



Resources and Governance Scrutiny Committee

Date: Tuesday, 1 September 2020

Time: 10.00 am

Venue: Virtual Meeting - Webcast at - https://manchester.public-i.tv/core/portal/webcast_interactive/485377

This is a **Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published

Advice to the Public

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

Under the provisions of these regulations the location where a meeting is held can include reference to more than one place including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

To attend this meeting it can be watched live as a webcast. The recording of the webcast will also be available for viewing after the meeting has concluded.

Membership of the Resources and Governance Scrutiny Committee

Councillors - Russell (Chair), Ahmed Ali, Andrews, Clay, Davies, Lanchbury, Moore, B Priest, Rowles, A Simcock, Stanton, Wheeler and Wright

Supplementary Agenda

5. **Independent Race Review update** 3 - 10
Report of the Director of HROD attached

This report provides an update on the Council's response to issues relating to race equality, and in particular to the review carried out last year of race relations and discrimination within the City Council. It includes an update on the work being carried out by a working group established to progress the recommendations, and of consultation with Trades Unions.

8. **Overview Report** 11 - 62
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.

The relevant COVID-19 Sit-rep is now included as an item for information.

Further Information

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

Michael Williamson
Tel: 0161 2343071
Email: m.williamson@manchester.gov.uk

This supplementary agenda was issued on **Wednesday, 26 August 2020** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 1 September 2020

Subject: Update on progress of race review

Report of: Director of Human Resources and Organisation Development

Summary

This paper provides an update to Members on the Council's response to issues relating to race equality, and in particular to the review carried out last year of race relations and discrimination within the City Council. It includes an update on the work being carried out by a working group established to progress the recommendations, and of consultation with Trades Unions. Members from the working group will be in attendance to update members on their areas of work.

Recommendations

The Committee is asked to note the report.

Wards Affected: All

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

If we do not have diversity of thought in decision making we may not create the most meaningful and effective strategies for zero- carbon or other strategic aims.
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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 city council should reflect the communities of Manchester fully and at all levels. This will help to create a thriving economy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The City Council must develop the skills of its own workforce and work with other partners to ensure that our workforces are skilled
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	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	If we do not have diversity of thought in decision making we may not create the most

	meaningful and effective strategies for zero-carbon or other strategic aims.
A connected city: world class infrastructure and connectivity to drive growth	Not directly relevant

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Name: Deb Clarke
 Position: Director of Human Resources and Organisation Development
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 E-mail: deb.clarke@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 four years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

The Race Review

1.0 Background

- 1.1 In 2019, and following representations from trades unions and others, a review of race issues in the workforce of Manchester City Council was commissioned. This review was finalised in November 2020. 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. The review involved assessing the effectiveness of the Council's systems, processes and policies and by taking account of the lived experience of a range of internal stakeholders (primarily Black Asian and Minority Ethnic employees, but others including Trade Unions and HR&OD). The review's key purpose was ultimately to help inform continuous improvements in the Council's approach to race equality at work.
- 1.2 In short, the review found that, notwithstanding initiatives that had been implemented in previous years, there were issues that needed to be addressed by the City Council in order to ensure fairness and equity for black, Asian and minority ethnic staff in the workforce.
- 1.3 The report was published in 2020.
- 1.4 Although the recommendations of the report were accepted and are in the process of being implemented, it has also been recognised that these recommendations are somewhat limited in that they do not also drive the City Council towards having a workforce that is fully representative of the population of the city of Manchester at all levels, nor does the report identify pathways into employment in the City Council for local people, and finally some of the nuances around 'intersectionality' are unaddressed - the particular experience of black women for example, or LGBTQ Asians. To be fair this was not part of the work commissioned, but we now understand that these are important components of achieving a diverse and talented workforce at all levels in the City Council.
- 1.5 The publication of the final report coincided with the appointment of a new Director of Human Resources and Organisation Development, and also the events leading to the growth Black Lives Matter movement in the UK and worldwide. It was clear that a renewed focus on and priority for this work was necessary and urgent.

2.0 Workforce Equality

- 2.1 The Director of Human Resources and Organisation Development along with the Executive Member for Children and Schools who is currently covering the HR & OD portfolio, and the Lead Member for Equalities, whilst wanting to make swift progress on the issues identified as a result of the race review, have also identified that the City Council lacks a strategic and coherent approach to workforce equalities generally. A commitment has been made to produce a Workforce Equalities Strategy for Manchester City Council for consideration at the meeting of the Executive in November 2020. It is

important to set the work that is being done on race in this context as an overarching strategy will address some of the intersectionalities and recruitment approaches that are otherwise missing from the race review.

3.0 Specific work on Race

- 3.1 In considering how to take forward the race review, we took into account a number of drivers;
- the need to engage and develop black, asian and minority ethnic staff on doing the work to develop actions, both as a way of ensuring that their perspective and lived experience informed every aspect of the response, and also as a way of giving development opportunities which may not otherwise have been available.
 - the need to engage and develop white staff and managers who have responsibility for some of the systems, processes and policies which have been identified as being unfair or not fit for purpose in actually doing the work to listen to the experiences of black, asian and minority ethnic staff and to then make changes.
 - the need to keep in mind the clear messages that we heard from black, asian and minority ethnic staff which were that there had previously been 'a lot of talk but not much action', so we wanted to adopt a methodology which would ensure that 'actions speak louder than words' was enshrined in the approach.
- 3.2 We therefore determined that an 'agile' approach would both be developmental for those involved and would ensure that we would be able to make swift progress. Agile is a process by which a team can manage a project by breaking it up into several stages and involving constant collaboration with stakeholders and continuous improvement and iteration at every stage. The Agile methodology begins with clients describing how the end product will be used and what problem it will solve. This clarifies the customer's expectations for the project team. Once the work begins, teams cycle through a process of planning, executing, and evaluating — which might just change the final deliverable to fit the customer's needs better. Continuous collaboration is key, both among team members and with project stakeholders, to make fully-informed decisions.
- 3.3 A working group has been established which consists of over 40 employees from across the organisation who are dedicating 1 day per week over a 12 week period to ensure there is adequate resource to give focus to this work and to ensure real impact can be achieved in this initial 3 month period. As stated above, it was important that the working group was balanced in terms of black, asian and minority ethnic staff and those staff who have responsibility for creating the systems, policies and culture which enable progress to be made.
- 3.4 The Race Equality Working Group meets virtually every week on a Wednesday. The group has been 'visited' by the Chief Executive, the Lead Member for Equalities and the Cabinet Member for Resources. It is

supported by the Director of Human Resources and Organisation Development and every week generally has some developmental input around agile methodology - for example we have learned about problem definition, minimum viable products, research methodology and prototyping. We also have a 'stand up' every week at which each of the workstream groups report back on progress they are making and what they are planning so that everyone has an overview of everyone else's work.

- 3.5 In addition to the working group, a reference group has been established, again made up of volunteers from across the organisation who act as points of research and contact for working group members.
- 3.6 The Working Group has proved to be an energetic, insightful, creative and committed group of people who have come together to progress this work. The ideas and approaches taken by the group members are innovative and inspiring. Members of the group have demonstrated a huge commitment to the work and to making Manchester City Council a place where diversity and talent is celebrated and rewarded.
- 3.7 The 27 recommendations from the original race review have been grouped into 5 broad themes which the working group are currently focused on:

Monitoring

Understanding the reasons why there are gaps in the data, how (if) we can get better coverage of ethnicity data for our staff and how reporting can be improved so we can better monitor our equality data, target interventions and spot issues.

Developing Black, Asian and minority ethnic staff

This group is seeking to better understand how current MCC staff feel about development opportunities within the Council and what interventions would support better diversity, e.g. including composition of panels, race awareness training for all managers and a development programme for black, asian and minority ethnic staff.

Engagement and communications

This group are reviewing how we can increase visibility of black, asian and minority ethnic staff within all Corporate and Directorate communications and engagement as well as raising awareness of race equality issues and building confidence in the work of the race equality working group and in the organisation in general.

HR policies

HR policies need to be reviewed through the lens of race equality to ensure they promote equality and address issues identified through the review (particularly around development and disciplinary). The group are looking at the special leave policy in the first instance but this work will have to be replicated across all policies prioritised based on impact.

Leadership

The group are reviewing options to support our leaders and managers to understand and create racial equality and better understand the lived experience of our black, asian and ethnic minority staff and are equipped to monitor the progress of race equality in their respective service areas (linked to the monitoring and development themes) and develop strategies to address any issues identified.

- 3.8 The 5 thematic groups are testing a series of interventions over this initial 12 weeks and will make a final set of recommendations at the end of September.

4.0 Support from Human Resources and Organisation Development

- 4.1 It has been recognised that beyond the lifetime of the Working Group, this will be a major focus of the Human Resources and Organisation Development Team going forward. With that in mind, 2 vacant posts in HR&OD have been refocused and recruited to and will focus on, among other things, development of an Equalities Strategy, development routes internally and externally for black Asian and minority ethnic staff and working with community groups to increase representation of our communities in the Council.

- 4.2 It has also been recognised that HR&OD must be an exemplar and advocate for this work, and must fully reflect the communities of Manchester itself. With that in mind the Director of HR&OD has recently run a virtual seminar on Equalities for all staff in HR&OD. Whilst there are limited opportunities to change the profile of the workforce in HR&OD, 3 more senior appointments in the last few months have all been Black, Asian or Minority Ethnic.

5.0 Trades Unions

- 5.1 Trades Unions rightly feel a great sense of ownership of the issues outlined in this report and it was their work which at least partly led to the race review being carried out in the first place. It is important to recognise that and to work closely with trades unions colleagues on these issues.
- 5.2 In discussions with trades unions it was determined that whilst the Working Group would work through the issues in the way described in this report, the Trades Unions have a unique role as representatives of the wider workforce and a statutory right to consultation. Therefore it was agreed that in parallel to the work outlined above, HR&OD would work closely with the Trade Unions to review the findings in relation to casework and working to similar timeframes will make a series of recommendations to address the disparity of experience of black asian and minority ethnic staff and their white colleagues.

6.0 Recommendations and Activity to Date

- 6.1 Working in the agile way the project groups are continually researching and testing different approaches. The group will be making recommendations and implementing changes through the lifespan of the project rather than waiting until the end. Key progress to date:

- The equality data available is currently being refreshed and will include a breakdown of ethnicity and grade and progression of black asian minority ethnic staff and this will now be included in the quarterly Workforce Intelligence information all DMTs receive.
- Race Awareness training will be mandatory for all leaders and managers with a view to rolling out across the whole workforce.
- A reverse mentoring programme for senior leaders is currently being explored.
- Diverse recruitment panels will be required for recruitment at all levels and all recruitment materials will be explicit on our commitment to race equality.
- Increasing the stories and focus on regular corporate and directorate communications to include black asian and minority staff and communities.
- A programme for reviewing HR policies is being developed.

It is difficult to capture the energy, creativity and commitment of the working group, and the volume of work underway in a short report and some of the project leads will be attending Scrutiny Committee to talk to Members about the work that is underway and answer any questions.

7.0 Previous work on race equality and equality generally

7.1 Manchester has a proud history of championing equality and has been at the forefront of some of the country's most significant diversity-related work for decades. The Council's strong commitment to equality and inclusion for the city's population, for our workforce and in the delivery of our services has led us to work hard to understand and meet the needs of a richly diverse range of identity groups internally and externally, and take pride in leading by example on equalities.

7.2 In recent years a number of years a range of activity focused on driving equality within the organisation, including;

- A range of equality groups have been reestablished including staff led groups, all of which have more support from the corporate centre.
- A new learning framework has been commissioned around Equality Diversity and Inclusion.
- A development programme aimed at progression to senior roles which was positively targeted at Black, Asian and Minority Ethnic employees.
- An SMT lead for Equality was identified (the City Solicitor).
- In 2018 the Council signed up to a collective agreement by Greater Manchester public and voluntary/community sector organisations to tackle workforce inequality.
- Participants in two cohorts of RECAP (Race Equality Change Agents Programme).
- The most recent leadership summit for the Council's top 300 managers

featured two workshops on equality and inclusion led by GMP Chief Constable Ian Hopkins and the City Solicitor.

8.0 Conclusions

- 8.1 The City Council has taken swift action and meaningfully engaged black, Asian and minority ethnic staff in developing actions in relation to bringing about diversity and inclusion at all levels in the authority. At the same time we are working on a coherent and strategic approach to workforce diversity and equality which will be submitted for Executive approval in November.
- 8.2 Trades Unions are engaged in all aspects of this work and this will continue as strategy is developed into policy and processes.
- 8.3 The Working Group and agile approaches are proving to be a successful and engaging way of ensuring both that black, asian and minority ethnic voices are heard and the lived experience of these groups informs future policy, as well as holding managers to account for changing policies, processes and culture.
- 8.4 Member support and scrutiny are important components of the progress made to date.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 1 September 2020

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme
- Items for information

Recommendation

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

Wards Affected: All

Contact Officer:

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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.

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
3 Sept 2019	RGSC/19/44 Revenue and Benefits Annual Report	To request the Director of Homelessness provide a briefing note on the level of debt owed to the Council through the use of dispersed temporary accommodation and that this includes a comparison with Local Housing Allowance rates on a ward basis.	Whilst further emails were sent on 8/6/2020 and 8/7/2020 seeking a response from the Director of Homelessness, due to the impact of COVID19, there may be a delay in receiving this..	Mike Wright
3 Sept 2019	RGSC19/48&50 Domestic Violence and Abuse Review	<p>To request that the Director of Homelessness provides Members with information on:-</p> <ul style="list-style-type: none"> • how quickly support was accessible by individuals placed in dispersed accommodation; • when the strategic review was intended to be fully scoped; and • the projected timescale 	Whilst further emails were sent on 8/6/2020 and 8/7/2020 seeking a response from the Director of Homelessness, due to the impact of COVID19, there may be a delay in receiving this.	Mike Wright Fiona Worrall Nicola Rea

		<p>for the strategic review to be completed and anticipated costs.</p> <ul style="list-style-type: none"> • Who will be involved in the review; and • The budget provision afforded to the review 		
7 Jan 2020	RGSC/20/2 The Council's Updated Financial Strategy and Budget reports 2020/21	<p>To request that Officers provide additional information to the Committee on the following areas in a timely manner:-</p> <ul style="list-style-type: none"> • detail of the overspends within Children's Services and Adult Social Care against their original budgets • the expected interest payment figure for 2020/21 in relation to the capital financing cost • detail on the number of affordable home built to date which had been facilitated through the release of council land • detail of the lease agreement for the non- 	Due to the impact of COVID19, the Council will be required to revisit its Financial Strategy and Budget. Consequently it will only be appropriate to provide accurate responses once a revised budget has been agreed.	Carol Culley Janice Gotts & Strategic Director (Growth and Development)

		core assets at Manchester Airport.		
7 Jan 2020	RGSC/20/2 The Council's Updated Financial Strategy and Budget reports 2020/21	To request that Officers and the Executive Member for Finance and Human Resources investigate the feasibility of further investment in additional public conveniences within and across the city and provide a response back to the Committee or the Neighbourhoods Scrutiny Committee, in due course	Due to the impact of COVID19, the Council will be required to revisit its Financial Strategy and Budget. Consequently it will only be appropriate to provide a response to this recommendation, once a revised budget has been agreed.	Carol Culley Cllr Ollerhead
7 Jan 2020	RGSC/20/4 Draft 'Our People Plan 2020/23	To recommend that HROD ask the performance team to do statistical analysis of the relationship between vacancy levels and sickness absence levels within individual teams to explore whether there is a relationship between the two	Whilst a response to this recommendation has been requested, due to the impact of COVID19, there may be a delay in receiving this.	Shawna Gleeson & Director of HROD
4 Feb 2020	RGSC/20/9 Domestic violence and abuse funding and commissioning review	To request that the Strategic Director (Neighbourhoods) writes to the Mayor of Greater Manchester setting out the Council's concern around the unreasonable wait in receiving notification	Whilst a response to this recommendation has been requested, due to the impact of COVID19, there may be a delay in receiving this.	Fiona Worrall

		of CSP funding and also its concern in relation to the impact in the ability to deliver domestic violence and abuse services should there be a reduction in this grant funding		
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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 **20 August 2020**, 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.

Corporate Core					
<p>National Taekwondo Centre 2018/10/19A</p> <p>Enter into a 39 year lease with Sport Taekwondo UK Ltd for areas within the building.</p>	Chief Executive	Not before 1st Nov 2018		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk
<p>TC821 - Framework for the supply of Desktop Hardware 2019/03/01A</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Apr 2019		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk

To seek a supplier, in order to award a contract for the supply of desktop hardware technology to support the development and deployment of the ongoing end user device strategy.					
Collyhurst Regeneration Ref: 15/005 The approval of capital expenditure for land and buildings in Collyhurst.	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Louise Wyman, Strategic Director (Growth and Development) louise.wyman@manchester.gov.uk
Leisure Services - External Ref: 2016/02/01C The approval of capital expenditure on external Leisure Services land and buildings.	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Lee Preston l.preston2@manchester.gov.uk
Capital Investment in schools Ref: 2016/02/01D The approval of capital expenditure in relation to the creation of school places through new builds or expansions.	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk
Estates Transformation Ref:2017/06/30D	City Treasurer (Deputy Chief	Not before 1st Mar 2019		Business Case	Richard Munns r.munns@manchester.gov.uk

The approval of capital spend to ensure that the operational estate is fit for purpose.	Executive)				
Silver Offices Refurbishment (located at The Sharp Project) Ref: 2017/07/18B Capital expenditure approval for the cost of refurbishment works at part of the facility.	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Reports to the Executive and Full Council dated 28 June 2017	Ken Richards k.richards@manchester.gov.uk
TC969 - Provision of LAN AND WLAN 2019/03/01E MCC requires a delivery partner to refresh the hardware in the Comms Rooms and to design, test and implement a fit for purpose Software Defined LAN and Wifi.	City Treasurer (Deputy Chief Executive)	Not before 1st May 2019		Report and Recommendation	Andrew Blore a.blore@manchester.gov.uk
TC986 - SAP support and maintenance (2019/03/01F) To provide support to the SAP team in order to resolve incidents.	City Treasurer (Deputy Chief Executive)	Not before 1st May 2019		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk
Wide Area Network provision 2019/03/01L	City Treasurer (Deputy Chief	Not before 29th Mar		Report and Recommendation.	Chris Wanley, Director of ICT chris.wanley@manchester.gov.

To appoint a supplier to provide our Wide Area Network Solution.	Executive)	2019			uk
Strategic land and buildings acquisition 2019/06/03B The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework.	City Treasurer (Deputy Chief Executive)	Not before 3rd Jul 2019		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
Strategic land and buildings acquisition 2019/06/03C The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2020		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's Housing Group (2019/09/23A) The approval of £2m capital	City Treasurer (Deputy Chief Executive)	Not before 22nd Oct 2019		Checkpoint 4	Martin Oldfield m.oldfield@manchester.gov.uk

expenditure from the Housing Affordability Fund for Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's, to acquire, refurbish and sell empty homes/stock surplus to requirement to first time buyers/owner occupiers.					
Paragon Mill, Royal Mills (2019/11/04F)	Chief Executive	Not before 3rd Dec 2019		Heads of Terms Delegated approval authority report	Pippa Grace pippa.grice@manchester.gov.uk
Microsoft Consultancy engagement piece Q20377 (2019/11/05A) To award a contract to allow for the Microsoft engagement and consultancy piece as part of the transition to Microsoft Office 365	City Treasurer (Deputy Chief Executive)	Not before 4th Dec 2019		Report and Recommendation	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk
Microsoft Licenses TC718 (2019/11/05B) To appoint a Microsoft Licensing Partner to work with the Council and revise	City Treasurer (Deputy Chief Executive)	Not before 4th Dec 2019		Report and Recommendation	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk

its licensing estate.					
<p>Wide Area Network (WAN) Replacement (2019/11/19B)</p> <p>To grant the approval of capital expenditure for the procurement and implementation of an updated WAN for Manchester City Council.</p>	City Treasurer (Deputy Chief Executive)	Not before 18th Dec 2019		Checkpoint 4 Buisness Case	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk
<p>Appointment of a supplier for Measured and Unmeasured Water Charges - TC1030 (2020/01/27A)</p> <p>The purpose of this tender is to appoint one supplier to form a framework water services agreement. The framework agreement will also be made available on the same basis to other AGMA local authorities and any North West based public sector funded organisation.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st May 2020		Report and Recommendation	Robert Kelk, Procurement Manager r.kelk@manchester.gov.uk
<p>Establishment of a multi-supplier framework for the supply of gas TC473</p>	City Treasurer (Deputy Chief Executive)	Not before 1st May 2020		Report and Recommendation	Walter Dooley w.dooley@manchester.gov.uk

<p>(2020/01/28A)</p> <p>To approve a tender to establish a Multi-supplier framework for the supply of Gas. The framework agreement will also be made available on the same basis to other AGMA local authorities and any North West based public sector funded organisation.</p>					
<p>The acquisition of a Care Facility (2020/02/28A)</p> <p>The approval of capital expenditure from Sustaining Key Initiatives budget to acquire a property to respond to market pressures to retain sufficient services for Manchester people, through market intervention</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 30th Mar 2020</p>		<p>Checkpoint 4 Busienss Case</p>	<p>Keith Darragh Keith Darragh@manchester.gov.uk</p>
<p>Small Format Advertising TC1000 (2020/03/27A)</p> <p>To appoint a supplier for the provision of Free-Sanding Unit structures incorporating advertising display panels</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Oct 2020</p>		<p>Confidential contract report with recommendation</p>	<p>Leon Phillip, Contract and Commissioning Manager l.phillip@manchester.gov.uk</p>

on MCC controlled public highways within Manchester City Centre.					
<p>70 Oxford Street - Lease Renewal (2020/04/02A)</p> <p>Renewal of a 10 year Lease of 70 Oxford Street for educational plus ancillary uses.</p>	Chief Executive	Not before 1st May 2020		Heads of Terms and Delegated Approval authority report	Pippa Grice pippa.grice@manchester.gov.uk
<p>Contract for the Provision of Mortuary and Post Mortem Services (2020/05/14A)</p> <p>To approve the appointment of a provider to deliver the service following a tender exercise on behalf of HM Coroner</p>	City Solicitor	Not before 1st Oct 2020		Repot and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk
<p>Long Leasehold disposal of 30-32 Shudehill & 1-3 Nicholas Croft, M4 1FR (2020/05/22A)</p> <p>To approve the acquisition of Freehold of 1-3 Back Turner Street and subsequent disposal of Long Leasehold of the same plus 30-32 Shudehill</p>	Chief Executive	Not before 22nd Jun 2020		Briefing Note July 2019 and August 2019 and Delegated Authority approval	Pippa Grice pippa.grice@manchester.gov.uk

& 1-3 Nicholas Croft					
<p>Oldham Road cycling route (2020/05/28B)</p> <p>The approval of capital expenditure to enable a feasibility study for development of a segregated cycling route along Oldham Road A62 from Thompson Street to Queens Road (intermediate Ring Road).</p>	City Treasurer (Deputy Chief Executive)	Not before 26th Jun 2020		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk
<p>Framework agreement for the the Provision of the Enforcement Agent Services for Council Tax and Non Domestic Rates (NDR); and Parking and Bus Lane Enforcement (2020/06/17A)</p> <p>The appointment of Providers to provide Enforcement Agent Services for Council Tax and Non Domestic Rates (NDR); and Parking and Bus Lane Enforcement.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Aug 2020		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk, Charles Metcalfe c.metcalfe@manchester.gov.uk
Acquisition of Land at	City Treasurer	Not before		Checkpoint 4	Nick Mason

<p>Red Bank (2020/06/25A)</p> <p>The approval of capital expenditure for the Acquisition of land on Red Bank, Cheetham to support delivery of the Housing Infrastructure Fund Programme (HIF) in the Northern Gateway. The Land is required to provide access and new road construction to unlock key sites as part of the initial phases of development.</p>	<p>(Deputy Chief Executive)</p>	<p>24th Jul 2020</p>		<p>Business Case and briefing note</p>	<p>n.mason@manchester.gov.uk</p>
<p>Completion of the construction of the Chorlton Cycling & Walking scheme (2020/07/24A)</p> <p>The approval of capital expenditure to complete the construction of the Manchester-Chorlton Cycle Scheme.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 22nd Aug 2020</p>		<p>Checkpoint 4 Business Case</p>	<p>Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk</p>
<p>Construction of Northern Quarter Walking and Cycling scheme (2020/07/24B)</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 22nd Aug 2020</p>		<p>Checkpoint 4 Business Case</p>	<p>Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk</p>

<p>The approval of capital expenditure to construct the Northern Quarter Walking & Cycling Scheme.</p>					
<p>Abraham Moss (2020/07/27A)</p> <p>The approval of capital expenditure to cover additional costs due to the current COVID-19 pandemic as the project has been delayed resulting in an impact to project costs including inflation, remobilisation and hire fees for the temporary facilities on site.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 25th Aug 2020</p>		<p>Checkpoint 4 Business Case</p>	<p>Neil Fairlamb N.Fairlamb@manchester.gov.uk</p>
<p>EBN Special Educational Needs and Disability (SEND) Programme Additional Costs (2020/07/27B)</p> <p>The approval of capital expenditure to cover the anticipated cost increases due to the COVID-19 pandemic on the programme to deliver three projects to expand</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 25th Aug 2020</p>		<p>Checkpoint 4 Business Case</p>	<p>Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk</p>

provisions for children with special educational needs at Roundwood Road, Camberwell Park, and North Hulme schools					
<p>Manchester Central Convention Centre Limited - Loan Repayment Deferral (2020/08/06A)</p> <p>Approval to defer loan repayments, principal and interest, due to Manchester City Council from Manchester Central Convention Centre Limited until 31st March 2021.</p>	Chief Executive	Not before 4th Sep 2020		Confidential report	Sarah Narici sarah.narici@manchester.gov.uk
<p>TC520 - Parking Enforcement - extension of contract (2020/08/14A)</p> <p>Approval to extend the contract with the existing provider.</p>	City Treasurer (Deputy Chief Executive)	Not before 12th Sep 2020			Patricia Wilkinson, Group Manager - Parking & Bus Lane Enforcement p.wilkinson1@manchester.gov.uk
<p>TC520 - Parking Enforcement - vary of contract with existing provider (2020/08/14B)</p> <p>Approval to vary the contract with the existing</p>	City Treasurer (Deputy Chief Executive)	Not before 12th Sep 2020			Patricia Wilkinson, Group Manager - Parking & Bus Lane Enforcement p.wilkinson1@manchester.gov.uk

provider.					
TC1005 - Security Services- vary of contract with existing provider (2020/08/14C) Approval to vary the contract with the existing provider.	City Treasurer (Deputy Chief Executive)	Not before 12th Sep 2020			Steve Southern s.southern@manchester.gov.uk
TC701 - PPM and Reactive repairs of public buildings (2020/08/14D) To vary the contract with the existing provider.	City Treasurer (Deputy Chief Executive)	Not before 12th Sep 2020			Steve Southern s.southern@manchester.gov.uk
TC511 - Parking Pay and Display Machines (2020/08/19A) Approval to vary the contract with the existing provider.	City Treasurer (Deputy Chief Executive)	Not before 17th Sep 2020		Report and Recommendation	Patricia Wilkinson, Group Manager - Parking & Bus Lane Enforcement p.wilkinson1@manchester.gov.uk
Highways					
Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/09/03B)	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential contract report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk

To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment.					
<p>Highways Investment Programme - Large Patching Programme (2019/10/02A)</p> <p>The approval of capital expenditure for the purpose of Highways Investment Programme Patching Programme 2019/20 & 2020/21</p>	City Treasurer (Deputy Chief Executive)	Not before 30th Oct 2019		Checkpoint 4 Business Case	Kevin Gillham k.gillham@manchester.gov.uk
<p>Car Park Management Services TC1054 (2019/11/04E)</p> <p>To appoint a supplier to provide Car Park Management Services</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Sep 2020		Report and Recommendation	Danny Holden d.holden1@manchester.gov.uk
<p>Area 2 Upper Chorlton Road Highway Improvement Works (2020/04/09B)</p> <p>To seek approval to award a Contract to one supplier</p>	Deputy City Treasurer	Not before 11th May 2020		Confidential Contract Report with recommendation	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk

to undertake Highway Improvements works to provide segregated cycling facilities and improved pedestrians footways.					
<p>Provision of Rock Salt (2020/08/14G)</p> <p>To seek approval to award a contract to a supplier for the provision of De-icing Salt (Rock Salt).</p>	City Treasurer (Deputy Chief Executive)	Not before 12th Sep 2020			Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk
Children and Families					
<p>Extra Care - Russell Road LGBT Project 2019/03/01H</p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Checkpoint 4 Business Case	Steve Sheen s.sheen@manchester.gov.uk
<p>Extra Care - Millwright Street Project 2018/03/01I</p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Checkpoint 4 Business Case	Steve Sheen s.sheen@manchester.gov.uk

which will be in the ownership of MCC.					
Adults Social Care and Health					
<p>TC1041 - TEC Phase 1 - Falls protection / Panic Alarm and GPS Tracking (2019/08/23A)</p> <p>To appoint a supplier to provide falls protection / panic alarms with GPS Tracking.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1042 - TEC Phase 1 - Movement and Environmental Sensors that analyse and sense those at risk of falling (2019/08/23B)</p> <p>To appoint a supplier to provide movement and environmental sensors that analyse and sense those at risk of falling</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1043 - TEC Phase 1 - Movement and</p>	City Treasurer (Deputy Chief	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk

<p>Environmental Sensors that analyse movement patterns (2019/08/23C)</p> <p>To appoint a supplier to provide movement and environmental sensors that analyse movement patterns.</p>	Executive)				
<p>TC1044 - TEC Phase 1 - Movement and sensors that allows remote physio (2019/08/23D)</p> <p>To appoint a supplier to provide movement sensors to allow remote physio</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1045 - TEC Phase 1 - Falls Prevention (2019/08/23E)</p> <p>To appoint a supplier to provide specialist ICT equipment that prevents falls in the home</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1046 - TEC Phase 1 - TEC Digital Platform (2019/08/23F)</p> <p>To appoint a supplier to create a central database to</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk

collate and analyse the data received from the TEC devices.					
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Education and Skills					
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Q20347 Consultant for EYES data Migration. 2019/04/25A	City Treasurer (Deputy Chief Executive)	Not before 1st Jun 2019		Report and Recommendation	John Nickson j.nickson@manchester.gov.uk
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Contract is to support Manchester City Council with the migration of their Education Management System away from Capita One towards the Liquidlogic EYES solution.					
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3. Resources and Governance Scrutiny Committee - Work Programme – September 2020

**Tuesday 1 September 2020, 10.00am
(Report deadline Wednesday 19 August 2020) ** To take into account the August Bank Holiday ****

Theme – HROD and Race Review

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Race Review update	To receive an update on the outcomes of the Independent Race Review and progress on the Action Points that were identified by the Review.	Cllr Bridges (Exec Member for Children and Families) in the absence of the Executive Member for Finance and Human Resources	Carol Culley Deb Clarke	
HROD Update	To receive a report that provides an update on the following areas:- <ul style="list-style-type: none"> • Arrangements to support workforce working remotely - to include ICT support, wellbeing and performance management arrangements 	Cllr Bridges (Exec Member for Children and Families) in the absence	Deb Clarke Carol Culley	

	<ul style="list-style-type: none"> • Staff engagement to ensure and maintain good contact with our workforce whilst the majority of staff are working from home due to COVID19 • Work to develop management standards as part of accountability strand of OWOW 	of the Executive Member for Finance and Human Resources		
Our Manchester Strategy re-set	To receive a short report that provides the Committee with an overview of the timeline and process for the re-set of the Our Manchester Strategy which will take into account the impact of COVID19 has had on the Council, the city and residents of Manchester.	Cllr Leese (Leader)	James Binks Carol Culley	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Tuesday 6 October 2020, 10.00am
(Report deadline Friday 25 September 2020)**

Theme – Capital Budget

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Capital Budget	<p>To receive the Capital budget monitoring report which will include an update on:-</p> <ul style="list-style-type: none"> • The decision making criteria used in the checkpoint process (as strengthened recently) and the benefits realisation work underway; and • An update on the Our Town Hall and Factory projects. 	<p>Cllr Leese (Leader)</p> <p>in the absence of the Executive Member for Finance and Human Resources</p>	<p>Carol Culley Janice Gotts Paul Candelent Jared Allen</p>	
Temporary Accommodation	<p>To receive a report around what financial steps the Council is taking within its capital budget to improve the provision of good quality temporary accommodation within the broad geographical boundaries of the city.</p> <p>To include detail on the value of money that could be derived from the Council building its own provision for homelessness.</p>	<p>Cllr Rahman (Executive Member for Skills, Culture and Leisure)</p>	<p>Mike Wright Carol Culley</p>	<p>Invite Chair of NESC</p>

Supplier Assurance	To receive a report that details the steps being taken by the Council to mitigate the risk of supplier failure (especially for major capital projects and larger revenue contracts).	Cllr Leese (Leader) in the absence of the Executive Member for Finance and Human Resources	Carol Culley Janice Gotts	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Tuesday 3 November 2020, 10.00am
(Report deadline Friday 26 October 2020)**

Theme – Budget

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Budget related item	Precise details to be confirmed but will include:- <ul style="list-style-type: none"> • Impact of COVID on Capital and Revenue Programme • Impact of loss of income stream from Manchester Airport Group • Use of Equality Impact Assessments within the budget setting process/budget decisions 	Cllr Leese (Leader) in the absence of the Executive Member for Finance and Human Resources	Carol Culley Janice Gotts	
Our Manchester Strategy re-set	To receive a more detailed report around the re-set of the Our Manchester Strategy.	Cllr Leese (Leader)	James Binks Carol Culley	

**Tuesday 1 December 2020, 10.00am
(Report deadline Friday 20 November 2020)**

Theme – Budget

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Governance of Housing PFI Schemes and tenant involvement	Precise details to be confirmed.	Cllr Richards (Exec Member for Housing and Regeneration)	TBC	
Governance of the potential work to bring Housing ALMO back in house	Precise details to be confirmed.	Cllr Richards (Exec Member for Housing and Regeneration)	TBC	

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
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	Cllr Leese (Leader) in the absence of the Executive Member for Finance and Human Resources	Julie Price	
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	Cllr Leese (Leader)	TBC	
The Council's HRA and Housing Investment Reserve	Precise scope to be determined	Cllr Richards (Exec Member Housing and Regeneration)	TBC	
Use of capital budget	To receive a report on what financial steps the Council	Exec Member	Carol Culley	Date to be

to improve the provision of good quality temporary accommodation	is taking within its capital budget to improve the provision of good quality temporary accommodation within the broad geographical boundaries of the city	for Finance and Human Resources	Janice Gotts Mike Wright	confirmed Requested at RGSC meeting on 7 Jan 2020
S106 governance arrangements	<p>To receive and update report following Internal Audit's review of the new S106 governance arrangements and that this report includes the following information:-</p> <ul style="list-style-type: none"> • An indication of affordable housing being provided from S106 contributions • How Developers are encouraged to mitigate any harm from their developments • Best practice and comparison of S106 arrangements with other GM local authorities; and • The S106 triggers for planning applications within the Deansgate Ward (Land Bounded By Chester Road, Mancunian Way And Former Bridgewater Canal Offices and Land Bounbd by Jackson Row, Bootle Street, Southmill Street and 201 Deansgate. 	Cllr Stogia (Exec Member for Environment, Planning and Transport)	Julie Roscoe Louise Wyman	Representatives from Neighbourhoods and Capital Programmes attend to help address the Committees concerns around the rate of spend of S106 agreements
Income Generation	<p>To receive a more detailed report on income generation across key areas of the Council and include:-</p> <ul style="list-style-type: none"> • responses to queries around the shortfall in actual income for 2018/19 and the projected level of income to be generated in 2019/20 for 	Exec Member for Finance and Human Resources	Carol Culley Fiona Ledden	Date to be confirmed Requested at RGSC meeting on 16 July 2019

	<p>Legal and Democratic Services;</p> <ul style="list-style-type: none"> • future opportunities connected to innovative income opportunities; • distinctions between the amount of income generated from cores services the Council provides for social reasons and those it provides solely to make profit; and • what other local authorities are doing around income generation which the Council could possibly look to emulate 			(see minute RGSC/19/40)
HR Workforce themed meeting	<p>To include:-</p> <ul style="list-style-type: none"> • Scrutiny of equalities within the workforce; • BHeard survey 2019 results and outcomes; and • Case and performance management (including the management of staff suspension) 	Exec Member for Finance and HR	Deb Clarke	<p>Date to be confirmed</p> <p>Potentially February 2020</p>
GMCA Governance and Public Sector Reform	To receive an update on what is being delivered for the City through these arrangements	Cllr Leese (Leader)	TBC	Date to be confirmed

4. Item for Information - COVID-19 Sit Rep

Covid-19 Sitrep and Milestones, Future Council, 21 August 2020

Workstream	Issues and challenges	Key planning and recovery activities																								
<p>Phased Return</p>	<p>Scale of risk assessment required for our workforce. At the moment work has focused on returning staff who are “at home and unable to work”. When this is complete there will be a larger number required for staff who are able to work from home but will return to onsite working for part of the week in September/October.</p> <p>Developing future ways of working based on increased flexibility, reducing our corporate estate and embedding high performance</p>	<p><u>Staff Working on Site</u></p> <p>With easing of government guidance more staff have been able to return to the workplace (all in line with government guidance on social distancing and/or PPE (where required).</p> <p><i>Current Position</i></p> <table border="1" data-bbox="1489 630 1877 922"> <thead> <tr> <th></th> <th>Total Staff</th> <th>Staff on Site</th> </tr> </thead> <tbody> <tr> <td>Adults</td> <td>1,811</td> <td>1091</td> </tr> <tr> <td>Childrens</td> <td>1,117</td> <td>773</td> </tr> <tr> <td>Core</td> <td>1,765</td> <td>153</td> </tr> <tr> <td>Growth & Development</td> <td>697</td> <td>215</td> </tr> <tr> <td>Neighbourhoods</td> <td>1,146</td> <td>658</td> </tr> <tr> <td>Total</td> <td>6,536</td> <td>2,890</td> </tr> <tr> <td>% of headcount</td> <td></td> <td>44.2%</td> </tr> </tbody> </table> <p><i>*noting that the figures for on site staff do not include term-only workers (home to school transport, catering, MAES etc)</i></p> <p>Office space available capacity is limited to 30% whilst social distancing measures remain in place.</p> <ul style="list-style-type: none"> • Building per building work is in progress to review adherence to corporate guidelines • Individual risk assessments are in progress for staff with underlying health conditions or black, asian and minority ethnic staff • Initial proposals for larger scale return to the office in development following engagement with DMTs 		Total Staff	Staff on Site	Adults	1,811	1091	Childrens	1,117	773	Core	1,765	153	Growth & Development	697	215	Neighbourhoods	1,146	658	Total	6,536	2,890	% of headcount		44.2%
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	<ul style="list-style-type: none"> ● Piloting return from September, and further extended return in October <p><i>Building Risk Assessments</i></p> <p>Building-by-building work is in progress to review adherence to corporate guidelines. Of 153 confirmed premises (excluding assessments being done in parks) where staff are or plan to be working, 144 risk assessments have been completed and 104 have been signed off as Covid19 secure. This work is ongoing with a tracker in place to show the position for each site and the results of risk based Covid19 Secure compliance visits being undertaken by officers from the Health and Safety and Estates Services.</p> <p><i>Vulnerable/Shielded Staff</i></p> <p>373 staff fall within the 'vulnerable' or 'living with someone that is shielding' categories who are now able to return to work following Government advice. Of the 373:</p> <ul style="list-style-type: none"> ● 312 have returned to work via the individual risk assessment process ● 56 have been risk assessed and are awaiting occupational health advice <p>The remaining are either currently on sickness related absence or the service hasn't returned on-site.</p> <p>HROD continues to monitor this cohort of staff specifically the completion of risk assessments and the number of staff returning to the workplace for corporate assurance.</p> <p>The Government confirmed with effect from 1 August people no longer needed to 'shield'. There are a total of 343 staff that fall within the 'shield' category:</p> <ul style="list-style-type: none"> ● 281 are working from home
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	<ul style="list-style-type: none">● 62 remain at home but unable to work off site due to the nature of their role. <p>The 62 staff who are at home but unable to work are all going through the risk assessment process and are being referred to Occupational Health in order to assess if they are able to return to their role. A proportion of these staff may remain off work due to the nature of their illness (e.g. staff undergoing treatment for cancer) and they will continue to be supported by their managers in line with the management of attendance policy. A number of staff will now be able to return to work and HROD will work with staff and managers to ensure this return is managed safely and in line with medical advice and government guidance. There may be a proportion who can return to work but not to their substantive role due to the level of risk, in this instance HROD will work with the individuals to look at alternative roles on a temporary or permanent basis to reduce the level of risk for these individuals.</p> <p>Understandably a number of staff who were previously classed as “shield” are very concerned about a return to the workplace and HROD and managers are working with individuals to support them through this transition (at the right time).</p> <p>Health and Safety have developed an Individual Risk Assessments: Assurance Framework which enables monitoring levels of risk assessments which have been completed across the organisation.</p> <p><i>Future Ways of Working/Return to the Office</i></p> <p>Discussions have been held with the senior management team and Executive Members to agree the approach. Work is now well underway with Directorate Management Teams focussing on when, how and where employees need to work at a workplace to ensure that we have a coherent and deliverable approach. This data collection is now complete and by the</p>
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		<p>end of August services will be testing new ways of working on site to help further develop proposals for the longer term. The first phase is starting across 5 service areas in the Town Hall Extension w/c 24th August. Work is also underway led by the City Solicitor on arrangements for member meetings which involve additional challenges including participation/attendance of members of the public.</p> <p>The ambition is that by October all of our staff will be working on site albeit on a much reduced basis to meet current social distancing requirements. This will mean our buildings will continue to hold 30% of their previous maximum capacity and in addition services will stagger start and finish times for staff to try to avoid peak travel times for staff. Continuous feedback will be sought from staff and managers during the pilot stage and beyond about how the workplace supports the type of work they need to carry out on site, how their journey was and how safe they feel in the workplace. Discussions are ongoing with Trade Unions and other stakeholders will be required to support this.</p>
<p>Our Transformation</p>	<p>Our Transformation pre-dates the covid-19 response and has been re-scoped to ensure it supports delivery of our wider Future Council objectives, and enables us to respond at pace to the unprecedented change in our ways of working, as well as to plan longer term.</p>	<p>Milestone plans are now in place for all programmes/projects within Our Transformation ensuring understanding of dependencies between projects and critical path. Update from the last report:</p> <p>Our Ways of Working - workforce</p> <p><u>Intranet</u> - User Acceptance Testing for the intranet is now complete. We are in the pilot phase of the project with over 700 staff piloting the new system. Work to resolve issues with forms and logins is being undertaken by the Intranet Project Group. Activity over the next period will focus on completing the pilot phase and resolving form and log in issues, ready to go live in September.</p> <p><u>Change leads and change champions</u> have been “recruited” from across the organisation so we now have c250 digital champions supporting on the</p>

	<p>intranet and over 100 change leads (one in each service) who will support on other change projects across the Our Transformation portfolio including the roll-out of Microsoft 365.</p> <p>Strengthening Accountability</p> <p><u>Review of leadership and Management Development offer</u> - work has started to revise the offer for leadership and management development. The first part of this is condensing manager expectations pack into a simpler set. The next steps will include: ensuring training and support/guidance is in place and up to date (eg intranet, Learning and Development offer), creation of a framework to monitor good practice and where managers don't meet required expectations and outline next steps. Support will be provided by a reference group of managers across the organisation to ensure applicable across all services</p> <p><u>Constitution</u> - As part of the annual review of the Constitution we are exploring whether we can streamline the Scheme of Delegation. Discussions will take place with Chief officers regarding this. In some instances delegations are quite granular. The Financial Regulations will also be streamlined and shortened. Comparisons will be made with Financial Regulations in other core cities. As usual the Constitution review will pick up any in year legislative, re-organisational etc changes which need to be reflected in the Constitution.</p> <p><u>Review of Processes</u></p> <p>Whilst this work was stalled at the beginning of COVID-19 it has now restarted with the aim to take steps out and streamline processes which have become overly bureaucratic - learning from the COVID-19 experience as well as other Council's and organisations.</p> <p><u>HR processes</u> - streamlined recruitment process designed. The resourcing team is currently scoping out the new form that managers will use to</p>
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		<p>complete a resourcing request which will require fewer boxes to be completed which will then be built into the system by the supplier, following that communication will take place with Heads of Service. Discussions will also take place with Trade Unions.</p> <p>The next period will focus on implementing revised processes, delegation of responsibility to managers for ensuring recruitment to established posts and implementation of monthly spot checks (10% of vacancies recruited to).</p> <p><u>Finance and procurement processes</u> - Data and intelligence gathering has been completed with analysis identifying key issues and opportunities. Stakeholder engagement is also progressing. A detailed task long list has been produced with activities to be prioritised over the next period. The first project sprint has been agreed to bring procurement and finance information on intranet from a “How Do I” end user perspective by developing an end to end process map.</p> <p>Resident and Business Digital Experience</p> <p><u>Support Tender</u> - Tender was submitted to Chest on 27/7 with the 6 identified suppliers invited to bid to develop what is required post CRM. To date, no questions have been received from suppliers but this will continue to be monitored.</p> <p><u>New Face to Face Customer Engagement Model</u> - All remaining Contact Centre services including Neighbourhood Services, Elections and Waste & Recycling, supported by new contact centre technology, reopened on 30 July 20. Overarching service <u>principles</u> for the CSO future operating model have been developed and shared with executive members ready for broader engagement. These principles will be used to form the basis to develop a new face to face customer engagement model.</p> <p>Engagement is continuing with services and partners that use the rates hall</p>
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		<p>and customer service centre space to understand their new/future operating models and space requirements. Work has commenced with the Council's equalities team to work through equality considerations of the new operating model. In the next period, equality considerations of the proposed future operating model will be progressed via a number of workshops which will feed into a full equality impact assessment that will include digital and financial inclusion considerations. A report detailing the full future operating model will be presented to the September Future Council meeting. Contact Centre customer experience enhancements provided by new contact centre technology to be progressed.</p> <p><u>Income Management (CivicaPay)</u> - Workstreams are progressing to plan. The impact of Covid-19 Pandemic has had little impact on the delivery plan to date. Testing is completed for WebPayStaff and eReturns. Paris Data Migration reporting has been successful with further reports being developed.</p> <p><u>Website Contract</u> - Currently working with procurement to ensure maintenance and support of the website continues for the next 3 years as a minimum. The Council cannot extend the existing contract beyond June 2021. An alternative supplier will be selected from GCloud in Jan 2021. The new contract will ensure the current website is supported and maintained whilst allowing enough time for the strategic solution to be procured & implemented in line with RBDxP.</p> <p><u>Telephony</u> - All contact centre queues and the Switchboard are now live on the new platform. 8x8 (supplier) has agreed to the provision of call recordings for a 12 month period and these can be used for training and monitoring purposes as needed. A problem has been raised with calls dropping which is being escalated. Queue optimisation and customer experience enhancements will also be planned, including the potential to use additional features which the new telephony platform will bring, such as</p>
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		<p>callback, chat and co-browsing, where these are identified as improving the overall customer experience for callers. Migration of workforce management services into the new environment is also planned</p> <p><u>Integration Layer</u> - The integration layer will be determined by the RBDXP consultancy. This activity will not start until that has been delivered.</p> <p>Information Governance and Management</p> <p>The Email deletion policy was agreed with SMT. The paper included proposed arrangements regarding the establishment of Teams and information on the use of personal devices. Emails will be retained for three years with the policy applying from August 2021 to ensure sufficient time to review archives and how data is stored. Further engagement is planned with Members on how this is managed.</p> <p>The next period will commence work on documents and record management with implementation of current document and records management policy into the M365 environment with a focussed meeting on 20/8. There will also be further work with the Adoption and Change Group to implement sequenced behaviour change and communication activity.</p>
ICT	<p>Current ICT Position:</p> <ul style="list-style-type: none"> ● 5,200 staff working remotely with c. 200 remote telephony users ● 200 new machines a month being rolled out ● Part way through data centre migration 	<p><i>Our Ways of Working - digital enablers</i></p> <p><u>M365 Roll Out</u> - 60 pilot users have moved to Office 365. The adoption and change workstream is well underway with champions recruited, surveys completed with heads of service, learning platform and comms plans being finalised. Planning is underway for migrations for September and October which will start for the wider organisation from 29th September.</p>

	<ul style="list-style-type: none"> ● Focused on ten key projects <p>Challenges:</p> <ul style="list-style-type: none"> ● Infrastructure at capacity ● Balance between additional services that need bringing online including contact centre telephony and public computer access in Libraries, and not putting at risk current live services ● Capacity in key areas (servers and networks) is a particular issue. 	<p><u>End User Device</u> - This is currently out to tender with the tender evaluation process to start soon. The challenge of supply chain availability since Covid incident remains.</p> <p><u>Data Centre Migration/Additional direct access capacity</u> - Pilot users have moved to the new Direct Access Service, with ongoing migration of other services. Migration of all but Telephony will be complete by September.</p> <p><u>Telephony</u> - Over 250 staff answering calls from home and all “contact centre” functionality available to users at home. Migration of all users over the next 10 months.</p>
<p>Finance and Budget</p>	<p>Overview as at MHCLG July Return data</p> <ul style="list-style-type: none"> ● Financial position - Net in-year impact of COVID-19 on MCC General Fund is 163.5m (£163.1m in 2020/21, and £0.4m 2019/20), made up of: <ul style="list-style-type: none"> - £30.6m in costs (£30.1m in 2020/21, and £0.4m in 2019/20) - £132.9m income loss (Council only) and - £2m HRA ● Budget Impact £22.9m in 2020/21; £161.7m in 2021/22. (after grants). 	<p>Revenue Budget</p> <p>Further work is being carried out on the budget position given the significant challenges posed by COVID. Scenario planning is being carried out for the revenue and capital budget on how the position could be managed alongside extensive lobbying at all levels including a submission for the Comprehensive Spending Review (CSR) alongside direct engagement with Government either as Manchester or with GM authorities /Core Cities.</p> <p>The next MHCLG return has been issued for return in mid September. The CSR is due to report in the Autumn /November which will give a better indication of the financial position for 2021/22. Until this work has been completed government are not engaging on discussions relating to 2021/22.</p> <p>The Councils key messages continue to be around stability of funding, recognition of ongoing COVID-19 costs and loss of income and seeking some more bespoke support for the loss of commercial income. However</p>

	<ul style="list-style-type: none"> ● P3 - Overspend of £3.1m. Expected to be met from Government funding for S, F & C income loss (see below). ● Figures are before any net assumption on S, F & C funding from the Government and prior to the smoothing of the Collection Fund over 3 years. <p>Challenges and Assumptions</p> <ul style="list-style-type: none"> ● Uncertainty of funding from Government, immediate and longer term ● Figures do not assume there is any 'second spike' in infection rates - current restrictions due to increasing rate of infections from July has seen limited specific impact as yet - most significant is increased costs associated with GLL contract of £1.9m as well as impact on markets and risk to the Christmas market. Concerns over ASC requirements and potential issues if restrictions extend into school term or deepen. ● Number of assumptions regarding impact based on the best information available at the time, including announcements of 	<p>the fiscal environment remains challenging. The Council will take stock of the budget position once the SR has been published.</p> <p>As detailed previously, the capital investment pipeline was combined with the shovel-ready list sent to the Government and £23m of funding has been secured for Mayfield.</p> <p><u>Other Funding Updates</u></p> <p><u>Rough Sleeping £105m</u></p> <p>MCC bid was submitted on 20th August, it will be moderated within two and a half weeks, with confirmed funding expected to be announced W/c 7th September.</p> <p>The bid was co-produced by MCC and MHCLG and led on from discussions over the last few months. It is expected that the funding will come directly to MCC and will not travel through GM.</p> <p>MHCLG already has a clear understanding of what schemes the Council wants support with, linked to the Exit from Everyone In and would offset some of the indicative Rough Sleeper costs reported in the Covid-19 return if the bid is successful, this would include the ABEN shortfall.</p> <p>As part of the spending review it is expected that there will be a three-year settlement for Rough Sleeper Initiative funding (in previous years we have only had one year settlements), this is linked to the government pledge to end rough sleeping by 2024. Again this will be co-produced for Manchester - current funding is £724k this year.</p> <p><u>Bringing properties back online £161m (£130m capital and £31m revenue to</u></p>
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	<p>changes to lockdown restrictions, social distancing requirements and other requirements of Local Government inc Population Health to support businesses, residents and the wider control and monitoring of the pandemic.</p> <p><u>Pending Funding Announcements</u></p> <ul style="list-style-type: none"> ● Further funding announcements for which LA allocations are awaited: <ul style="list-style-type: none"> ○ 24 June the government announced funding of £105 million nationally to be used to support rough sleepers taken off the streets during the pandemic. See column opposite for update as at 20 August. ○ £16 million so that vulnerable people currently in emergency accommodation can access specialist help needed for substance misuse issues. This has already been announced but has been brought forward due to the pandemic. ○ Support for income loss announced on 6 July - will not cover all income losses. 	<p><u>support)</u></p> <p>These bids were written by RP's and submitted on 20th August, again with funding expected to be announced within the next couple of weeks. Based on the need in Manchester for move on accommodation for single rough sleepers, RP's are expected to identify properties in Manchester boundary which can be brought online by 31st March 2021, these will be mainly 1 bedroom properties to house rough sleepers.</p> <p>This will include properties which are currently on the market and can be bought and refurbished (very tight turn around for 31st March) or properties currently owned by RP's which can be repaired.</p> <p><u>Phase 3 NHS response to COVID-19 inc changes to NHS funding for hospital discharges.</u></p> <p>Letter from Sir Simon Stevens dated 31 July 2020. Changes coming into effect from 1 September - relevant paragraphs are extracted below:</p> <p>The Government is continuing to provide funding to support timely and appropriate discharge from hospital inpatient care in line with forthcoming updated Hospital Discharge Service Requirements. From 1 September 2020, hospitals and community health and social care partners should fully embed the discharge to assess processes. <i>New or extended health and care support will be funded for a period of up to six weeks, following discharge from hospital and during this period a comprehensive care and health assessment for any ongoing care needs, including determining funding eligibility, must now take place.</i> The fund can also be used to provide short term urgent care support for those who would otherwise have been admitted to hospital.</p> <p>The Government has further decided that CCGs must resume NHS</p>
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	<p>Relates only to sales, fees and charges (does not cover rents). A sum equivalent to 5% of budgeted income is to be offset; of the remainder the government will fund 75p for each £1 lost. To be signed off by S151. Further detail received 14 August - scheme prevents us from claiming any income lost by third parties, therefore we would be ineligible for indoor leisure. Full guidance still awaited.</p>	<p>Continuing Healthcare assessments from 1 September 2020 and work with local authorities using the trusted assessor model. Any patients discharged from hospital between 19 March 2020 and 31 August 2020, whose discharge support package has been paid for by the NHS, will need to be assessed and moved to core NHS, social care or self-funding arrangements.</p> <p>Colleagues in Health and Social Care are working through the implications.</p>
<p>Revenues and Benefits Activity</p>	<ol style="list-style-type: none"> 1. Administration of the BEIS Business Rates grants scheme, ensuring eligible businesses apply and the scheme is closed to the deadline of 28 August. 2. Considerable additional work now required for the various assurance and fraud checks and returns required by BEIS. 3. Concerns about position on business rates collection rates, check, challenge and appeals and that the business rates base will be considerably reduced next year. 4. Carefully monitoring Council Tax collection rates and CTS scheme claims to understand impact on 	<p>Business Rates Grants (Small Business Grant Fund and Retail, Hospitality and Leisure Grant Fund)</p> <p>The scheme end date for the small business grants fund and the retail, hospitality and leisure grants is 28 August 2020. After considerable lobbying the position has now been changed from the 28th being the final date for making grant payments to the date it now closes for applications. There is then a further month or so to ensure the final applications are processed.</p> <p>In addition to a media campaign, all business properties that due to property description or their rateable value indicated that they may be liable for a grant have now had several contacts, mail, email, post and most recently a visit. The feedback from the visits suggest that in the majority of cases, there is no entitlement to a grant as the property is not occupied. In these cases the liability will be updated and where appropriate, business rates bills for empty property charges will be issued in the name of the owner or landlord.</p> <p>As of 16 August, £101.370m has been awarded to 8,106 businesses under the Small Business Grant Fund and Retail, Hospitality and Leisure Grant</p>

	<p>residents and on future council tax base.</p> <p>5. Need to provide additional time before starting formal recovery. Need to ensure maximum collection ensuring that residents maximise their income and claim all support that they are eligible for and utilise discretionary support to vulnerable residents.</p>	<p>Fund scheme. Any grant remaining from the initial estimated funding requirement has to be returned to BEIS. This is not a case of the Council not using the money as determined. The Council was required to do an initial estimate based on the strict qualifying criteria using our database and property descriptions. During the course of the application process we determined that some businesses did not qualify and the database was not completely accurate in all cases as well as some businesses not being able to claim due to state aid limitations.</p> <p>The Council does not have any discretion to use the funds that were not allocated for other reasons outside of the strict criteria based on rates liability, rv and business activity.</p> <p>Following the closure of the schemes, BEIS expect that Councils will carry out some post payment checks to provide assurance over the validity of payments made. Plans in this area are being explored by Internal Audit. There will also be some investigation required where irregularities and potential allegations of fraud have been identified.</p> <p>Discretionary Grants Scheme (Local Authority Discretionary Grants Fund)</p> <p>The scheme end date for the Discretionary Grant Scheme is 28 August 2020.</p> <p>The Council's discretionary grants scheme closed to applications on 10 June 2020. Of the 1,258 applications received, the Council has determined that 951 are in scope for Discretionary grant. To 2 August 949 grants have been allocated (99.8%). The Council is working to progress payments and request further information from applicants where appropriate.</p> <p>As per the Government DELTA return to date, £4.960m has been paid to 949 businesses, with a further £412k to be awarded to cultural, charity,</p>
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		<p>cooperative and community interest companies or similar organisations who may be eligible for higher amounts based on their priority status and economic importance to the City. A residual £60k will be used to deal with final applications, appeals and queries.</p> <p>Assurance Reporting</p> <p>Regular assurance reporting to BEIS is now required. Currently this covers the Business Rates Grant schemes but there is an expectation that this will be extended to the Discretionary Grants Scheme in time. BEIS have released a timetable for monthly submission of information until the end of March 2021.</p> <p>The first report covered the period 1 April to 30 June, with reports being required monthly going forwards. All questions are required to be answered every month.</p> <p>The Council is also required to complete Fraud Risk Assessments for each of the three grants schemes, and to review these periodically. BEIS do not habitually require these to be returned but may ask to see them in future to support the central government post payment checking scheme.</p> <p>Business Rates Base and No Detriment Calculation</p> <p>The latest estimated Collection Fund shortfall for 2020/21 is £23.6m. The position does not reflect a concerning increase in business rates checks and challenges received by the VoA, citing material change in circumstances due to COVID 19. From July to May the Council received 2,786 new checks and challenges up 899% on April's figures. The position is masked in 2020/21 as there are £143m Extended Retail Reliefs (which will achieve 100% collection) of which £138m are Covid-19 related and are not expected to continue into 2021/22.</p>
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Business Rates collection

The current collection rate for Business Rates is 26.41% at the end of July, 11.92% below last year at the same time. The current estimated collection rate for Business Rates this year is 10%, down from 97% in 2019/20. As previously reported billing has resumed and enforcement activity is due to recommence in August/September following the reopening of the Contact Centre phone line. It is hard to predict what the final outturn will be, but as recovery action starts and businesses in the city move to near normal, it is expected that the gap in performance will narrow.

Council Tax and CTSS Claimants

The latest estimated Collection Fund shortfall for 2020/21 is £15.9m, reflecting the expected 6% reduction in collection (from 96.5% in 2019/20) and increased CTS claimants. As previously reported billing has resumed and enforcement activity is due to recommence in August following the reopening of the Contact Centre.

The latest data from the dashboard showing the level of claims compared with the same period last year is included below.

Council Tax Support Scheme Caseload:

Date	Working Age	Working Age	Working Age	Pension Age	Total
	UC	No UC	All Cases	All Cases	All Cases
1/4/19	7,762	27,759	35,521	17,083	52,604
1/5/19	8,375	26,846	35,221	17,013	52,234
1/6/19	8,862	26,277	35,139	16,976	52,115

1/7/19	9,296	25,854	35,150	16,928	52,078
1/8/19	9,767	25,339	35,106	16,879	51,985
1/4/20	12,250	22,095	34,345	16,264	50,609
1/5/20	13,640	21,775	35,415	16,204	51,619
1/6/20	15,622	21,580	37,202	16,146	53,348
1/7/20	15,765	21,344	37,109	16,080	53,189
1/8/20	16,026	21,120	37,146	16,056	53,202

Council Tax Support Activity

The impact of Covid-19 and potential Brexit related changes have prompted the recommendation to leave the Council Tax Support Scheme in its current iteration in 2021/22.

Linking into the wider review of the Customer Service Organisation, the Benefits Service is reviewing the approach to document validation with a view removing any unnecessary evidence requirements in order to achieve faster claims processing; limiting the requirement for residents and staff to handle paper documents; and removing avoidable demand on the Customer Service Organisation.

The Benefits Service is also taking part in a DWP led study into current verification procedures.

Council Tax Collection Activity

Although direct debits and standing orders have been requested, we have not undertaken any formal recovery action during lockdown. This was to recognise limited access to advice and support, reduced access to banks and post offices and to allow people who may have been furloughed or lost

		<p>their jobs to submit benefit claims. It also allowed time for us to award the additional £150 hardship payment to all recipients of Council Tax Support.</p> <p>Over 25,000 soft reminders have been sent out and the first batch of around 24,000 formal reminders are being issued w/c 17 August. Enforcement Agents are due to start recovery of previous years' debts w/c 24 August and have received updated guidance on their approach that recognises the impact of Covid 19 on residents. The first Magistrates Court where current year Liability Orders will be sought will be on 24 September. These actions are all expected to have a positive impact on the collection rate and reduce the estimated shortfall above.</p> <p>For those residents in receipt of CTS, plus the hardship payment we are reviewing the way costs are allocated should we need to obtain a liability order to support collection from benefits. This will mean that in some cases (maximum benefit in lower bands with no other charges eg non deps), the costs will be reduced to 50 pence.</p> <p>We have agreed that activity action by enforcement agents can recommence. At this stage this will be limited to their existing caseloads based on previous year debt collection. Additional guidance has been provided by the Council to protect vulnerable residents and to ensure that people affected by Covid are encouraged to claim financial support and given the opportunity to negotiate based on up to date circumstances.</p> <p><u>Additional and Discretionary Support to residents Council Tax £150 Hardship payment</u></p> <p>£5,844,509 paid out up to 31/7/20. £5,659,919 paid to 38,022 households £184,590 paid to 1,295 joint-tenant accounts</p>
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		<p><u>Discretionary Housing Payments</u></p> <p>As of 19 August a total of £1,957,321 in DHP has been spent and committed. The government contribution towards DHP is £2,538,308.00. This will not be enough to cover the full year's demand and it is anticipated that between £1m and £1.5m of the additional £2m council funds directed to support residents through the DHP scheme will be drawn upon.</p> <p><u>Welfare Provision Scheme</u></p> <p>As of 16 August the WPS has paid out a total of £560,166. £234,130 of the total was paid in 4,334 awards delivering the Council's local 'free school meals' replacement scheme.</p> <p>162 applications from carers have been approved, awarding 265 items to a value of £22,129.</p> <p>459 applications citing Covid-19 as the primary reason for requesting support have been approved, awarding 481 items to a value of £25,596.</p> <p>637 fuel requests have been paid to a value of £19,084.</p> <p>1,320 applications for kitchen 'white goods' (cookers / fridges) approved to a value of £144,371</p> <p>1,102 applications for beds and / or bedding approved to a value of £110,894.</p>
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Future Council: High Level Milestone Mapping		Anticipated delivery									
Area	Milestone / activity	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April
1. Budget											
Budget 2020/21	1.1 Budget monitoring 2020/21 to Executive, update of capital programme to Executive										
Budget 2021/22	1.2 Budget process with consultation to be determined										
	1.3 Government spending review, followed by settlement										
	1.4 Council's budget and precept setting process										
2. Our Transformation - Our Ways of Working - workforce, culture, estates, health and safety, risk assessments											
Workforce	2.1 Completion of risk assessments for all workforce requiring one, return to work for vulnerable and shielded										
	2.2 Design and agreement of principles for future working corporately										
	2.3 Engagement with DMTs										
	2.4 Piloting of return to site for 60% not currently on site										
	2.5 Extended roll-out of return to site										
Estates	2.4 Completion of buildings assessments										
	2.4 Work to rescope and consolidate use of estate where possible (aligned 2.2/2.3/2.4/2.5)										
3. Our Transformation - Our Ways of Working - digital enablers											
Microsoft 365	3.1 Assurance activities prior to migration										
	3.2 Roll-out of M365										
Intranet	3.3 Launch of new intranet										
End user device	3.4 Completion of procurement and roll-out										
	3.5 Work to ensure office space is fit for purpose for future ways of working										
Network capacity	3.5 Creation of additional direct access capacity and move to new data centre										
4. Our Transformation - Strengthening Accountability and our processes											
Phase 1	4.1 Constitutional changes, changes to HR and finance/procurement/shared service processes										
Phase 2	4.2 Digitisation of processes and delivery of appropriate system/s										
5. Our Transformation - Resident and business digital experience programme											
RBDXP	5.1 Design and delivery of new customer contact centre model										
	5.2 Implementation of new income management system										
	5.3 Design and engagement exercise on CRM approach										
	5.4 Resident, business and member engagement, alignment to digital inclusion programme										
6. Our Transformation - Information governance and management											
Rules and policies	Approval and application of new information management rules in line with M365 roll-out										

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