for updating names on these systems. The checklist can be used between the employee and line manager when the employee wishes to change their name. outlining who (employee or line manager) has specific responsibility for contacting a team/person for each system. Using the checklist should mitigate the risk of an employee being deadnamed, as all the relevant teams/people can be notified of a name change concurrently by the employee and the line manager. As part of this approach, the checklist should be revisited by the line manager/employee to ensure that name changes have been made by the relevant teams. HROD will hold the responsibility for reviewing and updating the checklist at frequent intervals to ensure that contact details for different teams are up to date.

9.9. As part of the communications and engagement to inform staff about the above approach, wider LGBT awareness and inclusion training is being explored for the organisation. This aims to build on the success of a similar training delivered by Proud Trust with staff in Children's & Education earlier this year.

9.10. **Existing policies**

9.11. **Disciplinary Policy and Employee Dispute Resolution (EDR) Policy**

These two key policies were amended to include a 'zero tolerance' statement in relation to discrimination of any form. There is a commitment to providing reasonable adjustments throughout these processes and in addition only senior managers who have attended Inclusive Leadership training will investigate or hear cases related to discriminatory behaviours to eliminate any potential bias in case management. The mediation offer has also been refreshed as a route to avoiding formal EDR procedures where appropriate.

9.12. **Domestic Abuse Policy**

This policy was refreshed to reference the Domestic Abuse Act and to introduce a new contractual entitlement to safe leave, paid special leave for those fleeing abusive relationships.

9.13. **Special Leave Policy**

This policy was amended to reflect that entitlement to safe leave in the Domestic Abuse Policy along with a new contractual entitlement to fostering leave and paid special leave for those employees who are approved foster carers and have fostering responsibilities in working time. The feedback from the Race Equality Report was also incorporated in the Special Leave Policy,

specifically more inclusive definitions of family and arrangements for staff who may need to travel abroad following a bereavement.

9.14. **New policies**

9.15. **Third Party Abuse and Harassment Policy**

This new policy includes a zero-tolerance statement for any type of abuse/harassment, definitions of different types of abuse/harassment and a mechanism to report incidents which is monitored by Health and Safety. Staff are encouraged to report hate incidents/crime/criminal behaviours to police where appropriate, with ASBAT supporting services to act against perpetrators.

9.16. **Annual Leave Policy**

This new policy consolidated in one place all arrangements for annual leave and encourages more consistent and equitable practice across Directorates in agreeing annual leave requests and authorising annual leave carryover.

9.17. **Menopause Policy**

This new policy was launched to raise awareness of the menopause and support employees whose symptoms impacted on them in the workplace.

9.18. **Other policies agreed in the timeframe include the Staff Travel Policy to encourage more sustainable travel, the Expenses Policy which had previously been incorporated in the Travel Policy and the annual Pay Policy.**

9.19. **Accreditation**

In this timeframe our policy work has enabled the Council to gain Disability Confident Leader status, Foster Friendly Employer status, become a member of the Employers Initiative on Domestic Abuse and to gain the GM Good Employment Charter.

9.20. **Zero tolerance**

A key tenet of changes to policies that we have agreed over the past 12 months has been our 'zero tolerance' approach to cases of discrimination.

9.21. **In the last 12 months the Casework team have responded to 10 cases associated with allegations of discriminatory behaviour. Of these 3 resulted in dismissal, 2 employees resigned during disciplinary proceedings, and we are working on 5 live cases. These cases relate mainly to comments made via social media or within the workplace that were clearly offensive and discriminatory in nature.**

9.22. **The outcomes of these cases reflect the zero-tolerance stance the organisation has taken. The Casework Team have been working to develop and encourage a consistent approach to cases of discrimination. The**

dismissals above were examples of discrimination that were overtly offensive and/or abusive in nature. In such cases it is more than likely to result in the employee's dismissal. Mitigation is always considered but would need to be exceptional for a dismissal not to result. For example, an instance where a serious diagnosed mental health condition directly caused the reported behaviour.

- 9.23. There are reported cases associated with discrimination where behaviour is subtle and more difficult to define. Examples of unconscious bias, knowledge gaps or training deficits still needs to be addressed. This might include a range of responses including disciplinary action short of dismissal, training, operational changes etc. Our zero-tolerance approach is not simply related to dismissal but appropriate and proportionate action that considers the circumstances and context. In all cases services have a responsibility to resolve / remedy the issue and prevent reoccurrences.

9.24. **Policy Forward Plan**

Over the next 12 months, HROD plan to introduce and review the following policies:

- Special Severance Payments Policy to be introduced in line with statutory guidance
- Recruitment and Selection Policy to be refreshed to reflect the review of recruitment processes and the emerging Talent and Diversity Strategy
- M People Framework Agreement which dates from 2010
- Capability Policy who links to work in our OD plan
- Managing Probation Procedure to incorporate current best practice
- Secondment, Honoraria and Act Up Guidance, a commitment from the Race Review

- 9.25. There may be statutory requirements included in next year's Employment Bill that will be incorporated in HROD policy, for example statutory neonatal leave and flexible working. There are additionally potential implications from the Retained EU Law Bill, where EU derived law will expire on 31/12/2023 unless the government retains it. This would impact on working time and annual leave, fixed-term workers' rights, part-time workers' rights, agency workers' rights, TUPE, equal pay, and discrimination. No decisions have been communicated now however we will monitor the position.

10.0 **Conclusion**

- 10.1. The City Council continues a journey to achieving equality, diversity, and inclusion for its workforce. It is long term commitment that must be supported and regularly reviewed. The work to implement the recommendations from the race review is ongoing and there has been a great deal of progress over the last 12 months. In addition, the development of the Workforce Equality Strategy provides the framework for these actions and those across all protected characteristics to be tracked and scrutinised.

10.2. Members are asked to comment on the progress to date and the Workforce Equality Strategy.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 8 November 2022

Subject: Update on Health & Wellbeing Strategy

Report of: Director of Human Resource, Organisational Development and Transformation

Summary

This report sets out the progress the Council has made on delivering the Health & Wellbeing Strategy, the impact of the pandemic on our workforce and to the delivery of the strategy, sets out a plan to review the strategy and provides an insight into the Council's sickness absence rates.

Recommendations

The Committee is recommended to consider and comment on the progress made to deliver the Health and Wellbeing Strategy.

Wards Affected: All

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

No impact.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
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N/A

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Activity within this report is to support the workforce of the City Council to provide the best possible services to residents and communities of Manchester. In doing so, supporting the delivery of the Our Manchester Strategy.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy, please contact one of the contact officers above.

Health and Wellbeing Strategy 2018 to Personnel Committee September 2018

1.0 Background

- 1.1 Improving the Health and Wellbeing outcomes of the Manchester population is central to achieving the progressive and equitable strand of the Our Manchester strategy and a clear and demonstrable way in which we can promote the 'Better Lives' principle of the Our Manchester approach.
- 1.2 The Manchester Population Health Plan 2018 – 2027 and Making Manchester Fairer sets out the work needed to improve Manchester's population health. A key priority is ensuring good quality work due to the positive impact this has on health and wellbeing.
- 1.3 Promoting and supporting employee wellbeing is a key workforce priority for the Council because effective workplace wellbeing leads to increased resilience, better employee engagement, reduced sickness absence and higher performance and productivity (CIPD, 2020).
- 1.4 As an employer, the City Council is in a unique position to directly influence and embed the importance of health and wellbeing. Our circa 7,000 staff connect on a daily basis with the City's population through their work and 45% of our employees are Manchester residents.
- 1.5 The Council's Health & Wellbeing Strategy was developed in 2018 and based on our understanding of workplace health and wellbeing, the challenges we faced and our workforce priorities at the time.

2.0 Health and Wellbeing Strategy 2018

- 2.1 The Health and Wellbeing strategy sets out the importance of getting the basics rights, supporting our people when they need it through strong and supportive management and a framework of policies and interventions e.g., access to Occupational Health, Employee Assistance Programme, Mental Health and Wellbeing support.
- 2.2. It also recognises that workplace wellbeing is much more than getting the basics rights, it's about how we will build systems and processes that enable our workforce to feel empowered and able to deliver exceptional performance through creating a culture which means people are proud, passionate, and connected to the Council and work in a safe and sustainable way.
- 2.3 The strategy recognised that, through supporting employees to 'be their best selves', we will improve attendance, engagement and, ultimately, productivity, supporting delivery of the Council's overarching priorities.
- 2.4 This is achieved through:
 - The alignment of progressive HR and health and safety policy frameworks.
 - Proactive occupational health interventions including the Employee Assistance Programme and targeted work on mental health in particular

- Quality leadership and management practice, to manage people as individuals using strengths-based tools such as the About You framework
- Supportive workplace practices such as Our Ways of Working, which brings together the HR, Estates and ICT offer to allow staff to work flexibly wherever practicable to maximise their productivity and reduce costs.

2.5 The strategy, supported by a delivery plan, is split into two thematic areas:

2.5.1 High quality working life

2.5.2 This objective is to ensure we provide ‘good’ work so that our employees feel connected, within a culture and environment that promotes wellbeing through:

- An organisational environment which promotes wellbeing at all levels
- Managers who understand their role and manage with compassion
- Embedding the Our Manchester behaviours as the ways we do things.
- Continue to deliver of the Our Ways of Working Programme which supports our workforce to thrive in the workplace and lead healthy lives.

2.5.3 Mentally & physically healthy people

2.5.4 This priority is about preventing the causes of poor health and supporting employees to maximise both their mental and physical health and resilience through:

- Creating an organisational culture and framework of support which is open and honest about the scale and challenge posed by mental health.
- Strengthening the way in which we manage employees who are unwell, supporting them to stay in work where possible and appropriate, and recover and return when they’re absent.
- Targeted communication and initiatives designed to promote health and build understanding, informed by both evidence from the workforce and the broader city-wide population wellbeing agenda.
- Continually reviewing and strengthening our broader offer of support to staff including the Employee Assistance Programme, Occupational Health provision and targeted programmes like mental health and stop smoking.
- Ensuring our staff benefits package supports this priority e.g., providing discounts to local gyms.

3.0 Impact of Covid-19

3.1 Part way through the delivery of the Strategy came the Covid-19 pandemic. This unprecedented event significantly impacted the city, the Council and its workforce which ultimately impacted the delivery of the health and wellbeing strategy.

3.2 The Council’s primary focus during the pandemic was to protect the health and safety of our workforce whilst continuing to deliver services to Manchester residents. This was achieved through:

- Implemented building, service and individual risk assessments in-line with Government guidance.
- Supported circa 50% of our workforce to work from home or in a hybrid way
- Delivered Personal Protective Equipment (PPE) to roles that required it.
- Provided training and support to Managers on effectively managing a hybrid workforce
- Provided effective support to those that were required to shield.
- Effectively supported services to transition through various lockdowns.
- Amended sickness absence procedures to reflect best practice.
- Weekly phone calls to Managers to capture the impact of Covid 19 on service delivery (such as sickness absence) and supported with resourcing solutions to maintain service delivery.
- Increased access to a wealth of Health and Wellbeing material/support sessions via our intranet and across our partnerships.

3.3 It should be recognised that our dedicated and hardworking employees faced significant challenges throughout the pandemic to deliver services to Manchester residents, and the immediate and longer-term impact of this is now being reflected through increasing rates of sickness absence due to mental health and covid related episodes.

4.0 What we have achieved and delivered

4.1 Despite the challenges faced throughout 2020/21 there has been progress made against the plan which is noted below.

- Supported our workforce during the pandemic, providing timely and effective health and safety support and advice
- Become a member of the Greater Manchester Good Employment Charter which demonstrates our commitment to health and wellbeing.
- Achieved Disability Confident Employer status which demonstrates our support to disabled employees or those with a long-term health condition.
- Continued to embed our ways of working which supports our workforce to work in new and different ways and promotes a healthy work life balance.
- Continually reviewed and improved our policy framework.
- Launched the Menopause policy supported by case studies and webinars to raise awareness and participated in World Menopause Day. The policy aims to raise awareness of how the menopause can affect staff, and how staff experiencing menopause can be supported at work.
- Implemented a Leadership and Management development programmes which focus on prioritising health and wellbeing.
- Undertaken a Corporate review of performance development which prioritizes health and wellbeing in conversations.
- Set up a range of employee led groups to promote physical and mental wellbeing and provide opportunities for staff to engage with each other inside and outside of the workplace.
- Disseminated regular communication and engagement campaigns which promote health and wellbeing such as World Mental Health Day

- Launched a Stop Smoking Offer in partnership with Public Health
- Launched our financial wellbeing offer (section 5)
- Rolled out a Mental Health First Aid programme
- Targeted interventions to support men's mental health which incl. workshops and awareness-raising campaigns.
- Provided on-site flu vaccinations
- Rolled out management of attendance training
- Rolled out managing mental health in the workplace

4.2 Whilst there are a number of visible achievements that have been made the strategy is not flexible enough to adapt to changing needs of the workforce, nor does it address some of the biggest challenges we face including, but not limited to, mental health, cost of living crisis and living with covid.

4.3 In order to have a strategy that is adaptative enough to meet the immediate and future needs of our workforce, HRODT has commenced a review of the strategy which will be set in the context of a greater understanding of workplace health and wellbeing, Making Manchester Fairer (Marmot review), and the challenges described above.

5.0 Financial Wellbeing

5.1 We recognise that the cost-of-living crisis will significantly affect our workforce, particularly those living in Manchester (45% of our workforce are Manchester residents). Therefore, improving our financial wellbeing offer is a key priority, as evidence directly links financial wellbeing to both employee wellbeing and performance (CIPD 2022).

5.2 In direct response to the cost-of-living crisis, and in a clear demonstration of our commitment to being an employer of choice, we have, over the past 3 months, strengthened our financial wellbeing offer to provide our workforce with access to financial education programmes, counselling, debt management, affordable borrowing, salary advances and a meaningful staff benefit package. This is delivered through:

- A new partnership with Salary Finance which is due to launch on 7 November.
- Credit Unions
- Employee Assistance Programme
- Cost of living intranet page which is a one stop shop for information and advice including food, energy, and financial support.
- Hosting a range of webinars with the Money and Pension Service, Manchester Credit Union and South Manchester Credit Union to provide advice and support.
- Promoting our financial wellbeing offer via targeted roadshows in which we will raise awareness of our offer to areas of the Council that have lower paid employees.

5.3 This offer, particularly the partnership with Salary Finance and Credit Unions, ensures our workforce has access to a range of affordable products and

should reduce the risk of employees engaging with highest interest loans or exploitation by loan sharks.

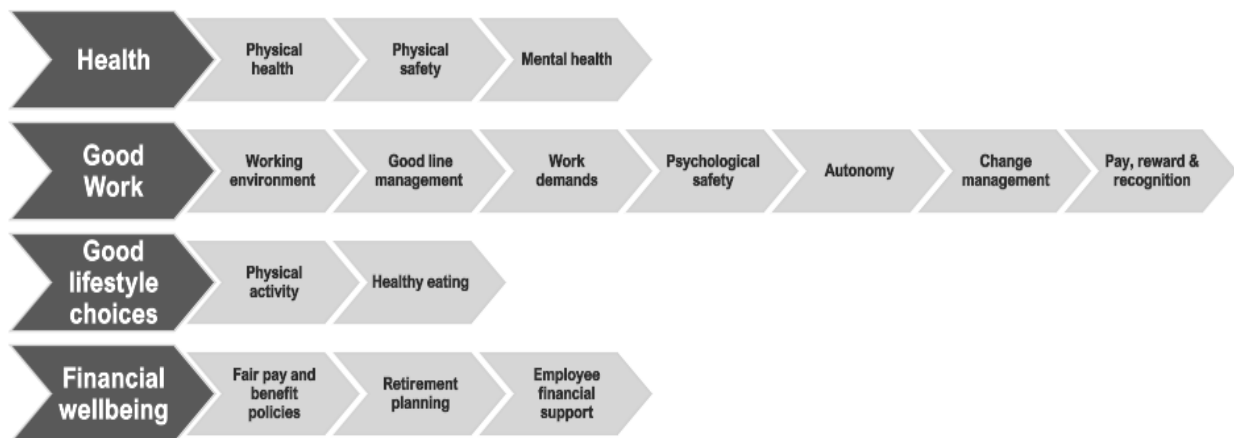
6.0 Health and Wellbeing Strategy Review

6.1 Our health and wellbeing strategy will be formed using data, insight from the workforce which is aligned to a model that covers the 4 key areas of health and wellbeing. The approach to reviewing the strategy is outlined below:

- Model of best practice

6.2 The Chartered Institute of Personnel Development (CIPD) has set out a best practice model of workplace health and wellbeing and it is proposed that the Council adopts this model to ensure there is a holistic approach to workplace wellbeing.

6.3 The strategy will have a much stronger focus on mental health, financial wellbeing, delivering 'good work' and ensuring our managers have the knowledge, skills and capability to provide effective support to employees. By adopting this holistic approach and embedding effective workplace wellbeing we expect to increase resilience and employee engagement, reduce sickness absence and support higher performance and productivity.



- Staff Engagement

6.4 The voice of the workforce and the way in which staff are supported to engage continues to be a priority for the City Council. It is more important than ever that the length and breadth of the workforce have the opportunity to influence positive changes, and to be able to see their voice has been heard.

6.5 Engagement with our workforce will be integral to the review of the health and wellbeing strategy; we will engage our workforce through conversations, workshops and interviews to gain a better understanding of challenges, opportunities, what is working well, what isn't and where we can improve as a Council.

6.6 In addition, the annual Staff Survey forms a key part of our staff engagement activity. Staff are invited to complete a survey with questions relating to how they are feeling, the support they receive from their manager and the organisation, and the extent to which improvements are having an impact on their working life.

6.7 In this year's survey, which launched on Friday 21 October, we have placed greater focus on health and wellbeing to gain a deeper understanding of the challenges and opportunities and in support of the review of the health and wellbeing strategy. Insights from the staff survey will directly influence the review of the health and wellbeing strategy.

- Workforce Intelligence

6.8 The Council monitors sickness absence via a workforce performance dashboard. The dashboard provides an overview and insight into sickness absence levels, trends and reasons by directorate, service and team.

6.9 This intelligence, which is supported by detailed analysis, ensures that the strategy is underpinned by workforce intelligence, decisions are supported by evidence, and we have a greater understanding of trends, challenges and opportunities.

7.0 Sickness Absence – Current Position

7.1 The health and wellbeing of our workforce remains an absolute priority across the organisation however, despite our focus on wellbeing, sickness absence has increased (by 19,687 days) and remains a key challenge for the Council. However, this increase should be considered in the context of recovering from the pandemic and the challenges our workforce has faced over the years.

7.2 This section provides an overview of sickness absence figures and the Council's approach to managing attendance.

7.3 Sickness absence analysis

- In 2022, there were 93,296 days lost due to sickness absence which is an average of 14.24 days per FTE; 27.4% (25,539) of the days lost were due to stress/depression and 13.5% (12,658) were due to Covid 19.
- If Covid-related absence was removed from absence figures, absence reduces to 80,637 days lost which is an average of 12.32 days per FTE.
- Adults, Neighbourhoods and Children's have the highest levels of sickness absence within the Council with stress/depression accounting for the majority of absence.
- Overall, sickness absence rates are higher in front-line roles compared to back-office roles (see table 3)
- Long-term absence accounts for 69% of all sickness absence.
- In 2021, there were 73,609 days lost due to sickness absence which is an average of 11.16 days lost per FTE (during the pandemic). This was our lowest rate of sickness absence in over 4 years.

- In 2019, there were 83,747 days lost due to sickness absence which is an average of 13.14 days lost per FTE (pre-pandemic). This is lower than our current rate of sickness absence.

7.4 Table 1 – overview of sickness absence rates

Council Overall		Adults	Children's	Core	Growth & Dev.	N'Hoods	Public Health
Annual average days lost per FTE (2022)	14.24	19.91	15.77	9.50	9.21	14.74	12.41
Total days lost (2022)	93,296	28,150	19,312	17,337	3,534	24,356	607
Annual average days lost per FTE (2021)	11.16	15.75	11.93	7.33	8.87	10.30	-
Total days lost (2021)	73,609	27,677	14,442	12,585	4,569	14,336	-
Annual average days lost per FTE (2019)	13.14	17.24	13.71	10.68	10.26	12.12	-
Total days lost (2019)	83,747	27,344	16,286	17,716	6,144	16,243	-

7.5 Table 2 – overview of top 3 absence reasons

	Top 3 absences	MCC	Adults	Children's	Core	Growth & Dev.	N'Hoods	Public Health
1	Reason	Stress / Depression	Stress / Depression	Stress / Depression	Stress / Depression	Stress / Depression	Stress / Depression	Stress / Depression
	Days Lost	25,539	6,981	5,589	3,729	861	7,973	406
	% of all days	27.4%	24.8%	28.9%	21.5%	24.4%	32.7%	66.8%
2	Reason	COVID19*	COVID19*	COVID19*	COVID19*	COVID19*	COVID19*	COVID19*
	Days Lost	12,658	3,188	2,377	2,747	622	3,638	86
	% of all days	13.57%	11.3%	12.3%	15.8%	17.6%	14.9%	14.1%
3	Reason	Bereavement	Bereavement	Bereavement	Bereavement	Bereavement	Surgery	Injury / Fracture
	Days Lost	5,541	1,776	1,362	1,192	422	1,293	47
	% of all days	5.93%	6.3%	7.1%	6.9%	11.9%	5.3%	7.7%

* COVID19 figures include Long COVID

7.6 Table 3 – overview of sickness absence by job function

12-month absence	Function	Days Lost	Days Lost per FTE
MCC	Back Office	25,714	9.92
	Front Line	56,373	17.35
	Social Worker	10,117	14.30
Adults' Services	Back Office	3,136	13.69
	Front Line	21,765	21.14
	Social Worker	2,741	18.22
Children's Services	Back Office	2,964	14.93
	Front Line	8,611	18.23
	Social Worker	7,376	13.24
Core	Back Office	17,033	9.34
	Front Line	0	0
	Social Worker	0	0
Growth & Dev.	Back Office	856	7.13
	Front Line	2,550	9.79
	Social Worker	0	0
N'Hoods	Back Office	1,091	6.52
	Front Line	23,446	15.78
	Social Worker	0	0
Public Health	Back Office	635	12.05
	Front Line	0	0
	Social Worker	0	0

7.7 Sickness absence rates (equalities overview)

7.7.1 Appendix A provides an overview of sickness absence rates by ethnicity, disability, age and gender. Summary analysis:

- Mixed/multiple ethnic employees have the highest sickness absence rates of all ethnicities.
- Disabled employees have higher sickness absence rates than employees without a disability.
- Employees aged over 50+ have the highest sickness absence rates.
- Females have higher sickness absence rates than males.
- Mental health related absence is the number one cause of absence for:
 - All ethnicities
 - Disabled employees and employees without a disability
 - All age ranges
 - Females and males.

7.7.2 As part of the review of the health and wellbeing strategy, further detailed analysis of sickness absence rates, particularly, understanding the impact by protected characteristics including intersectional analysis will be undertaken. This is to ensure the strategy meets the needs of our diverse workforce and

ensures we achieve the objective within the Workforce Equality Strategy: creating a place where everyone can be themselves and thrive.

8.0 Management of Attendance

8.1 The Council's Management of Attendance (MoA) policy ensures that sickness absence is managed in a timely, effective, fair and consistent manner across all services. It aims to encourage all employees to maintain attendance at work, and for managers to provide a supportive work environment.

8.2 The policy sets out rules for the reporting and management of absences, encouraging managers to focus on the health and wellbeing of staff, making reasonable adjustments where necessary and in accordance with the Equality Act.

8.3 The role of HR

8.3.1 The HR Casework Team provides advice and assistance in the interpretation, and application of the Council's Absence Policy. Where necessary the Casework Team support managers to access and interpret Occupational Health Advice and to consider options for support and adaptations that may assist an employee's attendance at work.

8.3.2 In some instances, the Casework Team provide advice and support for managers to apply the formal stages of the Attendance Policy and with any pensions implications that may arise as a result. The Casework Team also manages the mpeople process which in some instance supports employees that can no longer carry out their substantive role for medical reasons leading to sickness absence.

8.3.3 There are currently 165 active long-term absence cases that the Casework Team is either actively supporting or tracking across the Council. This is based upon a monthly report the team use to identify long-term cases. HR officers speak to the relevant managers to check that cases are being actively managed in line with policy. Casework Team support focuses specifically on long terms absence cases. Short term absence issues are supported at management's request. In addition, the Casework Team monitors and supports 20 of the longest-term cases to facilitate resolution.

8.3.4 In addition to the HR Casework Team, HR Business Partners (HRBPs) have a key role in supporting directorates and leadership teams to reduce sickness absence through the development of local strategies and interventions tailored to the needs of service areas. Section 8 provides an overview of some of the work to reduce absence, at a directorate level, which is supported by HR Business Partners.

9.0 Approaches to reducing sickness absence

9.1 Reducing sickness absence is a key priority for the Council and this section provides an overview of some of the corporate approaches to reducing absence:

9.2 Supporting leaders and managers

9.2.1 It is well documented that managers have a key role to play in reducing absence (CIPD 2020), in particular, through the application of the management of attendance policy and providing meaningful support to their teams.

9.2.2 Our leadership and management development programmes recognise the importance of managing employee health and wellbeing and understanding the Council's management of attendance policy. Our training focuses on supporting managers to:

- Understand some of the reasons for sickness absence and how to prevent it,
- Understand their role in the process as the line manager,
- Improve their confidence and skills in having some of the crucial conversations, such as return to work interviews and
- Increase their confidence in having sensitive conversations with their team members taking into account disability discrimination and reasonable adjustments

9.2.3 Mental health related absence is a key challenge for the Council and to support this, we have rolled out 'Managing Mental Health in the Workplace' course. The course builds managers understanding of mental health and helps them to have supportive and effective conversations with their teams.

9.3 Employee Assistance Programme

9.3.1 The Employee Assistance Programme (EAP) delivered by Health Assured aims to support employees with personal problems that might impact their health and wellbeing, including mental and physical health and alcohol, drugs and gambling addiction. This service is entirely confidential, callers are only asked to provide high-level information on which organisation they work for and which directorate they work in. This allows us to extract some basic analytics on engagement with the service, to provide assurance that staff across the organisation are aware of the service.

9.3.2 In the last 12 months, 1,842 calls were made to the EAP from Manchester City Council employees of which 711 were mental health related which represents 38% of all calls. This is a slight decrease when compared to pre-pandemic contact levels of which they were 1,851 calls. Of these, 832 calls were mental health related which represents 44.95% of all calls.

9.4 Occupational Health

9.4.1 The Council commission an external provider to deliver Occupational Health Services. In the context of absence management, the Occupational Health provider offers managers an assessment of an employee's reasons for absence and advice on what options might be considered to affect the earliest possible return to work.

9.4.2 In the last 12 months, 1,325 referrals were made to occupational health:

- 48% of referrals were due to long-term sickness absence
- 31% of referrals were for mental health support.
- Adults, Neighbourhoods and Children's Directorates have the highest referral rates which is consistent with sickness absence rates.

9.4.3 Compared to pre-pandemic referrals, the above represents a slight increase as there were 1,127 referrals made to occupational health prior to the pandemic, of which:

- 46% of referrals were due to long-term sickness absence
- 38% of referrals were for mental health support
- Adults, Core and Children's had the highest referrals rates.

9.5 Sickness Surgeries

9.5.1 'Sickness Surgeries' are in place for each Directorate informed and targeted by the 'absence audit' work. Each service will have a dedicated HR contact who will meet with them on a monthly basis to discuss ongoing cases and highlight where employees have met triggers. Sickness surgeries provide an opportunity for managers to seek case specific HR guidance and support. They also help ensure that a fair and consistent approach to managing absence is taken both within and across services and support the effective management of absence.

9.6 Policy review

9.6.1 The Council has reviewed its policies to ensure that there is guidance and information available for staff to support different wellbeing issues such as a new Menopause Policy, Third Party Abuse and Harassment policy along with a refresh of the Domestic Abuse Policy and the renewal of our Disability Confident Accreditation.

9.7 Workforce intelligence

9.7.1 Providing access to detailed sickness information to line managers is also essential to enable them to understand and take responsibility for managing both individual and service-specific absence issues. Each month, HR Business Partners provide directorate management teams with access to workforce intelligence which includes sickness absence rates. HR Business Partners work with services to provide targeted interventions to reduce sickness absence and improve health and wellbeing – Appendix B provides examples of this.

10.0 Directorate approach to reducing sickness absence

- 10.1 The Council's health and wellbeing strategy provides a strategic framework of support for our workforce however, it is important to recognise that directorates experience different, unique and specific challenges and such strategy cannot respond to all of these.
- 10.2 Each Directorate, supported by their HR Business Partners, has a plan in place to improve health and wellbeing and reduce absence through targeted interventions and local strategies.
- 10.3 Appendix B provides a summary of the activity which is ongoing to support health and wellbeing and reducing absence.

11.0 Summary

11.1 In summary:

- The council's health and wellbeing strategy was developed in 2018 and progress has been made to deliver this in the context of the pandemic.
- It is recognised that our current strategy isn't flexible enough to support our immediate and future needs such as recovering from the pandemic, high levels of sickness absence and cost of living crisis.
- A review of the strategy is ongoing which will be informed by workforce engagement, staff survey and data insights to ensure it supports our immediate and future needs and addresses our key challenges
- The review of the strategy will be completed by January 2023.
- The council needs to continue to focus on reducing sickness absence both corporately and at a directorate level.

12.0 Recommendations

12.1 Members are asked to consider and comment on this report.

Appendices

Appendix A – Sickness absence (equalities)

Appendix B – Directorate approaches to reducing sickness absence

Appendix A – Sickness Absence (Equalities Overview)

Note: Where the total number of employees is less than five the exact amount has had to be withheld; this is to protect the identities of individuals as this information could lead to the identification of the individuals involved. Public Health as a Directorate has been removed on this basis.

1. Ethnicity

Ethnicity	Asian / Asian British	Black / African / Caribbean / Black British	Mixed / Multiple Ethnic Groups	Any other Ethnic Group	White / White British	White other	Prefer not to say	No Data
Adults' Services	17.4	18.4	30.1	36.1	19.4	24.5	21	17.6
Children's Services	22.9	18.7	16.4	18.3	15.3	23	22.5	6.6
Corporate Core	9.8	12.6	7	7.2	9.1	10.4	6.6	9
Growth and Development	6.3	5	32.2	0	9.2	11.4	6	7.3
Neighbourhoods	19.4	10.4	22.9	8.6	15.2	14.9	12.1	10.8
MCC	14.7	15.7	20.3	13.2	13.9	15.9	15.5	9.8

2. Disability

Disability	Yes	No	Prefer not to say	Not known
Adults' Services	18	19.2	34.9	23.9
Children's Services	24.8	15.9	2.7	10.6
Corporate Core	19	8	3.4	10.6
Growth and Development	19.6	8.3	0	8.5
Neighbourhoods	21.7	14.4	12.1	12.6
MCC	20.4	13.6	10.3	13.3

3. Age

Age Range	Under 20	20 - 29	30 - 39	40 - 49	50 - 59	60 - 69	70 plus
Adults' Services	13.4	15.7	15.5	17.3	19.8	29	58.7
Children's Services	0	5.9	13.1	13.5	17.3	29.5	35.7
Corporate Core	0	8.4	7.2	7.6	10.7	13.2	9.9
Growth and Development	0	2.9	7.4	9.9	9.9	8.5	33.3
Neighbourhoods	14.8	13.6	12.4	14	15	19.4	22.1
MCC	8.3	10.3	11.4	12.3	15	20.9	33.9

4. Gender

Gender	Male	Female
Adults' Services	19.8	19.6
Children's Services	13	15.9
Corporate Core	7.8	10.6
Growth and Development	4.1	12.5
Neighbourhoods	14.5	15
MCC	12.2	15.1

Appendix B - Directorate approach to reducing sickness absence

The following provides a summary of activity taking place at a directorate level to reduce sickness absence.

1. Adults

Absenteeism within Adult Social Care is now higher than pre-pandemic levels, with long term absence accounting for the majority of days lost, and mental health cited as the most common overall reason for absence. This increase does have an impact on service delivery and the ability to deliver specific programmes of work. The services with the highest absence rates are front line.

Measures are in place to support the reduction of absence, including, some service specific sickness surgeries, access to the Employee Assistance Programme, and a range of mental health and wellbeing resources via the MCC (Manchester City Council) intranet and the MLCO (Manchester Local Care Organisation) extranet, plus focused work to look in depth at some of the issues within services where absence has remained high over a sustained period.

Trauma Informed Care training has been included in the training plan this year for some services, to provide staff with better strategies to help them manage some of the more difficult cases they have to deal with. The Principal Social Worker also makes several welfare calls each week to a portion of the workforce to check on their wellbeing.

An MLCO staff engagement action programme has been developed following on from our 'Freedom to Lead' staff event, and in response to the outcome of our workforce surveys. One element of this is focused on increased Health and Wellbeing and there are a series of activities we will deliver which will contribute to a happy, healthy diverse and engaged workforce as follows:

- Increased promotion of health and wellbeing support available across the wider MFT and MCC system
- Launch of Florence Nightingale Foundation Leadership Support Service to provide a psychological safe space to explore professional challenges via virtual group coaching sessions.
- Explore further what would be helpful in respect of burn out/work-life balance, as key themes identified via staff survey feedback
- Increase the number of Mental Health First Aiders across the MLCO
- Create guidance and guiding principles for managers re: team culture with health and wellbeing at their core
- Launch Schwartz rounds, (conversations with staff about the emotional impact of their work), which provide an opportunity for staff from all disciplines in health and social care to reflect on the emotional aspects of their work.

NB: The Homelessness Service (circa 300fte) and Public Health (circa 54fte) were included in the Adults sickness data from Sept 20 to Aug 21. In Aug and September 21, respectively they separated from Adult Social Care.

2. Public Health

There is no comparative figure for Public Health as this has only been separated out from the wider Adult Social Care figures within the last 12 months. Days lost within Public Health accounts for 0.7% of the whole days lost figure across Manchester City Council and is below the Council average. Sickness absence is discussed quarterly at Public Health SMT including mechanisms of support. This includes the offer of absence clinics and timely intervention of support to staff and managers.

The team has been at the forefront of the COVID-19 response since late 2019 which has been relentless and has impacted on days lost as a result of stress and depression.

Some teams within the service are accessing specialist Health Assured support to rebuild resilience after the pandemic and support them back into business as usual. Increased focus does need to be put on the importance of return-to-work conversations and these will continue to be monitored and form part of the Public Health SMT discussions.

3. Children's

Absence has been increasing in the last 12 months across the Children's Directorate. Currently reporting 15.7 average days lost compared to 11.9 average days in the previous year. Mental Health is reporting as the number one cause of absence.

Recent reporting has indicated some issues with managers' compliance with the policy in terms of support via Attendance Monitoring Review meetings and the completion of the Return-to-Work sessions. Work is being undertaken over the next few weeks to audit some of these cases to understand the reasonings why this is happening, for example do managers have an issue accessing the SAP system so can't record despite completing the meetings or are they simply not aware of their responsibilities within the policy. Following this review a package of management support will be developed to roll out across the directorate. This will include policy sessions, sessions on how to report from the system and non-compliance checking.

Following last year's staff survey which indicated that whilst staff within the Children's and Education directorate are engaged and passionate about the work they do, there are remaining pressures that impact on wellbeing. Flexible working has gone some way to supporting our staff and improving their well-being, but high vacancy rates, turnover and high numbers of agency staff are an ongoing concern impacting our staff. A review of the recruitment and retention strategy and wellbeing strategy is ongoing to continue to address some of these issues. There are however still concerns about the cost-of-

living increases which is encouraging staff to move to other Local Authorities for small increases in salary.

4. Core

The Core has the largest head count of staff across the Council with 1958 (1400 Corporate Services and 558 Chief Executives) but with one of the lowest absence rates, with an average of 8 days lost per employee for the period between September 2021 to August 2022 (9.5 days lost if we included covid absence). This was an increase from the previous year, September 2020 – August 2021 from 6.53 days lost (7.33 including Covid). Absence is generally well managed across the directorate with return to work being completed and recorded on SAP, 92% Corporate Services and 93% across Chief Executives.

The main reason for absence across the directorate is mental health (stress and depression) which accounts for 21.5% of the sickness absence. All long-term sickness cases are being actively managed by the Casework team under the Managing of Attendance policy.

Managers are being supported with training and development in relation to holding difficult conversations and supporting staff with mental health issues, this would include sign posting them to the Employee Assistance Programme (EAP) and or a referral to Healthworks to ensure a medical opinion is sort to ensure that the right support is in place for staff.

Additional support is provided to some service areas who have high levels of absence, and these are in the form of absence surgeries. These generally take place on a monthly basis between the relevant Team Managers and the Casework Officers and give managers an opportunity to review how they are progressing and take on board additional support and guidance from HR.

5. Growth & Development

The Directorate has the lowest absence across the Council, with an average of 7.58 days lost per employee over the period September 21 to August 22 (9.21 if covid absences included). Absence is generally reported and managed well with a high number of return to work discussions recorded.

However, mental health (stress & depression) accounts for a quarter of all absences across the Directorate and some focus on management training to offer support to those who are struggling or unwell should be prioritised. Many of the cases fall into long term absence when earlier intervention and support may have prevented this. There are many pressures with increasing demands on the workforce and the staff survey highlighted more flexible ways of working (ie hybrid) can help to alleviate some of this pressure – some services have articulated their ‘ways of working’ whilst others still have limited flexibility. Managers do in the majority of areas meet their team members to

discuss wellbeing on a one-to-one basis. The imminent staff survey will reveal more on how staff are feeling, but there is concern in some areas around job security in the light of potential budget pressure.

5. Neighbourhoods

Absence has been increasing in the last 12 months across the Neighbourhoods Directorate. Currently reporting 14.7 average days lost compared to 10.3 average days in the previous year and now higher than pre-pandemic levels. Mental Health is reporting as the number one cause of absence. Although high, absence is generally reported and managed well with a high number of return-to-work discussions recorded.

Measures are in place to support the reduction of absence, including, some service specific absence surgeries led by the Casework Team, promoting access to the Employee Assistance Programme, and a range of mental health and wellbeing resources via the intranet. We also promote employee led Health & Wellbeing activities on the weekly staff comms which are well received, such as on-line mindfulness sessions, Walking from Home YouTube classes and free National Trust tickets. We are currently working through the training plans and if there is any budget left from the Workforce Development budget, we will utilise that for directorate wide mental health support & initiatives.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 8 November 2022

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme

Recommendation

The Committee is invited to discuss and note the information provided and agree the work programme.

Wards Affected: All

Contact Officer:

Name: Charlotte Lynch
Position: Governance and Scrutiny Team Leader
Telephone: 0161 219 2119
E-mail: charlotte.lynch@manchester.gov.uk

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

None

1. Monitoring Previous Recommendations

This section of the report contains recommendations made by the Committee and responses to them indicating whether the recommendation will be implemented, and if it will be, how this will be done.

Items highlighted in grey have been actioned and will be removed from future reports.

Date	Item	Recommendation	Action	Contact Officer
19 July 2022	RGSC/21/29	Recommends the creation of a Major Contracts Oversight Board to be made up of officers and chaired by the Executive Member for Finance. The proposed purpose of this Board would be to evaluate all major contracts with the potential to co-opt other Executive Members to chair the board where a contract falls within their portfolio.	Proposals are being finalised to agree with the lead Executive Member, ready to go live in November.	Fiona Ledden

2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **3 October 2022**, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Corporate Core					
Manchester City Centre Triangle (2021/01/14A) The approval of capital expenditure for the construction of a scheme to	City Treasurer (Deputy Chief Executive)	Not before 31st Aug 2022		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk

connect travel hubs in the city centre					
<p>Contract for Provision of ICT and Digital resources to Manchester City Council (2022/01/31A)</p> <p>The appointment ICT and Digital resources to Manchester City Council.</p>	City Treasurer (Deputy Chief Executive)	Not before 28th Feb 2022		Report & Recommendation	Joanna Thorne joanna.thorne@manchester.gov.uk
<p>Framework Provision for Travel Services (2022/02/14A)</p> <p>The appointment of a provider to deliver Travel Services for MCC employees and Members.</p>	City Treasurer (Deputy Chief Executive)	Not before 14th May 2022		Report & Recommendation	
<p>Write off of EoN Reality loan (2022/03/01B)</p> <p>Under the delegation agreed at February 2022's Executive, write off of existing £1.1m loan to EoN Reality Ltd and outstanding interest, following confirmation that the company has been liquidated.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Apr 2022		Companies House – liquidation progress report	Tim Seagrave T.Seagrave@manchester.gov.uk

<p>Framework Agreement for Senior Permanent and Interim Executive Search (2022/06/09A)</p> <p>The appointment of Agencies to deliver Permanent and Interim Senior Recruitment Services.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 9th Jul 2022</p>		<p>Report & Recommendation</p>	<p>Mike Worsley mike.worsley@manchester.gov.uk</p>
<p>Contract for the provision of a Contract Management System (2022/06/15B)</p> <p>To contract with a software supplier to provide MCC with a new Contract Management System.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 15th Jul 2022</p>		<p>Report and recommendation</p>	
<p>The Provision, Erecting, Maintaining & Storage of Christmas Wooden Houses (2022/06/15C)</p> <p>The Deputy Chief Executive and City Treasurer agrees to the appointment of a company to a framework for the delivery, maintenance, and storage of Wooden Houses for the Manchester</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 15th Jul 2022</p>		<p>Contract report</p>	

Christmas Markets.					
<p>Elizabeth Tower GP Surgery grant (2022/06/20A)</p> <p>To provide a £2.6m capital grant to the GP surgery at Elizabeth Tower, Great Jackson street to fund the fit out of the shell to allow the opening and operating of the new GP surgery facility.</p>	City Treasurer (Deputy Chief Executive)	Not before 20th Jul 2022		Checkpoint 4 Business Case	Tom Wilkinson, Deputy City Treasurer tom.wilkinson@manchester.gov.uk
<p>Framework Agreement for the Provision of Commercial Office Furniture and Furniture Services (2022/08/04A)</p> <p>The appointment of Provider to deliver Commercial Office Furniture and Furniture Services.</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Sep 2022		Report and recommendations	Mike Worsley mike.worsley@manchester.gov.uk
<p>Award new Case Management System replacement (2022/08/08A)</p> <p>To award the bid to a new supplier for the Neighbourhoods and Licensing including Taxi</p>	City Treasurer (Deputy Chief Executive)	Not before 8th Sep 2022		Briefing Document	

Licensing Case Management System.					
<p>TC520 - Provision of Parking Enforcement Services (2022/08/19A)</p> <p>To appoint a single provider for parking enforcement services.</p>	City Treasurer (Deputy Chief Executive)	Not before 19th Sep 2022		Report and Recommendation	
<p>Hybrid Cloud Programme (2022/08/19B)</p> <p>To approve capital expenditure to allow Manchester City Council ICT to create a Hybrid Cloud Programme that will refresh aging infrastructure and support its strategy to move to cloud-based technology solutions.</p>	City Treasurer (Deputy Chief Executive)	Not before 19th Sep 2022		Checkpoint 4 Business Case	Chris Wanley, Director of ICT chris.wanley@manchester.gov.uk
<p>Award of Electricity Supply contracts from existing Framework Agreements (2022/08/22A)</p> <p>To award a contract for the supply of Electricity from the Council's existing HH (large</p>	City Treasurer (Deputy Chief Executive)	Before 30 Sep 2022		Award Report	Walter Dooley w.dooley@manchester.gov.uk, Peter Schofield peter.schofield@manchester.gov.uk

<p>sites) and NHH (smaller sites) frameworks via direct award to the incumbent suppliers.</p>					
<p>Framework Agreement for the Provision of Specialist and Hard to Fill Agency Roles (2022/08/26B)</p> <p>The appointment of Agencies to provide Specialist and Hard to Fill Agency Roles</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 26th Sep 2022</p>		<p>Report and recommendations</p>	<p>Mike Worsley mike.worsley@manchester.gov.uk</p>
<p>Heart of Manchester Business Improvement District ballot (2022/10/04A)</p> <p>To delegate to the Deputy Chief Executive and City Treasurer the authority to hold a BID ballot</p>	<p>Executive</p>	<p>19 Oct 2022</p>		<p>Executive report D2 Heart of Manchester BID ballot (Executive)</p>	<p>Pat Bartoli p.bartoli@manchester.gov.uk</p>
<p>Household Support Fund - Trench 3 (2022/10/21A)</p> <p>Approval of delivery of Household Support Fund 3, spending £6.453m government Fund to support households across</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>21 Oct 2022</p>		<p>HSF3 Report 18 Oct 2022</p>	<p>Matthew Hassall, Head of Corporate Assessments matthew.hassall@manchester.gov.uk</p>

Manchester impacted by the energy and cost of living crisis and to increase the revenue budget by that amount for the grant received.					
Framework for the provision of GM Online Library Service (2022/10/27B)	Strategic Director (Neighbourhoods)	Not before 27th Nov 2022		Report & Recommendation	
The appointment of Provider(s) for GM Online Library Service					
Development and Growth					
Strategic land and buildings acquisition 2019/06/03C	City Treasurer (Deputy Chief Executive)	Not before 1st Dec 2022		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework					
Disposal of site of former Chorlton Leisure Centre for residential	Strategic Director - (Growth and	Not before 13th Jun 2021		Report to the Strategic Director of Growth and	Mike Robertson m.robertson@manchester.gov.uk

<p>development (21/05/13A)</p> <p>Approval to the terms for the leasehold disposal of the site of the former Chorlton Leisure Centre for residential development.</p>	Development)			Development	
<p>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease (2021/07/16A)</p> <p>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease.</p>	Strategic Director - (Growth and Development)	Not before 16th Aug 2021		Report and recommendations	Mike Robertson m.robertson@manchester.gov.uk
<p>Strategic approach to developments of social homes via a city-wide New Build Local Lettings Policy (LLP) (2021/08/10A)</p> <p>Executive adopts the New Build LLP for immediate implementation.</p>	Executive	16 Nov 2022		Report and recommendations	Martin Oldfield m.oldfield@manchester.gov.uk
<p>Land at Downley Drive, New Islington/Ancoats (2022/02/18B)</p>	Strategic Director - (Growth and	Not before 18th Mar 2022		Report and recommendations	

Land disposal by way of lease for residential development at Downley Drive, New Islington/Ancoats.	Development)				
Asset Management Programme 2022/23 Budget (2022/04/26C) To approve capital expenditure for the Council's citywide assets.	City Treasurer (Deputy Chief Executive)	Not before 26th May 2022		Checkpoint 4 business case	Richard Munns r.munns@manchester.gov.uk
Disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS (2022/05/19A) Approval to the terms for the leasehold disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS.	Strategic Director - (Growth and Development)	Not before 19th Jun 2022		Report to the Strategic Director of Growth and Development	Joe Martin, Development Surveyor joe.martin@manchester.gov.uk
Acquisition of strategic asset in Wythenshawe (2022/06/10B) Approval of the capital expenditure required for the acquisition of the asset.	City Treasurer (Deputy Chief Executive)	Not before 7th Jul 2022		Report to Executive on 29/06/2022 and Delegated approval report to the Strategic Director of Growth	Mike Robertson m.robertson@manchester.gov.uk

				and Development and City Treasurer	
<p>This City - new scheme development (2022/06/17B)</p> <p>To give capital expenditure approval to build a mixed development of market and accessible rent properties, initially through the Council before transferring to a Council-owned company during the build.</p>	City Treasurer (Deputy Chief Executive)	Not before 17th Jul 2022		Report and recommendation	Alan Caddick, Interim Director of Housing and Residential Growth Alan.Caddick@manchester.gov.uk
<p>Housing Affordability Fund Budget (2022/06/28B)</p> <p>The approval of capital expenditure for affordable housing via a dedicated HAF budget.</p>	City Treasurer (Deputy Chief Executive)	Not before 28th Jul 2022		Checkpoint 4 Business Case	Yvette Ryle, Project Manager Yvette.ryle@manchester.gov.uk
<p>Large Scale Renewable Energy Project (2022/07/13B)</p> <p>To purchase a large scale solar farm, associated storage and maintenance arrangements.</p>	City Treasurer (Deputy Chief Executive)	Not before 13th Aug 2022		Executive Report	Leader

<p>King Street Multistory Car Park & King Street West Shops 35-47 (22/07/18A)</p> <p>Approval to the surrender of the City Councils Leasehold interested to support the redevelopment of the site, as consented under planning application 129251/FO/2021</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 18th Aug 2022</p>		<p>Confidential report and recommendations</p>	<p>Lousie Hargan l.hargan@manchester.gov.uk</p>
<p>The Northern Gateway HIF Infrastructure Programme (2022/07/26A)</p> <p>To approve capital expenditure of up to £33.7m, the balance of the available allocation of £51.6m Housing Infrastructure Fund Government grant, following the approval of an initial tranche of £17.9m.</p> <p>This will cover the construction period for the delivery of flood mitigation works, infrastructure and utilities provision in the Red Bank Neighbourhood.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 26th Aug 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Ian Slater i.slater@manchester.gov.uk</p>

<p>Hammerstone Road Depot Additional Funding (2022/08/01A)</p> <p>To approve Capital Expenditure for further works which include, but are not limited to, scope changes for improved low carbon specifications, works to the façade, roof and drainage and inflationary cost pressures.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Sep 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Richard Munns r.munns@manchester.gov.uk</p>
<p>Lower Campfield and Upper Campfield - granting of new ground leases (2022/09/07A)</p> <p>Approval to the granting of new ground leases to allow the repair and refurbishment of both buildings by the lessee.</p>	<p>Chief Executive</p>	<p>Not before 6th Oct 2022</p>		<p>Report to the Chief Executive and Strategic Director of Growth and Development</p>	<p>David Norbury david.norbury@manchester.gov.uk</p>
<p>This City: Contractor and Design Team Fees (2022/08/10A)</p> <p>To approve capital expenditure for the delivery of This City: Norther Quarter (Postal Street) in</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 10th Sep 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Sarah Narici sarah.narici@manchester.gov.uk</p>

order to appoint a contractor under a Pre-Construction Services Agreement to progress work on a mixed development of market and Manchester Living Rent properties until planning permission has been granted.					
<p>Woodward Court External Concrete Repairs & Enveloping (09/09/2022A)</p> <p>To approve capital expenditure for full enveloping scheme inclusive of concrete repairs to Woodward Court</p>	City Treasurer (Deputy Chief Executive)	Not before 9th Oct 2022		Checkpoint 4 Business Case	Martin Oldfield m.oldfield@manchester.gov.uk
<p>Electric Vehicle Charging Strategy (2022/09/12A)</p> <p>The approval of the Draft Strategy and agreement to its publication.</p>	Executive	14 Dec 2022		Report and recommendations	Phil Havenhand, Interim Head of Infrastructure & Environment Phil.Havenhand@manchester.gov.uk
<p>Fire Risk Assessments Additional Work (2022/09/13A)</p> <p>To approve Capital Expenditure of £4.885m to</p>	City Treasurer (Deputy Chief Executive)	Not before 11th Oct 2022		Checkpoint 4	Martin Oldfield m.oldfield@manchester.gov.uk

carry out specific further fire protection/prevention related work identified on properties within Housing Operations managed area.					
Biodiversity Strategy (2022/09/21A) To endorse the Manchester Biodiversity Strategy	Executive	19 Oct 2022		report and recommendations	Duncan McCorquodale duncan.mccorquodale@manchester.gov.uk
Delivery of Affordable Housing - Project 500 (Update) (2022/10/14) Disposal of Council land for the development of affordable housing.	Executive	16 Nov 2022		Report and recommendations	
Mayfield Phase 1 Update (2022/10/26A) Approval to the Council's contribution as part of Mayfield Partnership (General Partner) Ltd to a strategic acquisition	Executive	16 Nov 2022		Report to Executive from the Director of City Centre Growth and Infrastructure D2 - Mayfield Phase 1 Update	David Norbury david.norbury@manchester.gov.uk
Neighbourhoods					
Parks Development Programme Team Funding (2022/03/10B)	City Treasurer (Deputy Chief Executive)	Not before 10th Apr 2022		Checkpoint 4	Neil Fairlamb N.Fairlamb@manchester.gov.uk

To approve capital expenditure to continue the Parks Development Programme team.					
<p>Extension of the waste & street cleansing contract (2022/03/30B)</p> <p>To fund the increase in contract fee from 2023 for the remainder of the contract period - £7.95m.</p>	Executive	1 Jun 2022		Waste Report to Environment & Climate Change Scrutiny Committee (10 March 2022)	Matthew Bennett matthew.bennett@manchester.gov.uk
<p>TC927 On Street Environmental Enforcement (2022/07/14A)</p> <p>To seek approval to award a contract to suppliers who can deliver On Street Environmental Enforcement.</p>	City Treasurer (Deputy Chief Executive)	Not before 30th Nov 2022		Confidential contract report with recommendations	Mark Warmisham mark.warmisham@manchester.gov.uk
<p>Environmental Health, Trading Standards and Housing Compliance and Enforcement Fees (2022/08/24A)</p> <p>To increase fees associated</p>	Strategic Director (Neighbourhoods)	Not before 24th Sep 2022		Report requesting approval for setting fees and new fee and charge levels	Tim Birch, Neighbourhood Manager tim.birch@manchester.gov.uk

with chargeable work in Environmental Health, Trading Standards and Housing Compliance					
<p>Indoor Leisure - Abraham Moss (2022/09/13B)</p> <p>To approve capital expenditure of £1.4 million to fund additional inflationary labour and material costs following a delay to the project after the discovery of piles under the site.</p>	City Treasurer (Deputy Chief Executive)	Not before 11th Oct 2022		Checkpoint 4 Business Case	Neil Fairlamb N.Fairlamb@manchester.gov.uk
<p>Manchester Aquatic Centre (MAC) (2022/09/13C)</p> <p>To approve capital expenditure of £2.3 million to fund inflationary cost increases across the project including increases in the MEP (Mechanical / Electrical / Plumbing) package and across internal finishes.</p>	City Treasurer (Deputy Chief Executive)	Not before 11th Oct 2022		Checkpoint 4 Business Case	Neil Fairlamb N.Fairlamb@manchester.gov.uk
<p>House of Sport Fire Mitigation and Roof Additional Works</p>	City Treasurer (Deputy Chief Executive)	Not before 11th Oct 2022		Checkpoint 4 Business Case	Neil Fairlamb N.Fairlamb@manchester.gov.uk

(2022/09/13D) To approve Capital Expenditure of over £2 million to address health and safety issues that need to be actioned following surveys.					
Amendment to the House in Multiple Occupation (HMO) Licence Fee (2022/10/19A)	Strategic Director (Neighbourhoods)	Not before 19th Nov 2022		Report setting out the amendments to the HMO licence fee entitled 'Report – HMO Fee Amendments – 22.23'.	Tim Birch, Neighbourhood Manager tim.birch@manchester.gov.uk
Financial approval of MCR Active Contract 2023/24 (2022/10/27A) Financial approval of 5 th year of MCR Active Contract for period 1 st April 2023 to 31 st March 2024.	City Treasurer (Deputy Chief Executive)	Not before 27th Nov 2022		Report to Deputy Chief Executive and City Treasurer	
Highways					
Public Realm Improvements 2022/23	City Treasurer (Deputy Chief	Not before 15th Jul 2022		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways)

<p>(2022/06/15A)</p> <p>To approve the capital expenditure for a number of essential Public Realm improvements.</p>	Executive)				steve.robinson@manchester.gov.uk
<p>City Centre Active Travel Fund scheme (2022/07/08A)</p> <p>The approval of capital expenditure to develop the detailed design of the city centre active travel project</p>	City Treasurer (Deputy Chief Executive)	Not before 8th Aug 2022		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk
<p>TC056 - Highways Support (2022/07/25A)</p> <p>Renewal of the Highway support framework. The framework is to support Highways Maintenance Service with Major & Minor Civil Engineering projects.</p>	City Treasurer (Deputy Chief Executive)	Not before 25th Aug 2022		Confidential Contract Report with Recommendations	
<p>TC013 - Supply of Concrete and Bedding (2022/08/26A)</p> <p>Renewal of the Supply of concrete and bedding framework to supersede the existing framework where</p>	City Treasurer (Deputy Chief Executive)	Not before 26th Sep 2022		Confidential Contract Report with Recommendations	

<p>one of the two providers has ceased trading and the new bedding requirement cannot be met.</p> <p>The purpose of the framework is to supply volumetric concrete & bedding to support Civil Engineering projects in the Highways Directorate</p>					
<p>Q20499 - Chorlton Area 3b (2022/09/27A)</p> <p>The works will provide a segregated cycle facility on both sides along Manchester Road from the Metrolink bridge south to the junction with Wilbraham Road (Four Banks) & Barlow Moor Road from Four Banks to Sandy Lane junction.</p>	<p>Deputy City Treasurer</p> <p>Strategic Director (Neighbourhoods)</p>	<p>Not before 27th Oct 2022</p> <p>Not before 27th Oct 2022</p>		<p>Confidential Contract Report with Recommendations</p>	
<p>Q20494 - Victoria Norther Eastern Gateway Phase 1b (2022/09/27B)</p> <p>Cycling Route, Phase 1B comprises of two separate locations Pollard Street /</p>	<p>Deputy City Treasurer</p>	<p>Not before 27th Oct 2022</p>		<p>Confidential Contract Report with Recommendations</p>	

Great Ancoats Street Junction and Old Mill Street, the scheme identified as Victoria North / Eastern Walking and Cycling Scheme Phase 1B.					
<p>Highway Investment Patching Defect Repairs additional funds (2022/10/12A)</p> <p>To approve capital expenditure to undertake further areas of highways patching work, the project helps to improve the condition of our highway</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Nov 2022		Checkpoint 4 Business Case	Paul Swann p.swann@manchester.gov.uk
Education and Skills					
<p>School Admission Arrangements 2024/25 (2022/09/22A)</p> <p>To agree that the council undertakes consultation to gather views on its arrangements and the change in back office process from the current 3, to 1 time per year for the removal of details from</p>	Executive	19 Oct 2022		Report to Executive D2 - Changes to School Admissions Policy	Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk

schools waiting lists					
<p>Proposal for a new secondary special school (2022/09/22B)</p> <p>To agree that the Council undertakes consultation to gather views on the plans to develop a new special high school as a first step towards identifying a provider for the new school.</p> <p>To delegate responsibility to the Director of Education in consultation with the Executive Member for Children’s Services to progress the publication of a specification for the new school and invitations to sponsor based on the outcomes of the consultation; and identify a preferred sponsor for the new school to be recommended to the DfE.</p>	Executive	19 Oct 2022		Report to Executive D2 - Development of a new special high school	Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk

3. Resources and Governance Scrutiny Committee - Work Programme – November 2022

Tuesday, 8 November 2022, 2.00pm (Report deadline Friday 28 October 2022)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Update on the Council's 2023/24 budget position	To receive a report on the Council's anticipated budget position for 2023/24, the budget process and draft proposals for any services in the remit of Resources and Governance Scrutiny Committee.	Cllr Craig (Leader) Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson	
HROD Update	To receive an HROD update report on the health and wellbeing offer for employees and the absence management policy. This will include the latest attendance management statistics.	Cllr Akbar (Finance and Resources)	Deb Clarke	
Workforce Equality Strategy	To receive an update on the Workforce Equality Strategy and the work to improve workforce equality and diversity across the Council	Cllr Akbar (Finance and Resources)	Deb Clarke	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Tuesday, 6 December 2022, 2.00pm (Report deadline Friday 25 November 2022)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Housing Revenue Account	To receive a report on the proposed Housing Revenue Account (HRA) budget for 2023/24 and an indication of the 2024/25 and 2025/26 budgets.	Cllr Akbar (Finance and Resources)	Carol Culley Becca Heron Neil Fairlamb	
Progress Update from Housing Options	To receive an update on housing options.	Cllr White (Housing and Development)	Fiona Worrall Dave Ashmore	
Capital Programme Update	To receive an update on the Capital Programme with a focus on the impact of market changes on capital financing for priorities.	Cllr Rahman (Statutory Deputy Leader)	Carol Culley Jared Allen	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Tuesday, 10 January 2023, 2.00pm (Report deadline **Thursday 29 December 2022 to account for New Year's Day**)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Electoral Reform Bill Update	To receive a report on the Electoral Reform Bill with a focus on voter registrations, polling station accessibility and voter ID requirements.	Cllr Craig (Leader)	Fiona Ledden Clare Travers	
Climate Change and the Council's Estate	To receive a report on works to the Council's operational estate to mitigate the effects of climate change, including energy supplies.	Cllr Rahman (Statutory Deputy Leader) Cllr Rawlins (Environment and Transport)	David Lynch	
Finance Settlement	To receive an update that outlines the key headlines of the Government's Finance Settlement figure for Manchester.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Tuesday, 7 February 2023, 2.00pm (Report deadline Friday 27 January 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
2023/24 Budget Report	To receive and consider the final 2023/24 budget proposals that will go onto February Budget Executive and Scrutiny and March Council.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson	
Commercial Activity	To receive a report on the Council's commercial activity.	Cllr Akbar (Finance and Resources)	Carol Culley	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Monday, 27 February 2023, 10.00am – **BUDGET** (Report deadline Thursday 16 February 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
The Council's Budget 2023/24	To receive an update on the Council's financial position following scrutiny of the draft budget proposals and Directorate budget plans by all Scrutiny Committees.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson	

Tuesday, 7 March 2023, 2.00pm (Report deadline Friday 24 February 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Progress on Council Motions Over Last 12 Months	To receive an update on the progress made in respect of motions that have been passed before Manchester City Council since the last update in March 2022.	Cllr Craig (Leader) Cllr Rahman (Statutory Deputy Leader)	Fiona Ledden Mike Williamson	
Revenues and Benefits Update	To receive an update on collection of business rates and council tax, ethical collection and an update on Council Tax Scheme and resident support schemes with a focus on cost-of-living and the use of discretionary welfare funds.	Cllr Akbar (Finance and Resources)	Lee Owen	
Manchester's Parks Development Programme Update	To receive an update on the progress of Manchester's Parks Development Programme 2021-2025 and an overview of the financial position for parks.	Cllr Akbar (Finance and Resources) Cllr Igbon (Vibrant Neighbourhoods)	Carol Culley Neil Fairlamb	Extend invitation to the Chair of CESC.
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Wednesday, 24 May 2023, 10:00am (Report deadline Monday 15 May 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Factory International Progress Update	To receive a progress report on Factory International ahead of the project's completion and opening.	Cllr Rahman (Statutory Deputy Leader)	Carol Culley Becca Heron Jared Allen Pat Bartoli	
Work programming	To draft the committee's work programme for the 2023/24 municipal year.	N/A	Carol Culley Charlotte Lynch	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Items to be Scheduled

(Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings).

(New items added are highlighted in blue)

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Commercial activity	Precise Details to be confirmed	Councillor Akbar	Carol Culley	
Contract Monitoring	Precise Details to be confirmed	Councillor Akbar	Carol Culley	
Review of investments being made by the Council into its Capital Strategy in terms of delivering future VFM post COVID19	Precise scope to be determined	Councillor Akbar	TBC	
GMCA Governance and Public Sector Reform	To receive an update on what is being delivered for the City through these arrangements	Councillor Craig	TBC	
Revenue and Benefits	Themed meeting to include activity around position of Business Rates and Council Tax and impact on residents and how to target support most effectively	TBC	TBC	
Annual Section 106 Monitoring	To receive a report on the Governance arrangements relating to Section 106.	Councillor White	Julie Roscoe/Des Jones	Report to be considered around Sept 2023
Our Town Hall Project Update	To receive an update on the progress of the refurbishment and partial restoration of the Town Hall and Albert Square under the Our Town Hall	Councillor Rahman	Carol Culley Jared Allen Paul	Report to be considered in October 2023

	(OTH) project		Candelent	
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