



## **Resources and Governance Scrutiny Committee**

Date: Tuesday, 8 March 2022

Time: 2.00 pm

Venue: Council Chamber, Level 2, Town Hall Extension

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

### **Access to the Public Gallery**

Access to the Public Gallery is on Level 3 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**

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**Councillors** - Russell (Chair), Ahmed Ali, Andrews, Clay, Davies, Hacking, Hitchen, Kirkpatrick, Lanchbury, B Priest, Robinson, Rowles, Simcock, Wheeler and Wright

## Supplementary Agenda

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5. **Housing Services Advisory Committee March Update** 3 - 12  
Report of the Strategic Director (Neighbourhoods) & the Deputy Chief Executive and City Treasurer

This report provides an update to the Committee on the proposed new governance arrangements in respect of the Council Housing Stock.

6. **Manchester City Council Peer Review and Action Plan** 13 - 24  
Report of the Chief Executive

Manchester City Council requested a Corporate Peer Review from the Local Government Association (LGA) which took place from 30 November to 3 December 2021. The overall feedback from the peer reviewers was very positive for both the Council and the city. The peer review report highlighted seven areas for improvement that align with the Council's existing Corporate and Business Plan priorities. An action plan has been drafted to address these issues. A follow-up visit for the peer reviewers to check in on progress will be arranged for September 2022.

## Further Information

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

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This supplementary agenda was issued on **Friday, 4 March 2022** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee - 8 March 2022

**Subject:** Housing Services Advisory Committee March Update

**Report of:** Strategic Director (Neighbourhoods) & Deputy Chief Executive and City Treasurer

**Summary**

This report provides an update to the Committee on the proposed new governance arrangements in respect of the Council Housing Stock.

The new advisory committee is intended to provide oversight of the housing management and maintenance services (formerly Northwards ALMO). The advisory committee will make a significant contribution to empowering tenants and ensuring that North Manchester residents help shape and hold to account the Council’s Housing Service,

**Recommendations**

Members are asked to note and comment on the report.

**Wards Affected:** Ancoats & Beswick, Charlestown, Cheetham, Crumpsall, Harpurhey, Higher Blackley, Moston, Ardwick, Clayton & Openshaw, Miles Platting & Newton Heath and Piccadilly

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

<b>Our Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	As the largest single landlord in the City the Housing service is a major source of contracts and supplies that ideally are sourced locally
A highly skilled city: world class and home grown talent sustaining the city’s economic success	Access to appropriate affordable housing and services will support residents to achieve and contribute to the city’s ambitions.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The council's housing service is one of the largest single community influencers in. By including tenants directly in the management of their homes they will be empowered and will be able to have a wider neighbourhood impact.
A liveable and low carbon city: a destination of choice to live, visit, work	Central to the transfer of the management of the housing service is the required external investment needed to retrofit existing homes in order to achieve a zero carbon housing stock.
A connected city: world class infrastructure and connectivity to drive growth	The housing service is a major contributor to the North Manchester infrastructure and regeneration.

**Contact Officers:**

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Position: Director of Housing Operations

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**Background documents (available for public inspection):** None

## 1.0 Introduction

- 1.1 This report provides an update to Resources and Governance Scrutiny Committee (“RAGOS”) as to the progress on establishing the new Northwards Housing Services Advisory Committee, as well as the actions relating to recommendations made at the 7 December 2021 RAGOS meeting and further consultation between the Executive Member for Neighbourhoods and Chair of RAGOS.
- 1.2 The anticipatory recruitment to the advisory committee is ongoing, has garnered significant interest and aims to conclude in March 2022, with a further report to be presented to RAGOS proposing the final arrangements, that will be due to commence, subject to Full Council approval, in the new municipal year.
- 1.3 In addition, the Director of Housing Operations commissioned an internal audit of the proposed governance arrangements, which found a Reasonable Opinion and has been agreed by the Executive Member for Neighbourhoods and the Council’s Senior Management Team. The findings of the report were presented at MCC Audit Committee on 15<sup>th</sup> February 2022.
- 1.4 The reasonable opinion found by MCC Internal Audit identified a number of areas of strength and four recommendations for the Housing Operations service to take forward.
- 1.5 The areas of strength identified in the internal audit report included;
  - Significant consideration had been given to setting up governance structures which will provide a line of accountability and community engagement from tenant and resident groups through the proposed advisory committee and to the Council’s Scrutiny and Executive.
  - The proposals align with wider Council Governance arrangements and with Housing Regulations and Standards, documented in the 2021 Social Housing White Paper.
  - The key themes of the White Paper had formed the foundations of the governance arrangements and that these will be incorporated into the new Resident Charter, which will become a focal point of the committee.
  - The commitment to create a Resident Charter, giving tenants the opportunity to influence the development of key performance indicators (KPIs) that are meaningful to them.
- 1.6 The four recommendations in the report were in relation to committee documentation and membership, the oversight and ownership of the risk register and finalising the approaches to gathering performance data and reporting requirements, which are all being progressed along agreed timescales. Indeed, the Northwards Shadow Board, held on 1<sup>st</sup> March 2022, featured enhanced performance data and reporting, including resident

satisfaction, repairs, voids as well as the planned 2022/23 capital programme, the revised approach was well received by residents and elected members at the meeting.

- 1.7 In relation to Advisory Committee membership, following RAGOS feedback and the internal audit report, the membership has been changed so that residents serve a minimum, rather than maximum of 2 years, to allow for greater continuity and flexibility.
- 1.8 In addition to the above, Table 1.1 below sets out the responses to the RAGOS recommendations of Dec 2021.

<b>RAGOS Dec 2021 Recommendations</b>	<b>March Update</b>
1. The PFI stock is explicitly removed from the Terms of Reference.	The TOR have been updated to this effect.
2. The maximum term of office for both Elected Members and the co-opted residents from the Council's housing stock should be set at a maximum of six years, that there should be parity between Members and residents, and that consideration be given to staggering the lengths of membership of the Board so that there is progressive rolling change in personnel over time.	<p>Following due consideration, this recommendation will be kept under review until the first 12 months of the advisory committee's operation and reassessed by the relevant Executive Member in 2023, with any changes being subject to Full Council approval.</p> <p>It is fully accepted that there needs to be periodic refresh of committee membership</p> <p>The Advisory Committee Membership has been changed so that residents serve a minimum, rather than maximum of 2 years, to allow for greater continuity and flexibility.</p>
3. The terms of reference cover how conflicts of interest for Elected Members are to be addressed.	In line with the council's constitution elected members will adhere to MCC's protocols, in particular those contained within Council's Code of Conduct for Members, in relation to declaration of interests at each meeting. It is to be noted that as the co-opted members of the committee will have voting rights, they will also be subject to the Council's Code of Conduct for Members.
4. The terms of reference explicitly refer to gender balance and ensuring diversity and protected characteristics are proportionately	The TOR have been updated to reflect the Advisory Committee's vital leadership role in representing, promoting, and delivering to the Council's equality objectives.

<b>RAGOS Dec 2021 Recommendations</b>	<b>March Update</b>
reflected across the membership of the Board.	
5. The terms of reference identify which Scrutiny Committee(s) will be responsible for scrutinising the work of the Board.	<p>As part of the Neighbourhoods Directorate, Housing Operations reports into the Communities and Equalities Scrutiny Committee</p> <p>In addition, the HRA Business Plan, of which Housing Operations is a significant element, will report into RAGOS.</p> <p>This is reflected in the TOR where the existing reference to making reports to scrutiny committees has been expanded to specify in particular the above two scrutiny committees.</p>
6. The terms of reference refer to the conurbation of Northwards Housing Stock rather than North Manchester, in order to truly reflect the location of all Northwards residents.	The TOR have been updated to reflect this
7. The terms of reference are explicit insofar as the Board will act as an advisory body and not a governance and decision-making body; and consideration be given to a minimum number of co-opted non-resident members to be appointed, and a strategy is drawn up for timely recruitment of suitably qualified independent members.	<p>It is considered that the TOR already reflect the advisory nature of the committee.</p> <p>The recommendation to a minimum number of co-opted non-resident members will be kept under review as the new committee is established.</p> <p>After due consideration, the advisory committee, with its' main focus on resident representation, will not enforce a minimum non-resident for the committee to be quorate. The advisory committee quorum remains a mix of 5 resident and elected members.</p>

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## DRAFT

### Northwards Housing Service Advisory Committee

Terms of Reference – February 2022

#### Purpose:

The Committee is responsible for overseeing the delivery of the housing services to the Council's housing stock (formerly Northwards); primarily in, but not limited to, North Manchester. This includes the monitoring of the performance of all housing functions and the engagement of residents in the effective delivery of services.

As an advisory committee it has no decision-making powers of its own but may make recommendations to the Council or the Council's Executive on matters relating to the discharge of their housing functions, insofar as those functions relate to the Council's housing stock.

The Committee's remit does not extend to the council's PFI, This City or properties managed by Registered Providers.

#### Membership

The Committee will be composed of:

- **six** elected councillors - The Committee will be chaired by the Executive Member with portfolio responsibility for Housing Management and the remaining five elected councillors will ordinarily represent North Manchester Wards (i.e. Charlestown, Crumpsall, Harpurhey, Higher Blackley, Moston, Cheetham and Miles Platting and Newton Heath).
- **five** co-opted residents from the Council's housing stock - Residents will be appointed to the Committee by the Council. Elections may need to be used to decide which nominees are put forward to the Council for consideration. Resident appointees are expected to serve a minimum two-year term.
- up to **three** co-opted non-resident members - Co-optees can be appointed to the Committee by the Council, following recommendations from the Board, Co-optees will provide independent specialist support and advice when required.

As this is an advisory committee all members of the committee may vote, including co-opted members.

The committee will be subject to political balance rules.

#### Arrangements

Meetings will be held on a regular agreed basis throughout the year, at least 6 times annually. Dates of meetings will be scheduled to be included in the Council's annual timetable of meetings. All meetings will be in person and, where possible, will be held at suitable venues in the North Manchester area.

The meetings will be serviced by the Council's Commercial Governance Team, working closely with the Governance and Scrutiny Support Unit.

Meeting Quorum is 5 and must include a mix of both elected members and resident representatives to ensure balance.

Training will be arranged for Members so that they can contribute fully to the governance and oversight of services and provide appropriate challenge where necessary.

All committee members will demonstrate and reflect MCC's three Equality Objectives

- Knowing Manchester Better
- Improving Life Chances
- Celebrating Our Diversity

### **Conduct**

The Committee will be subject to the Council Procedure Rules and the Access to Information Procedure Rules in line with any other Council committee.

All Committee Members must sign and adhere to the Member Code of Conduct as operated by Manchester City Council.

### **General**

These Terms of Reference will be reviewed on an annual basis at the start of the municipal year and if any changes are required, they will be taken back to Council for approval.

### **Committee Responsibilities**

- Monitor performance and delivery of the consumer standard (Residents' Charter) including the new tenancy satisfaction measures.
- Promote equalities and the diverse interest of residents and leaseholders.
- Monitor the impacts of investment in ensuring the Council maintains decent homes, fire and building safety and customer satisfaction.
- Provide reports to the Council's Executive and to relevant Scrutiny Committees (Communities and Equalities; Resources and Governance).
- Review draft reports on significant decisions to be taken by the Council in relation to the housing function.
- Be consulted on and advise on key changes to strategy, key policies, significant service changes and development proposals.
- Aim for the composition of the Committee and Resident Groups to be reflective of the diverse communities within North Manchester (and the city).
- Have sight of any scrutiny reports that are produced from any service audits or reviews that are carried out.
- Provide oversight of the savings to the HRA projected by virtue of the transfer of the service back to the council.
- Receive and consider complaints data to inform service delivery.
- Have oversight of the risk register for the housing service.

- Review the connectivity of the core housing provision with neighbourhoods and other community delivery impacts. Particular reference to environmental investment and community safety.
- Monitor the debt management and financial inclusion services to ensure that tenancies are sustained whilst income is managed.
- Act in accordance with the Council's powers and responsibilities and its Constitution.

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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee – 8 March 2022  
**Subject:** Manchester City Council Peer Review and Action Plan  
**Report of:** Chief Executive

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**Summary**

Manchester City Council requested a Corporate Peer Review from the Local Government Association (LGA) which took place from 30 November to 3 December 2021. The overall feedback from the peer reviewers was very positive for both the Council and the city.

The peer review report highlighted seven areas for improvement that align with the Council’s existing Corporate and Business Plan priorities. An action plan has been drafted to address these issues. A follow-up visit for the peer reviewers to check in on progress will be arranged for September 2022.

**Recommendations**

That Scrutiny note the contents of the peer review report and the action plan.

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**Wards Affected: All**

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
The peer review report welcomed Manchester’s progress in reducing carbon dioxide emissions through the zero carbon action plan for the Council and the leadership shown through the Zero Carbon Coordination Group. It highlighted that climate change was an important cross-cutting theme of the Corporate Plan. It mentioned the need to further embed these approaches across the city with clear accountabilities for delivery

<b>Our Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the Our Manchester Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The review report mentioned the impressive economic growth across the city and the strength of the economic recovery plans. It said the refresh of the Our Manchester Strategy is a good opportunity to refresh the ambition and approach towards developing a more inclusive economy, connecting more residents to the job opportunities and skills they need to play a full part.
A highly skilled city: world class and home-grown talent sustaining the city’s economic success	

<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>The report said the Council has strong partnerships with other public services. It cited the impressive approach to strength-based working in health and social care that is driving lasting change. It emphasised the strong improvement in Children's services in recent years.</p> <p>A recommendation of the report is to further accelerate progress on neighbourhoods with partners, including integrating with health and children's services. The report mentioned progress on equalities and said this now needs to be embedded and owned at every level of the organisation.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>A recommendation of the report is to use recent and further planned changes to develop a comprehensive approach to housing, addressing homelessness, affordable housing, and creating a more mixed housing market</p> <p>On climate change, the report cited great examples of success within the city Council, but these now need embedding across the city with clear accountabilities for delivery.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>The peer review specifically looked at the digital aspects of transformation within the Future Shape of the Council programme. It noted this work is characteristically ambitious and that much progress has been made. It recommended that an internal digital strategy or plan is developed that describes how Council services will meet the changing expectations of residents and businesses, alongside the city-wide digital strategy that has been developed recently.</p>

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**Background documents (available for public inspection):**

None

## 1.0 Introduction

- 1.1 Manchester City Council (MCC) requested a Corporate Peer Review from the Local Government Association (LGA). Corporate Peer Reviews are an important part of the sector-led approach to improvement and help Council improve and learn. Peers from other Councils have the role of 'critical friends'. Reviews are not inspections and do not involve scored assessments, but the reports are published and are therefore high profile. Peer reviews are fully funded by the LGA.
- 1.2 Manchester's peer review was led by Cllr Georgia Gould, Leader of the London Borough of Camden, and Pat Ritchie, former Chief Executive of Newcastle City Council. The review team also included Mark Lloyd, the Chief Executive of the LGA.
- 1.3 The peers were on site in Manchester from 30 November to 3 December 2021. They had 58 meetings with over 300 officers at all levels, members and a wide range of partners. The peers triangulated information from these meetings and supporting information to prepare their final report.
- 1.4 The five standard themes of LGA Corporate Peer Reviews are:
- Understanding local context and priority setting: Does the council understand its local context and has it established a clear set of priorities?
  - Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders and its communities?
  - Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
  - Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
  - Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes and performance?
- 1.5 Manchester additionally requested a sixth theme, the Future Shape of the Council programme and our approach to digital.

## 2.0 Findings of the review

- 2.1 The LGA have published the review report and it is publicly available to read on the MCC website here:  
[https://www.manchester.gov.uk/directory\\_record/433602/local\\_government\\_association\\_corporate\\_peer\\_challenge/category/1174/council\\_and\\_democracy](https://www.manchester.gov.uk/directory_record/433602/local_government_association_corporate_peer_challenge/category/1174/council_and_democracy)

- 2.2 The peer reviewers were extremely impressed with MCC and Manchester as a city. They concluded that Manchester is a hugely ambitious, innovative and determined 'city of firsts'. They called Manchester a 'first class council' that is a role model for others, with a proud and passionate workforce, members and partners. The strength of our political and officer leadership was highlighted, along with the smooth and mature transition of political leadership. Scrutiny was mentioned as a real strength, well resourced, rigorous, and improves decision making.
- 2.3 The peers said that the Our Manchester Strategy and behaviours were clearly embedded in how we work internally and with our partners. They said there is now an opportunity to create an even stronger narrative and action plan for a more inclusive economy in the city.
- 2.4 The peers welcomed the progress that Manchester had made in health and social care integration, and the depth of partnership, as a great foundation for the future. Neighbourhoods were cited as a real strength, as were the very significant improvements in children's services.
- 2.5 The peers noted that MCC has been a strong and effective financial steward through the years of austerity. They noted that the Council needs to plan early for the financial challenges coming in 2023/24 and be prepared to prioritise within the council's capital programme.
- 2.6 The report mentioned the Council's zero carbon action plan, where tangible outcomes are being directed and achieved, including to reduce carbon emissions from buildings and transport, and it said these approaches now need to be further embedded across the city.
- 2.7 Progress was also recognised on equalities, with further work needed on other protected characteristics as well as race for workforce equalities, and a consistent resident-facing, service-based emphasis on equalities in all parts of the organisation.
- 2.8 The peer review highlighted seven areas for improvement, which align with the Council's existing priorities in the Corporate and Business Plans.

### 3.0 Action Plan

- 3.1 An action plan has been developed to address the seven areas for improvement:

	Peer Review report wording	Lead/s	Actions
1	<b>Inclusive Economy.</b> Use the refreshing of 'Our Manchester' to bring to life a stronger narrative for an 'Inclusive Economy' and the 'Levelling Up' of the city as a whole. Ensuring there is a clear set of	Joanne Roney  Becca Heron	<ul style="list-style-type: none"> <li>Develop a narrative and action plan for the Economy &amp; Inclusive Economy by the end of March 2022, with a particular focus on inclusion and equalities</li> </ul>

	Peer Review report wording	Lead/s	Actions
	action plans underpinning this which demonstrate where the council wants to prioritise and how this will be achieved.	James Binks	<ul style="list-style-type: none"> <li>This will align with the Our Manchester Strategy, Our Healthier Manchester Locality Plan, Building Back Fairer (Marmot action plan), and reviews of other strategies such as work and skills, poverty, housing, digital and climate change</li> </ul>
2	<b>Our Year.</b> As part of the above, celebrate the real progress on children's services and make the most of '2022: Our Year' to galvanise the council and the city, ensuring every part of the council demonstrates its commitment to Manchester's children.	Paul Marshall  All of SMT	<ul style="list-style-type: none"> <li>Deliver an incredible year of activity and events for children and young people through Our Year 2022, with contributions from all Council directorates and partners</li> <li>Build the voice of children and young people more strongly into all decisions and programmes</li> <li>Build on successful Unicef accreditation as a child friendly city, developing a strong legacy plan to ensure this work is embedded and sustained beyond 2022</li> </ul>
3	<b>Housing.</b> Use the recent and further planned changes to develop a comprehensive approach to housing, addressing homelessness, affordable housing, and creating a more mixed housing market.	Becca Heron  Fiona Worrall	<ul style="list-style-type: none"> <li>Develop a new Housing Strategy that covers housing growth, role of developers, social and affordable housing, social determinants of health, and opportunities of further integration from bringing Northwards in house</li> <li>Ensure this delivers sufficient affordable and social housing of the right quality, aligned to our commitments to tackle climate change, poverty and other key strategic objectives</li> <li>Homelessness transformation programme in the context of significant rising demand, poor</li> </ul>

	Peer Review report wording	Lead/s	Actions
			<p>outcomes and financial pressures</p> <ul style="list-style-type: none"> <li>• Development of Manchester's Local Plan</li> </ul>
4	<p><b>Neighbourhoods.</b> Strengthen and deepen the impressive approach around neighbourhoods with the Council's partners, embedding the neighbourhood and place work in the corporate core, and including a clear framework for evaluation and impact. This should include:</p>	<p>Fiona Worrall</p> <p>Katy Calvin-Thomas</p>	<ul style="list-style-type: none"> <li>• Programme of work led by SMT to develop Manchester's next phase of neighbourhood working, bringing together all Council directorates and key partners such as MLCO, Housing Providers and GMP</li> <li>• Underpinned by a clear evaluation framework to demonstrate impact in neighbourhoods, aligned to the Future Shape work on data and digital</li> </ul>
4.1	<p>Aligning aspects of the capital programme to the neighbourhood approach, particularly in relation to environmental and highway spending. Better utilisation of physical assets in neighbourhoods across the city, recognising the impact that small scale investment can make on local communities.</p>	<p>Fiona Worrall</p> <p>Carol Culley</p>	<ul style="list-style-type: none"> <li>• As part of our future Budget proposals and Future Shape of the Council, review Manchester's capital programme more closely align with the neighbourhoods approach, neighbourhood priorities, and use of assets across the city</li> </ul>
4.2	<p>Accelerate and give greater focus to the integration of children's services and health delivered through the neighbourhood model.</p>	<p>Bernie Enright</p> <p>Katy Calvin-Thomas</p> <p>Paul Marshall</p> <p>Fiona Worrall</p>	<ul style="list-style-type: none"> <li>• Manchester Place-Based Lead and Manchester Partnership Board to drive next phase of health and social care integration, including development of our neighbourhood approach and greater integration with children's services</li> <li>• Manchester Partnership Board drive delivery of 8 priorities and programme of actions for the health and care recovery in the next 12-24 months</li> <li>• Programme of work to develop Manchester's next phase of neighbourhood</li> </ul>

	Peer Review report wording	Lead/s	Actions
			<p>working, bringing together all Council directorates and key partners such as MLCO, Housing Providers and GMP</p> <ul style="list-style-type: none"> <li>To include actions to more closely align aspects of Children's services in localities and neighbourhoods, such as the Think Family approach, with MLCO, other health partners, and other partners in the city</li> <li>Underpinned by a clear evaluation framework to demonstrate impact in neighbourhoods</li> </ul>
4.3	Building on the strong Council buy into Marmot principles, ensure that employment and skills and prevention are a core part of the neighbourhood offers.	<p>David Regan</p> <p>Becca Heron</p> <p>Fiona Worrall</p>	<ul style="list-style-type: none"> <li>Develop the action plan to take forward Building Back Fairer (Marmot) in Manchester on all seven themes of the wider determinants of health, by end March 2022.</li> <li>Align with the new Work and Skills Strategy, Inclusive Economy narrative, Locality Plan, Poverty Strategy, work to review our neighbourhood approach</li> </ul>
4.4	The neighbourhoods work is very strong especially at engaging existing community groups. There could be more focus on community development and bringing in those who struggle to engage with council services or find a voice. Explore how to make sure the voices of all communities are setting neighbourhood and Manchester wide priorities, for example, by utilising the strength of the arts and culture bedrock in MCC as a means of engaging with	<p>Fiona Worrall</p> <p>James Binks</p>	<ul style="list-style-type: none"> <li>Programme of work to develop Manchester's next phase of neighbourhood working, bringing together all Council directorates and key partners – to include VCSE sector relationships</li> <li>Review our approach to Our Manchester funding for the VCSE sector ahead of the 2023/24 year</li> <li>Review our approach to providing infrastructure support to the VCSE sector by end March 2022</li> <li>Analyse Census 2021 alongside local intelligence</li> </ul>

	Peer Review report wording	Lead/s	Actions
	groups which are harder to reach.		<p>and data to better understand the diversity of our population and where additional targeted engagement is needed</p> <ul style="list-style-type: none"> <li>• Community and resident engagement activities aligned to all of the priorities and strategies mentioned in this plan</li> <li>• Develop the Cohesion Strategy for the city</li> </ul>
5	<p><b>Equalities.</b> Keep the focus on equality, diversity and inclusion within the Council. Ensure this moves from a welcomed and new strategy to become embedded and owned at every level of the organisation, with clear and transparent accountability and monitoring of impact. Build on emerging plans around improving diversity in positions of power, particularly black leadership, more generally in the city.</p>	<p>Fiona Ledden</p> <p>All of SMT</p>	<ul style="list-style-type: none"> <li>• Develop an overarching Equalities Strategy that embeds equalities more strongly into all areas of the Council, led by the new corporate equalities group (CEDILG)</li> <li>• Improve how we use Equalities Impact Assessments to improve policy proposals and mitigate impacts, expanding to include poverty as well as protected characteristics, as a stronger element of our future budget planning</li> <li>• Deliver the ambitious actions set out in the Workforce Equalities Strategy for the Council</li> </ul>
6	<p><b>Capacity.</b> Ensure there is sufficient capacity, in the strategic capacity of MCC to deliver on Our Manchester, Future Shape and the wider transformation and aspirations in terms of Neighbourhoods. Specifically consider the following as part of this:</p>	<p>Joanne Roney</p> <p>Carol Culley</p>	<ul style="list-style-type: none"> <li>• Review the strategic capacity of the Council through proposals to Personnel Committee in February 2022, in the context of our future budget proposals</li> <li>• Manchester Place-Based Leader role for Health and Social Care and delivery of Manchester Partnership Board priorities</li> <li>• Review the Future Shape of the Council programme in terms of scope and capacity to deliver</li> </ul>

	Peer Review report wording	Lead/s	Actions
			<p>measurable improvements given the wider challenges we face.</p> <ul style="list-style-type: none"> <li>The next phase of our work on digital across the Council as a particular focus of Future Shape</li> </ul>
6.1	Is it time to consider the alignment of the cabinet portfolio holders and two Deputy Leaders with the OM refresh to guarantee strong political leadership and ownership?	Leader	<ul style="list-style-type: none"> <li>The Leader will consider the future Executive team portfolios after the local elections in May 2022</li> </ul>
6.2	Is the Council's senior team appropriately shaped and with capacity in the right places to tackle and deliver on the big drivers of change both internally and externally too?	Joanne Roney	<ul style="list-style-type: none"> <li>See action 6</li> </ul>
6.3	Does the Chief Executive and senior team have direct access to the policy and performance support needed to lead the council through change and maintain their significant outward leadership of the city, the region and to shape national policy?	Joanne Roney	<ul style="list-style-type: none"> <li>See action 6</li> </ul>
6.4	Is there a sufficiently clear plan and long-term capacity to deliver on transformation at senior officer level?	Joanne Roney Carol Culley	<ul style="list-style-type: none"> <li>See action 6</li> <li>Review the Future Shape of the Council programme in terms of scope and capacity to deliver measurable improvements given the wider challenges we face, in the context of our future budget proposals</li> <li>The next phase of our work on digital across the Council as a particular focus of Future Shape</li> </ul>
7	<b>Finance.</b> Maintain the sound financial platform underpinned by robust risk management and ensure you are taking the difficult decisions which underpin the MTFP and reflect the refreshing of priorities and	Carol Culley	<ul style="list-style-type: none"> <li>Develop the budget strategy for 2022/23</li> <li>Develop clear budget proposals for the more challenging financial years of 2023/24 and 2024/25, and review the capital</li> </ul>

	<b>Peer Review report wording</b>	<b>Lead/s</b>	<b>Actions</b>
	capacity issues referenced in previous recommendations. Plan early for the financial challenges coming in 2023/24 and be prepared to prioritise within the Council's capital programme		programme, through a Council-wide programme of work in Spring and Summer 2022

#### **4.0 Next Steps**

- 4.1 Delivery of the actions set out above will be tracked by Strategic Management Team and Executive Members.
- 4.2 A follow-up visit for the peer review team to check in on progress will be arranged in September 2022.

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