



Resources and Governance Scrutiny Committee

Date: Thursday, 7 February 2019

Time: 2.00 pm

Venue: Council Ante 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

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Membership of the Resources and Governance Scrutiny Committee

Councillors - Russell (Chair), Ahmed Ali, Andrews, Barrett, Clay, Davies, Lanchbury, Kilpatrick, R Moore, B Priest, Rowles, A Simcock, Watson and S Wheeler

Supplementary Agenda

- 5. Updated Financial Strategy and Directorate Business Plans 2019-20** 5 - 12
Report of the Chief Executive and City Treasurer
- This report provides an update on the Council's financial position and sets out next steps in the budget process, including scrutiny of the draft budget proposals and Directorate Business Plan reports by this Committee.
- 5a. Corporate Core Business Plan** 13 - 60
Report of the Deputy Chief Executive, City Treasurer and City Solicitor
- This report sets out in broad terms the directorate's key priorities, key activities and revenue and capital strategy for 2019-20. In the Business Plan for the period 2017-2020, directorates set out their proposed savings in the context of their objectives. This report sets out both the progress made to date in delivering these savings and the directorate's focus over the final year of the three year plan. This report is a refresh of the directorate's Business Plan for 2018-20 in the context of changing resources, challenges and opportunities.
- 5b. Strategic Development Business Planning** 61 - 106
Report of the Strategic Director (Development)
- This report sets out in broad terms the directorate's key priorities, key activities and revenue and capital strategy for 2019-20. In the Business Plan for the period 2017-2020, directorates set out their proposed savings in the context of their objectives. This report sets out both the progress made to date in delivering these savings and the directorate's focus over the final year of the three year plan. This report is a refresh of the directorate's Business Plan for 2018-20 in the context of changing resources, challenges and opportunities.
- 8. Changes to the Council's Council Tax Support Scheme - results of consultation and final proposals** 107 - 166
Report of the City Treasurer
- The purpose of this report is to provide final recommendations for the Council's Council Tax Support Scheme from April 2019 for the Executive to consider. The report proposes changes to the Council's Council Tax Support Scheme. The changes are proposed so that the scheme remains fit for purpose as working age residents in receipt of welfare benefits are moved onto Universal Credit. The report follows a period of formal consultation on the proposals that change the scheme for working

age residents in receipt of Universal Credit.

Further Information

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

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This supplementary agenda was issued on **Thursday, 31 January 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street), Manchester M60 2LA

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**Manchester City Council
Report for Resolution**

Report to: Health Scrutiny Committee – 5 February 2019
Children and Young People Scrutiny Committee – 5 February 2019
Neighbourhoods and Environment Scrutiny Committee – 6 February 2019
Economy Scrutiny Committee – 6 February 2019
Communities and Equalities Scrutiny Committee – 7 February 2019
Resources and Governance Scrutiny Committee – 7 February 2019

Subject: Updated Financial Strategy and Directorate Business Plans
2019-20

Report of: The Chief Executive and City Treasurer

Summary

This report provides an update on the Council's financial position and sets out next steps in the budget process, including scrutiny of the draft budget proposals and Directorate Business Plan reports by this Committee.

Recommendations

The Committee is asked to consider and make recommendations to the Executive on the budget proposals which are within the remit of this Committee and to comment on the Directorate Business Plans which have been designed to ensure the Council invests in the services that are valued by its residents, achieving both high quality services and outcomes for residents as well as a balanced budget.

Wards Affected: All

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Appendix:

Directorate Business Plan 2019/20

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.

Updated Financial Strategy 2019/20 report to Executive 16 January 2019
<https://democracy.manchester.gov.uk/ieListDocuments.aspx?CId=147&MId=291&Ver=4>

Update on Revenue Financial Strategy and Business Plan Process 2019/20 to Resources and Governance Scrutiny Committee Thursday, 6 December
<https://democracy.manchester.gov.uk/ieListDocuments.aspx?CId=137&MId=121&Ver=4>

Provisional local government finance settlement: England, 2019 to 2020
https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2019-to-2020?utm_source=89354b3a-3865-4051-9175-8247e58aeba8&utm_medium=email&utm_campaign=govuk-notifications&utm_content=immediate

Autumn Budget 2018, 29 October 2018
2018 Autumn Budget document is available on the Government's website
<https://www.gov.uk/government/publications/budget-2018-documents>

Medium Term Financial Plan to Executive 7 February 2018
<https://secure.manchester.gov.uk/meetings/meeting/2997/executive>

1 Overview

- 1.1 The original three-year budget strategy 2017-20 was underpinned by Our Manchester, seeking to promote self-determination; greater resilience in individuals, families and communities with a focus on early help and prevention; improve health outcomes, and enhance the opportunities for residents. Its priorities followed consultation with Manchester people on what they valued most, which was:
- care and support for vulnerable people including older people and those with learning disabilities and mental health needs;
 - taking action on family poverty and giving young people the best start in life;
 - tackling homelessness;
 - supporting people into jobs and training;
 - keeping roads and neighbourhoods in good shape; and
 - parks and leisure to keep people active and happy.
- 1.2 2019/20 completes the three-year budget commitment and despite funding pressures the strategy remains consistent with the original plans set in 2017.
- 1.3 The financial position has been updated to reflect the pressures being faced by services, particularly those provided for the City's most vulnerable. It also includes changes to funding and other income including the most recent information for Council Tax and Business Rates; the proposal for return of retained business rates and transport reserves totalling c£7m, from the GMCA (subject to the approval of the Combined Authority when it meets in February); and additional Government funding of over £12m announced following the Autumn Budget and the Provisional Finance Settlement. The latter has not been confirmed beyond 2019/20 which inhibits effective longer term planning.
- 1.4 In line with trends being experienced nationally Manchester is facing significant pressures on its budgets for social care. These have been seen in the 2018/19 Global Monitoring and the associated Recovery Plan. Whilst welcome, the additional government funding announcements are not sufficient to meet those pressures and the City Council is having to make savings elsewhere in the budget and use its reserves to support the required investment and to mitigate against the future uncertainty. Use of these reserves will be over a three-year period; a position that is not sustainable in the long-term. The budget includes the identification of further savings of £6m, in addition to the £9m already budgeted for in 2019/20.
- 1.5 This report will provide an update on:
- the position reported to January Executive
 - changes to business rates and council tax forecasts
 - use of reserves/provisions
 - the budget setting process and timeline
 - next steps

2 The Financial Position 2019/20

Update on the Position Reported to January Executive

- 2.1 The original budget for 2019/20 as reported to February 2018 Executive identified a funding gap of £8.967m. It noted that this would need to be met from a combination of changes to business rates and commercial income, commissioning decisions, efficiencies and a further review of budget requirements.
- 2.2 In December, it was reported that there was a significant risk to the budget position for 2019/20 due to the additional needs arising from services such as Social Care, both Adults and Children's, and Homelessness, together with the non-achievement of planned savings. This increased the original budget gap of £8.967m to £21.653m. Officer proposals and a review of resources reduced the gap to £1.215m which was reported through the December Scrutiny process and formed the basis of the Revenue Budget Report to January Executive. The January report also updated for the Provisional Local Government Finance Settlement received in December 2018. Aside from some minor changes to the new care models for Adult Social Care as set out in the business plan for the MHCC Pooled Budget the savings options remain unchanged.

3 Additional Funding Announcements

- 3.1 The report to January Executive noted that a number of additional, mainly one-off, funding streams had been made available. These include:
- The additional grant funding for Social Care agreed as part of the Autumn Budget and confirmed in the Finance Settlement - £2.67m to support winter pressures and £4.55m for children's and adults social care.
 - The proposed return of funds from Greater Manchester Combined Authority (GMCA) - GMCA will propose the return of c£6m of retained business rates and c£1m of transport resources to the City Council and this will formally be considered at the meeting of the Combined Authority on 15 February.
 - The return of £2.7m in 2018/19 from the unused central business rates levy surplus held by Government. This is not included within the budget assumptions for 2018/19.

Changes to Council Tax and Business Rates

- 3.2 The key decisions to set the Council Tax and Business Rates Base and Collection Fund surpluses have been taken in January. This included the Council Tax surplus which has improved by £0.904m since the production of the January Executive report and will be applied to support the budget requirements from 2019/20. Full details of the council tax and business rates

position will be reported in the Medium Term Financial Plan which will go to Budget Executive.

- 3.3 Government are to release further funding following a correction to the calculation of grant for Small Business Rates Relief dating back to 2017/18. This will provide additional resources of £1.840m in 2018/19 and £0.920m from 2019/20.

Use of Reserves/Provisions

- 3.4 Finally, there is a provision of £2.1m held for the potential costs of Sleeping-In allowances which is no longer required and £5.095m from Adult Social Care related reserves which are available to support social care budgets.

4 Proposed Investment Priorities

- 4.1 January Executive agreed that one-off money should be used to further support resident priorities and front line services in a sustainable way over the coming three-year period, and that the following areas are prioritised:

- Care and support for vulnerable people by ensuring there is a sustainable amount of funding for Adult Social Care that enables the move to a more permanent structure, despite the volume of one-off funding;
- Giving young people the best start in life through investment in Youth Services plus a need to invest greater amounts into Children's services;
- Taking action on family poverty and taking enhanced enforcement action in the private rented sector;
- Tackling homelessness; and
- Further action to tackle littering, fly tipping and poor business waste management.

- 4.2 Following detailed work with partners and stakeholders and consultation with Executive Members the following proposals have been identified and are included in the Medium Term Financial Plan, with the detail included in the relevant Directorate Business Plan reports.

- £4.6m additional investment into Children's Services to address budget pressures due to the increased number of placements for looked after children as well as seeking to release resource for early help and prevention and a further £150k for Youth Services. This is in addition to the £6m agreed in the January Executive Report and £2.8m agreed as part of the original budget set last year for 2019/20, bringing the total investment for 2019/20 to £13.6m.
- £7.6m rising to £8.0m for years 2 and 3 into adult social care to ensure service stability and that residents can access services on a timely basis. This includes the £2.8m included in the January Executive report and is in addition to the £3.8m agreed as part of the original budget for 2019/20, bringing the total investment for 2019/20 to £11.4m.
- £500k to support further action to tackle littering, fly-tipping and poor business waste management

- £255k to support food inspections
- £500k for enhanced enforcement activity in the private rented sector, as part of the homelessness budget. This is in addition to the £3.8m agreed for homelessness in the January Executive Report and £250k agreed as part of the original budget for 2019/20 set last year, bringing the total additional investment for 2019/20 to c£4.6m.
- £1.1m for welfare related support funded from additional council tax revenues in 2019/20. In future it proposed these costs will be met from additional Council Tax income relating to the proposed changes to empty property reliefs, if approved and subject to the outcomes of the consultation.

4.3 The changes outlined above would enable a balanced budget to be achieved for 2019/20, with a contribution to the General Fund reserve of £0.04m. The table below details the updated position.

Table 1 – Revised budget position

	2018/19 £000	2019/20 £000
Resources Available		
Business Rates related funding	324,753	314,653
Council Tax	154,070	166,507
Other non-ringfenced Grants/Contributions	38,735	54,426
Dividends and Use of Airport Reserve	53,342	62,390
Use of other Reserves to support the budget	8,743	12,439
Total Resources Available	579,643	610,415
Resources Required		
<i>Corporate Costs:</i>		
Levies/Charges	68,655	70,115
Contingency	3,103	1,600
Capital Financing	44,507	44,507
Transfer to Reserves	7,286	6,902
<i>Sub Total Corporate Costs</i>	<i>123,551</i>	<i>123,124</i>
<i>Directorate Costs:</i>		
Additional Allowances and other pension costs	10,030	10,030
Insurance Costs	2,004	2,004
Directorate Budgets	439,919	465,272
Inflationary Pressures and budgets to be allocated	4,139	9,945
<i>Total Directorate Costs</i>	<i>456,092</i>	<i>487,251</i>
Total Resources Required	579,643	610,375
Transfer (to)/from General Fund Reserve	0	(40)

5 Risks and Mitigation

- 5.1 All savings proposals have been risk rated and each Directorate will maintain their own monitoring arrangements alongside the corporate assurance process. The detailed savings tracker is sent to Senior Management Team on a monthly basis and reported to Executive Members.
- 5.2 The Council needs to be satisfied that it can continue to meet its statutory duties and meet the needs of vulnerable young people and adults. Proposals have been drawn up on the basis that Strategic Directors are satisfied that this requirement will be met.

6 Scrutiny of the Draft Budget Proposals and Directorate Business Plans

- 6.1 The Directorate Business Plans are attached for the Committee's consideration. These reports contain details of the Directorate's draft investment and budget delivery plan proposals and how the Directorate will support the delivery of the Council's priorities as set out in the Our Manchester Strategy.
- 6.2 The Committee is invited to consider the proposals which are within its remit within Directorate business plans and to make recommendations to the Executive before it agrees the final budget proposals on 13 February.

7 Next Steps

- 7.1 The Executive will agree its final budget recommendations on 13 February taking into account the feedback from the six scrutiny committees on the proposals.
- 7.2 These recommendations will be considered by the Resources and Governance Scrutiny Committee at its special budget meeting on 25 February. Chairs of the other five Scrutiny Committees will be invited to attend this meeting to articulate the views of their Committee regarding the proposals. The Council will then make its final decisions and will set the budget on 8 March.

8 Recommendations

- 8.1 The recommendations appear at the front of this report.

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**Manchester City Council
Report for Resolution**

Report to: Executive - 13th February 2019
Resources and Governance Scrutiny Committee - 7 February 2019

Subject: Corporate Core Business Plan: 2019/20

Report of: Deputy Chief Executive, City Treasurer and City Solicitor

Summary

This report sets out in broad terms the directorate's key priorities, key activities and revenue and capital strategy for 2019-20. In the Business Plan for the period 2017-2020, directorates set out their proposed savings in the context of their objectives. This report sets out both the progress made to date in delivering these savings and the directorate's focus over the final year of the three year plan. This report is a refresh of the directorate's Business Plan for 2018-20 in the context of changing resources, challenges and opportunities.

The draft business plan which was considered by the committee in December 2018 has been reviewed and updated taking account of comments received from the committee and the outcome of the local government finance settlement. Sections on the impact of proposed changes on residents, communities, customers and the workforce have been added in addition to a summary of the technological support to deliver change. A full suite of delivery plans can also be found as an appendix including the Finance, Performance, Workforce and Equality Plans and the Risk Register.

Taken together, the directorate business plans show how the directorates will work together, and with partners to deliver our Corporate Plan and progress towards the vision set out in the Our Manchester Strategy.

Recommendations

The Committee is invited to review and comment on this directorate Business Plan.

Wards Affected: All

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Maintaining growth in order to continue developing the City's trading relationships, making the case for investment in infrastructure and housing growth and the Northern Powerhouse, leading devolution negotiations

	and local government finance localisation opportunities and the Council's response to European Union exit process with government.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Lead on key programmes of reform such as work and health, providing support and responding to the continuing changes to the welfare reform agenda.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Drive leadership for reform, health integration and support for the delivery of all Council strategic priorities. Lead changes to the organisation to deliver Our Manchester through improved and more consistent management, engagement of staff and lean fit for purpose systems supported through ICT investment
A liveable and low carbon city: a destination of choice to live, visit, work	Effective prioritisation of investment in low carbon initiatives
A connected city: world class infrastructure and connectivity to drive growth	Focus on the ICT infrastructure and resilience to deliver future efficiencies, enable improved ways of working and support devolution, health and social care integration and the changing shape of back office support for Manchester and other Greater Manchester Authorities.

Full details are in the body of the report, along with implications for

- Equal Opportunities
- Risk Management
- Legal Considerations

Financial Consequences for the Capital and Revenue Budgets

The proposals set out in this report will be considered in preparation for the draft revenue budget submitted to the Executive on 13 February 2019.

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Background documents (available for public inspection):

Corporate Core Budget and Business Plan: 2017/18 -2019/20 - Executive – 8 February 2017

Corporate Core Budget and Business Planning: 2018-2020 - Executive – 7 February 2018

1. The Directorate Business Plan

1.1. The Directorate Business Plan is set out from section two below and includes:

- A description of the contribution that the directorate makes to delivery of our Corporate Plan priorities
- The directorate's vision and objectives
- A self-assessment of the directorate's key challenges for 2019/20
- The revenue strategy
- The capital strategy/programme
- Impact on Residents Communities and Customers
- Impact on the Workforce
- Technological Support
- An appendix containing the directorate's delivery plans (Finance Plan, Performance Plan, Workforce Plan, Equality Plan, and the Strategic Risk Assessment and Register)

2. Delivering Our Plan

2.1. The Corporate Core directorate plays a key role in supporting the delivery of the Our Manchester Strategy, and all fifteen Corporate Plan priorities, through providing a range of universal services, services which enable the wider organisation to function effectively and through specific and focused support to deliver our priorities.

2.2. The Core has a leadership and direct delivery role in delivering our Corporate Plan's **'well managed council'** priority theme. The Core delivers key universal services and works with the wider organisation to:

- **Enable our workforce to be the best they can be through the Our People Strategy and Our Manchester behaviours**, and
- **Balance our budget, including delivering savings, transforming services, reducing demand through reform, and generating income**

2.3. The Core also has a key role in ensuring that the organisation delivers its statutory duties within the legal framework to very high standards, and monitors delivery of the Our Manchester Strategy and The City Council's Corporate Plan.

2.4. The Core supports relationships with a wider range of key partners across Manchester, Greater Manchester, nationally and internationally to enable delivery of all of **our Corporate Plan priorities** and the wider vision for the city.

2.5. The Core also has a leadership role through its work to influence outside of the organisation to:

- **Reduce greenhouse gas emissions and improve air quality**
- **Improve public transport and highways and make them more sustainable**

3. Vision and Objectives

Corporate Core vision

- 3.1. The Corporate Core will play its part in delivering our Corporate Plan priorities and the Our Manchester Strategy through the delivery of direct and universal services and through providing effective and enabling support and leadership to the organisation.

Corporate Core objectives

- 3.2. The Corporate Core's objectives for 2019/20 are broadly reflective of the objectives as described in the 2018/19 plan but have been updated to reflect:

- Our Corporate Plan priorities
- Changes to the composition of the directorate - the Highways service is now part of the Neighbourhoods directorate
- Changes to the senior management structure within the Corporate Core
- Emerging work to transform the Corporate Core

- 3.3. The Corporate Core is composed of a number of services - described below as per the amended senior structure:

- Corporate services - Financial Management, ICT, Revenues and Benefits, Audit and Risk Management, Procurement and Integrated Commissioning, Shared Service Centre, Customer Services, Commercial Governance and Capital Programmes.
- Human Resources and Organisational Development (HROD)
- Policy, Performance and Reform - Policy, Partnerships and Research, Performance, Research and Intelligence and Reform and Innovation
- City Solicitor's - Legal Services and Statutory and Democratic Services, Strategic Communications

- 3.4. Further detail on each service's budget is described at section 5 (Revenue Strategy).

- 3.5. The high level objectives for the Corporate Core are described below and are aligned to delivery of our Corporate Plan priorities:

3.6. ***Provide high quality direct and universal services to residents***

The Corporate Core will deliver this objective through:

- Delivery of customer services including front door services for adults and children's social care
- Collection of the council's main revenue streams - council tax and business rates
- Administration of benefits
- Effectively managing fixed discretionary budgets to ensure support to vulnerable residents and businesses in the city

- Registration of births, deaths and marriages along with citizenship.
- Coronial services

3.7. ***Ensure a well managed council through enabling the council to function effectively***

The Corporate Core will deliver this objective through:

- Setting the financial strategy and associated management and advice, ensuring the best use of resources, and driving delivery of budget savings & effective investments.
- Robust Procurement arrangements support for effective commissioning and contract management and embedding social value
- Effective strategic planning and performance management, supporting the organisation to prioritise effectively to improve outcomes for residents, and reduced demand
- Delivering the Our People Strategy, enabling the workforce to be the best it can be
- Ensuring the organisation is making the most effective use of technology and the opportunities provided by digital public services
- Supporting the organisation to communicate effectively using the appropriate channels and media internally and externally

3.8. ***Ensure effective assurance and governance***

The Corporate Core will deliver this objective through:

- Ensuring the organisation is delivering its statutory duties, within the legal framework
- Supporting corporate governance and ensuring that decision makers to take decisions in accordance with the law
- Providing essential support to The democratic process and elected members
- Effectively managing risk and delivering internal audit and health and safety functions

3.9. ***Enable strategic leadership and reform through working with internal and external stakeholders and partners***

The Corporate Core will work with other directorates and partners to deliver this objective through:

- Facilitating shared strategic policy-making and leadership, with the city's wider partners, and partners across Greater Manchester, nationally and internationally to ensure delivery of the Our Manchester Strategy for the city.
- Working with the Greater Manchester Combined Authority to maximise the opportunities of devolution, and nationally on resources and long term planning
- Providing, with other directorates and partners, strategic leadership and coordination to drive public service reform and service improvement including health and care integration, and wider work to bring services together for people in places
- Providing specialist support to major transformation programmes, through a range of functions including finance, technology, data science and

- organisational development
 - Providing wider support to the organisation and the city to develop future focused strategies, including the Local Industrial Strategy, Digital Strategy and Local Development Plan
 - Adding wider value to the organisation through understanding and driving cross cutting approaches and issues including social value, the Living Wage, modern slavery and welfare reform.
 - Working with government and partners to develop enhanced data sharing agreements and improved processes to support the collection of debt and improve partnership working
 - Supporting partnerships with cities in Europe and across the world which support innovation, investment and wider economic relationships and also raise the city's profile on the international stage.
- 3.10. The objectives will be delivered through a combination of proactive or planned activities, as well as reactive activities, reflecting constantly changing external circumstances. The objective will also enable the organisation to generate income through the provision of some services to external partners.
- 3.11. To support delivery of all of the objectives, 2019/20 will see continued focused work within the directorate on **Corporate Core transformation** with the objective of **moving towards a more effective, streamlined Corporate Core**. This work will deliver £0.5m of savings in 2019/20 and will focus on:
- Opportunities for further collaboration and reduction of potential duplication.
 - Understanding the statutory responsibilities and wider organisational enabling functions delivered by the Core
 - Improving business process with increased efficiency and effectiveness in transactions across the City Council including use of technology.

4. Self-Assessment of Key Challenges 2019-20

- 4.1. The Corporate Core will play a pivotal role in delivering the priorities agreed for 2019/20. To achieve this the following challenges have been identified and will need to be addressed through joint working and a coordinated approach across all of the Core functions. The Core will need to support organisational transformation to deliver Our Corporate Plan and the budget strategy in critical areas such as Health and Social Care Integration and embedding the Our Manchester approach.
- 4.2. To achieve this, the Corporate Core has been delivering well against its performance objectives for 2018/19. Across the services within the Corporate Core the focus has been on efficiency and delivery. For example, a lower proportion of transactions were made face-to-face and via the telephone versus online requests (50.2% requests online financial year to date at November 2018) in the first half of 2018/19 compared to the same period in 2017/18 (44.5%).
- 4.3. The Core aims to provide high quality direct and universal services to residents. In terms of feedback from residents and complaints handling, the

percentage of Stage 1 complaints responded to in 10 days has shown sustained increases to reach 96.0% at November 2018, hitting the target. Latest performance reports have also demonstrated that the Corporate Core continues to exceed the 90% target for timeliness of responses to Freedom of Information Requests and the 90% target for Data Subject Access Request responses. However, challenges remain in terms of responding to resident feedback, as demonstrated by the fact that 14.3% of the ombudsman complaints received in 2018/19 were upheld, which exceeds the 10% target year to date November 2018.

- 4.4. One of Our Corporate Plan priorities is: balance our budget, including delivering approved savings, transforming services, reducing demand through reform and generating income. Revenues and Benefits aim to both support Manchester residents in need to get their full benefit entitlement and collect the maximum amount of money owed to the Council in accordance with its vision and values. Within this a key challenge remains the need to retain high collection rates of both current year and arrears. Changes to Council Tax charges for long term empty properties will be introduced to fund increased discretionary support to vulnerable residents. The Business Rates retention trial will be monitored to understand its impact on resources. The percentage of council tax due collected by the end of December 2018 (74.0%) is slightly (-0.3% points) below that at the same point last year, and for business rates (78.0%) it is slightly below too (-1.4% points.) The actual amount of council tax collected so far this year (£141m - as at end of December '18) is higher than this point last year (£132.1m), the amount of business rates collected this year (£288.4m) is also higher than last year (£285.3m).
- 4.5. The Core must support local businesses and job creation through embedding social value in commissioning and procurement, including managing and monitoring delivery of social value activities, and through the prompt payment of invoices. The average monthly results for % of invoices paid within 10 days (61.4%) and 30 days (87.2%) have both improved slightly but remain below their targets (65% and 90% respectively). After remaining at circa 9% over the last 3 months, the % of pursuable debt over 1 year old at Nov 2018 has decreased to 4.9%.
- 4.6. Ensuring the Our Manchester behaviours are fully embedded and reflected in all parts of service delivery. The Core will support the Council, its partners and other stakeholders in this work. Evaluation of the impact of the Our Manchester approach on the vision for the city will commence from Quarter 4 2018/19 but this will need to remain an area of focus for 2019/20.
- 4.7. The City Solicitor's division key challenges include ensuring effective delivery of statutory Registration and Coronial services in addition to oversight of the City's involvement in the Arena inquest. The service will need to support both new delivery models for health and social care and children's leaving care proposals and the delivery of commercial project work and strategic acquisition. The team will also need to ensure a well run local election in May 2019; providing support to candidates, ensuring processes are properly

undertaken and inspiring confidence by our residents in the democratic process.

- 4.8. The Core has developed the approach of Bringing Services Together for People in Places in partnership with Neighbourhood Services, Manchester Local Care Organisation (MLCO) and other services. This involves an integrated approach to place-based working in neighbourhoods across the City, by building effective relationships between workforces, and joining up resources at a neighbourhood level.
- 4.9. The Core will also support effective implementation of integrated neighbourhood teams, including the operation of the Manchester Health and Care Commissioning function, and implementation of the Manchester Local Care Organisation. This will involve helping to build an integrated approach to health and care services, which improves outcomes for Manchester residents and reduces demand for services. The Core will coordinate the support required to enable implementation of our new models of care and associated transformation.
- 4.10. The Core must continue to respond to, and support residents with the wider welfare reform agenda, including monitoring and addressing impacts on poverty and homelessness. Challenges include working with partners to mitigate impacts from the continuing roll out of Universal Credit, for example in terms of rent arrears. The leadership of the Core will need to effectively carry out the role of influencer in the City, to engage with communities, and partners across both the public and private sectors to ensure that the Family Poverty Strategy is fully embedded across Manchester.
- 4.11. Manchester is engaged in a range of European partnerships which are managed from within the Corporate Core including Eurocities and is either a lead partner or a member of a consortium delivering innovative projects funded through Horizon 2020 or other European funding sources. There are some uncertainties about the future of European funding once the United Kingdom leaves the European Union. The Treasury have guaranteed that the European Regional Development Fund and European Social Fund will continue regardless of any future 'Deal' or 'No Deal' scenarios. These programmes contribute €400 million to Greater Manchester between 2014 and 2020. All other UK guarantees relate to transnational programmes where the European Council may take a contrary view to HM Government. It is estimated that a 'No Deal' scenario could mean that the Council will lose access to around €3 million of approved grants but there would be no direct loss of funds claimed to date.
- 4.12. HM Government have indicated that the UK Shared Prosperity Fund will replace European Funding but it is not yet clear what the value of this programme will be. Funding will be allocated at a Local Enterprise Partnership geography meaning Manchester's share will be allocated via the GMCA and will be aligned to the Greater Manchester Local Industrial Strategy.

- 4.13. Staff engagement across the organisation, as reflected through the BHeard Survey, improved so that the Council is now firmly in the 'One to watch' category, the Corporate Core improved significantly as is now also 'One to watch', moving from the lowest score of the Council's five directorates to close the gap to the organisational average score. Scores in the survey's 'leadership' factor, particularly from senior managers, continue to represent the biggest area for improvement for both the Council, and the Core, and the corporate and Directorate response plan will focus in this area.
- 4.14. Staff absence levels across the Core were 11.04 days per full time staff member in the 12 months up to Nov 2018 - one day more than the 12 months to Nov 2017. Organisational absence stood at 12.21 days, a slight increase compared to 11.99 the previous year. Supporting employees to maintain high attendance levels is a key component of Our Ways of Working and the Our People Strategy.
- 4.15. A key challenge will be to monitor and support reduction in demand for Children's and Adult's Social Care and health services and meet demand through cost-effective service provision to meet the Council's budget requirements in 2019/20 and beyond. The Core is directly involved in terms of providing the front door. Over the next year, a delivery model for a new MLCO Control Centre will be developed that will integrate the many front doors across the whole of the MLCO, bringing them together into a single point of access across Adult Social Care, Adults MASH, Community Health and in later phases Primary Care and Mental Health. This will be through integrated telephony, monitoring and response to Technology Enabled Care (TEC) including Assistive Technology and a whole system view of people in the community health and care system. This will enable MLCO staff to proactively triage, monitor and respond to residents' circumstances in an integrated way ensuring they are supported to live at home for as long as possible. There are also plans to deliver a Technology Enabled Care Programme which will place digital devices into residents' homes to support them to continue to live at home, with a system of alerts managed in the new Control Centre.
- 4.16. There will also be changes to the delivery model to support children's social care front door delivery in the city. A core component of maximising our value for money will be the continued focus of developing capacity and skills relating to commissioning and contract management.
- 4.17. ICT continue to play a significant role in providing the infrastructure to enable the organisation to operate efficiently. This will focus on areas including improving the resilience and security of ICT systems, and arrangements for disaster recovery. This will contribute to the continued drive to reduce the number of major ICT incidents which occur in a month from 11.75 (year to date November 2018) and improve performance of our systems. ICT will ensure that Manchester is at the forefront for Digital technologies specifically driving greater use of Fibre connections, 5G and Technology Enabled Care to support the Health and Social Care agenda. Having delivered a significant number of projects in 2018 further projects are set to deliver enhanced capability over the next few years as part of the ICT Capital Plan. A new Legal Services case

management solution and a GDPR system are in the pipeline for 19/20 to support assurance and efficiency in these areas. These are described in more detail in section 9 of the plan.

5. Revenue Strategy

- 5.1. The Corporate Core gross 2018/19 budget is £321.550m, and the net budget is £70.087m with FTEs of 1,741, the breakdown by service area is shown in the table below.

Table 1: 2018/19 Base budget

Service Area	2018/19 Gross Budget £'000	2018/19 Net Budget £'000	2018/19 Budgeted Posts (FTE) £'000
Human Resources and Org Development	4,728	4,445	102.6
Reform and Innovation	1,042	906	18
Policy	12,093	9,248	52.6
Communications	5,515	3,690	95.12
Performance	4,562	4,527	95.2
People, Policy & Reform Sub Total	27,940	22,816	363.52
Legal services	8,012	2,811	201.61
Democratic and Statutory Services	5,069	3,582	88.61
Executive Office	3,131	3,131	14
Legal, Democratic Sub Total	16,212	9,524	304.22
CEX Corporate Items	1,627	1,627	0
Total Chief Executives	45,779	33,967	667.74
Commissioning & Procurement	1,628	1,327	32.7
Revenue and Benefits	245,965	8,826	347.81
Financial Management	6,048	5,653	155.26
ICT	14,085	14,035	160.46
Audit, Risk and Resilience	1,798	1,401	39.64
Shared Service Centre	1,458	803	92.7
Customer Services	4,262	4,161	149.51
Capital Programmes	274	(199)	89
Corporate Services Corporate Items	381	314	0
Commercial Governance	319	246	6
Total Corporate Services	276,218	36,567	1073.08
Cross Cutting Savings	(447)	(447)	
Grand Total Corporate Core	321,550	70,087	1,741

- 5.2. The Corporate Core budget of £70.087m is net of the £2.945m savings that were agreed as part of the 2018/19 budget process. There are a further £2.160m of savings already approved for 2019/20 as part of the original 2018/20 budget process, and there are an additional £1.189m of proposals included as part of the current budget proposals. This gives the Core overall savings of £3.349m in 2019/20. The breakdown of both the already approved and the additional proposed savings are set out by service area in the table below.
- 5.3. The Corporate Core will continue to support other Directorates of the Council to ensure that we are a well managed Council.

Savings Proposals 2019/20

- 5.4. As part of the 2018/19 budget process total savings proposed by the Core were £5.105m, and these were phased £2.945m in 18/19 and £2.160m in 19/20. Of the approved £2.945m 18/19 savings, all have been achieved with the exception of the cross cutting commissioning savings, and a plan has been developed for ensuring these are delivered in 2019/20. An additional £1.189m savings have been proposed as part of the work that has been undertaken to ensure a balanced budget overall. Summary details of the overall Corporate Core savings are shown in the table below, with further details of both the already approved savings and the additional proposals set out in the following paragraphs.

Corporate Core Savings

Service Area	Description of Delivery Plan	Amount of Delivery Plan			FTE Impact (Indicative)
		2019/20 Approved £000's	2019/20 Additional Proposed £000's	Total £000	
HR/OD	Reduced Supplies and Services budgets		50	50	
Communications	Reduced external communications spend		25	25	
Reform and Innovation	Reduced Supplies and Services budgets		4	4	
City Policy	Reduced special Projects expenditure		100	100	
PRI	Reduced costs of Data Governance Improvements		60	60	
	People, Policy and Reform Savings		239	239	
Legal and Democratic Services	Staffing reduction in legal services following planned reduction in Children's caseload	100		100	2.0
Integrated Commissioning	Reduced Supplies and Services budgets		15	15	
Financial Management	Lean systems: Service review and improved efficiency through ICT developments and changes to finance processes	390		390	11.0
ICT	Revenue savings through reduce maintenance/ licensing cost following capital investment	170		170	
	Reduction in resources allocated for ICT Investment		435	435	
	ICT Total Savings	170	435	605	
HR Policies & Processes	Review existing HR policies and Processes	1,500		1,500	
Cross Cutting	Corporate Core Transformation work		500	500	
	Corporate Core Total Savings	2,160	1,189	3,349	13

People, Policy and Reform - £239k

- 5.5. People, Policy and Reform has a net budget of £22.816m and 364 FTEs. The services have identified proposals of £179k for 2019/20 as part of the budget work. These savings are made up of £79k reduction in supplies and services budgets in HR/OD (£50k), Communications (£25k) and Reform and Innovation (£4k). There is also £100k saving proposed that will be achieved through a combination of reduced project expenditure and reduced supplies and services budgets. The savings will need to be balanced against the need for increased work in respect of the Zero Carbon and Clean Air Agenda, Culture projects, the Industrial Strategy and the transport agenda.
- 5.6. Performance Research and Intelligence have proposed £60k savings for 2019/20, this is to be achieved through a reduction in the overall costs of the Data Governance improvement programme.

Legal Services - £100k

- 5.7. As part of the original 2017/20 budget process, Legal services had a £100k savings approved, this was to be delivered in 2019/20 through staffing reduction following the anticipated reduction in Children's legal caseload. The planned reduction in the Children's legal caseload has not been realised, and there is proposed investment of £435k in Children's services to fund the increase in Legal costs arising from the increasing Children's caseload.
- 5.8. It is not therefore possible to reduce staff within the Children's legal team, but the £100k saving will be achieved through other staff reductions from across legal services. This will be achieved through careful vacancy management and will be helped by efficiencies that will arise following the introduction of the new Legal case management system in 2019/20.

Integrated Commissioning - £15k

- 5.9. Commissioning Services have been supporting all Directorates to improve existing processes, and reduce costs through better commissioning of contracts, and this has helped reduce costs in Directorates. As part of the additional budget proposals £15k has been identified through a reduction in the supplies and services budgets.

Financial Management - £390k

- 5.10. Financial Management has already delivered £100k savings in 2018/19. As part of the ongoing work to improve finance processes there are further efficiencies proposed including some changes to ICT systems. A saving of £390k savings was approved for 2019/20 as part of the original 2017-20 budget process, to be achieved predominantly through a reduction in staff numbers. Due to additional work on the new ICT systems the planned implementation date has been extended to around summer 2019, which means that some savings may not be achieved in full in 2019/20, but the

service will mitigate this through a combination of vacancy management and continued budgetary control.

ICT - £0.605m

- 5.11. ICT have already delivered savings of £0.535m in 2018/19, and there is another £0.605m proposed for 2019/20. This is made up of £435k identified as part of the budget work. This is in addition to the £170k savings that were originally approved as part of the 2018/20 budget proposals. The initial £170k savings is to be achieved through reduced costs of contracts in respect of licences and maintenance costs, whilst the £435k is to be achieved through savings identified as part of the new data centre proposals.

Cross Cutting Savings - £2m

- 5.12. Over 2018/19 and 2019/20 there were £3m of workforce related savings approved, it has been agreed that the intention is to achieve these savings without detrimental changes to the existing terms and conditions of staff. The £1.5m scheduled for 2018/19 has been achieved, with a further £1.5m planned for 2019/20.
- 5.13. The £1.5m 2018/19 target has been achieved through a combination of reducing staffing budgets to allow for vacant posts, deleting a number of long term vacant posts, the rationalisation of Council funded car parking passes and increasing the savings from staff purchasing annual leave. As part of the voluntary Christmas close down arrangements, staff were allowed to buy an increased number of days annual leave, the maximum days which can be purchased was increased from 5 to 10.
- 5.14. Work has been ongoing to look at the options for delivery of the additional £1.5m required in 2019/20, this work has been undertaken in consultation with Trade Unions. The proposals include the following.
- Further savings of £150k from additional annual leave purchase by staff, this is based on analysis of take up this year.
 - The introduction of a shared cost (salary sacrifice) model for the purchase of Pension Additional Voluntary Contributions which is projected to generate £150k in savings from employer National Insurance contributions.
 - Savings of £0.540m from work recently undertaken to rationalise the Council's senior structure and the level of vacancies held which has resulted in an underspend on the Council's inflationary allowance for the 2019/20 Pay Award.
 - £100k from the identification of a number of additional funded vacancies for deletion and the initial phase of work to review travel costs across all Directorates.

Taking the above proposals into account there is a shortfall of c£0.560m. The intention is to achieve this through the identification of further funded vacancies from across all Directorates.

5.15. As referenced at paragraph 3.11, work has now commenced on delivering a transformation programme across the Corporate Core, this will look at opportunities across all three parts of the Core including Corporate Services, City Solicitors and People Policy and Reform. There is a £0.5m savings target proposed as part of this piece of work.

5.16. The work includes three workstreams:

- Leadership, governance and decision making. This workstream is focused on enabling effective use of leadership capacity and working with and across the Core's workforce to enable transformation
- Our approach to delivering our corporate priorities. This workstream is focused on how we as a Core support the organisation to deliver the corporate plan priorities and that the right resources are in place to enable effective, collaborative delivery of projects and transformation activity
- Business process. This workstream is focused on transactional business process managed within the Core and ensuring that process is managed effectively and efficiently, and making best use of technology.

There is also an opportunity to align this work to health and social care integration and opportunities to maximise efficiencies through the management of back office functions across the system.

Budget Risks

5.17. The Core will continue to manage all budgets within the existing funding envelope, whilst also mitigating any existing or emerging budget risks to ensure the overall Council budgets are not adversely impacted. The current known budget risks that are being mitigated are:-

Statutory and Democratic Services

- The Coroners service approved £55k savings through a review of the existing mortuary contract, and potentially including other Greater Manchester coroners, has not been realised and the costs have increased. To enable the Coroners to deliver a balanced budget and mitigate both the existing cost pressures and the savings target not met the City Solicitor is to review the Coroners service, to ensure efficiencies are made within the service this will include benchmarking against other Coroners to ensure performance and costs are in line with best practice.
- Coroners - There has been a 27% increase in the number of cases being reviewed compared to 2013/14, in line with national trends. There is also an increase in the number of complex cases requiring a juror's inquest and additional expert witnesses. A review of how services are provided within the Coroners service is to be undertaken, this will involve reviewing existing systems and processes to ensure that the systems and processes are as effective as possible and in line with other comparator coroner's services. It is anticipated that the review of systems and processes will reduce costs that help mitigate the cost pressures going forward.

Integrated Commissioning

- As part of the 2018/19 budget, cross cutting Commissioning and procurement savings of £0.75m were approved. To date the Commissioning and Corporate Procurement teams have focused on supporting directorates in making savings, which have helped reduce net directorate spend. They have also undertaken significant work to improve contract management, through the creation of contract registers, revised processes to improve efficiency and work to improve systems. To date savings of £117k have been achieved against the approved £0.75m, leaving a shortfall of £0.633m. This has been offset from within the Core overall budget in 2018/19. In order to achieve the remaining savings target, work with Directorates to support opportunities to engage with suppliers and the market prior to contract renewal, including where contracts have been extended in order to ensure that the Council optimises contract benefits.

Investment and Other Changes

- 5.18. The Discretionary Housing Payment (DHP) scheme provides funding to deal with anomalies and hardship in situations where normal Housing Benefit or the housing element of Universal Credit does not cover all of a resident's rent liability. In 2018/19 Government provided grant of £2.433m, and the Council agreed additional investment of £1m to give total funding of £3.433m, due to the increasing pressure within the Council to provide support to financially vulnerable and homeless residents it is proposed that a further £1m is included within the DHP budget in 2019/20.
- 5.19. The welfare provision scheme allows the Council to provide financial support in the form of grants to Manchester residents who are suffering financial hardship under certain circumstances. Over the last two years the number of applications and costs of approved grants has increased, and this is partly due to support being provided to residents moving from homelessness accommodation or other supported housing into their own property and requiring furniture packages and an increasing number of requests for fuel poverty grants. In order to provide additional support to the most vulnerable it is proposed that an additional £100k investment is made to increase the amount available.

Approved Medium Term Financial Plan

Service Area	Approved MTFP				2019/20 Identified pressures	2019/20 Recovery proposals	Proposed 2019/20 Net Budget
	2018/19 Net Budget	Approved savings	Investment and other changes	2019/20 Net Budget			
	£'000	£'000	£'000	£'000			
People, Policy & Reform							
HR/OD	4,445			4,445		(50)	4,395
Policy, Partnership, Research & Culture	9,248			9,248		(100)	9,148
Communications	3,690			3,690		(25)	3,665
Reform and Innovation	906			906		(4)	902
People, Policy and Reform Sub Total	18,289	0	0	18,289	0	179	18,110
Performance, Research and Intelligence							
Performance, Research and Intelligence	4,527			4,527		(60)	4,467
Legal and Democratic Services							
Legal Services	2,811	(100)		2,711			2,711
Democratic and Statutory Services	3,582			3,582			3,582
Executive	3,131			3,131			3,131

Legal and Democratic Services Sub Total	9,524	(100)	0	9,424	0	0	9,424
CEX Corporate Items (non business plan)	1,627			1,627			1,627
Total Chief Executives	33,967	(100)	0	33,867	0	(239)	33,628
ICT	14,035	(170)		13,865		(435)	13,430
Procurement	972			972			972
Commissioning	355			355		(15)	340
Revenue and Benefits	8,826		1,100	9,926			9,926
Financial Management	5,653	(390)		5,263			5,263
Audit, Risk and Resilience	1,401			1,401			1,401
Shared Service Centre	803			803			803
Capital Programmes	(199)			(199)			(199)
CS Corporate Items (non business plan)	314			314			314
Customer Services	4,161			4,161			4,161
Commercial Governance	246			246			246
Total Corporate Services	36,567	(560)	1,100	37,107		(450)	36,657
Cross cutting savings	(447)	(1,500)		(1,947)		(500)	(2,447)
Corporate Core Total	70,087	(2,160)	1,100	69,027	0	(1,189)	67,838

6. Capital Strategy / Programme

- 6.1. The capital programme for the Corporate Core totals £480m over the period 2018/19-2021/22, this includes the ICT programme, loans to third parties, and projects carried out on behalf of the Greater Manchester Combined Authority (GMCA). A summary of the current capital budget is shown in the table below, and details of the individual projects can be found in the Capital Strategy and Budget report for Executive in February:

	2018/19 £m's	2019/20 £m' s	2020/21 £m's	2021/22 £m's	Future Years	Total £m's
ICT	6.1	11.3	14.6	10.1	5.5	47.6
Corporate Investment	132.0	9.4	8.0	2.7	0.0	152.1
MCC Programme	138.1	20.7	22.6	12.8	5.5	199.7
GM projects	95.8	146.5	38.0	0.0	0.0	280.3
Total	233.9	167.2	60.6	12.8	5.5	480.0

- 6.2. The ICT investment plan is ongoing, with significant works having been undertaken in 2018/19 including implementation of a new social care system and design and implementation works to the data centre and associated networks.
- 6.3. Funding has been provided to the Airport in the form of a shareholder loan in 2018/19 and in 2019/20 funding is available to fund the purchase of equity in car parking facilities at the airport. Financial support will also be made available for the development of a project with Health Innovation Manchester to conduct research on life science sub-sectors of health and medical technologies.
- 6.4. The projects held on behalf of the Greater Manchester relate to loans for housing projects, and with the borrowing powers of the Combined Authority having recently been revised it is anticipated that the majority of the new projects and existing loans will transfer over to GMCA in the near future.
- 6.5. The Capital Strategy and Budget represents a continuation of the existing approved capital budget. The report to Executive provides information on the expected future investment requirements for the Council. The programme of works will include measures aimed at replacing communication room technology, and the implementation of the data centre network.
- 6.6. Other works to be supported include the implementation of disaster recovery works, replacement of out-of-support systems for social work casework and for telephony, and the roll out of assistive technology to support the delivery of adult social care.

7. Impact on Residents, Communities and Customers

- 7.1 The Core will lead the review of the 2016-20 equality objectives in 2019-20, as well as leading the consultation and refresh of the Council's equality objectives for 2020-24. The duty to set equality objectives arises from the Public Sector Equality Duty; the Core will connect with its public sector partners in the City to assess the extent to which there is a shared set of Manchester equality objectives, as well as ensuring that those objectives defined by and for the Council are informed by the views and contributions of other sectors and community voice, and are aligned to the aims of the Our Manchester strategy.
- 7.2 Following the successful re-accreditation at the Excellent level of the EFLG in June 2018, the Core will lead the development, measurement and progress of a resulting EFLG action plan. The plan, which comprises the areas for further consideration identified by the Local Government Association peer review team in its final report, will form the basis of continuing our equalities good practice throughout 2019-20. This will involve the Core leading equalities performance management across all of the areas for consideration, which take into account all Directorates and all 5 of the EFLG performance areas. Successful delivery of this process will support the organisation's continuing ambitions against the EFLG going forwards.
- 7.3 The Core is integral to supporting the development and delivery of the Family Poverty Strategy 2017-22. In consultation with Core service leads, consideration will be given in 2019-20 to how equality considerations can be systematically built into the Family Poverty Strategy. This will ensure a greater alignment between the measures currently being considered as part of the strategic approach and the Council's well-established and effective frameworks for equality analysis. Consideration of the most applicable methodology of achieving this and the development of any required tools will be led by the Core, to enable the Strategy to more fully support the Our Manchester ambitions to create a 'progressive and equitable city'.

8. Impact on the Workforce

- 8.1 The workforce impact of the budget proposals can largely be achieved by the deletion of vacant posts, overall review of vacancies to determine if they are true vacancies that are essential or can be offered as a reduction to make further efficiencies. To support this, additional governance has been put in place to review all external advertisement requests, new post creations and extension of agency/consultants.
- 8.2 Proposed changes to the Core will see a number of services moved to the new Deputy Chief Executive and City Treasurer, these will include;
- Financial Management, ICT, Revenue and Benefits, Audit and Risk Management, Procurement and Integrated Commissioning, Shared Service Centre and Customer Organisation, HROD, Policy, Partnerships and Research, Reform and Innovation, Performance, Research and Intelligence, Commercial Governance and Capital Programmes.

As well as proposed changes to the City Solicitors portfolio, these will in future include;

- City Solicitors - Legal Services, Statutory and Democratic Services, Strategic Communications, Civic and Ceremonial function.
- 8.3 Whilst this will have no direct impact on a reduction in workforce it will be essential that we continue to support the 'Our Manchester' behaviours to guarantee these are embedded across the various services as well as engaging with our staff to ensure they continue to feel supported and valued. All the workforce changes will be underpinned by improved technology and more modern effective ways of interacting with colleagues and customers.
- 8.4 The Core is fully engaged with the opportunity to continue the focus on workforce skills and development needs. It recognises that supporting employees to maintain high attendance levels is a fundamental element of Our Ways of Working and the Our People Strategy.
- 8.5 In order to achieve the Council and digital ambition, vision and objectives, ICT will revisit the current operating model to ensure it remains fit for purpose and establish an even more balanced, sustainable and service oriented operating model. It will deliver the right services to the right standards at the right time for the City's staff, Members and residents, using the most cost effective delivery models. This will place a significant focus on ICT continuing to get "the basics right" for the users of its services and delivering change to help transform services and reduce risks. Today's users and customers expect digital products and services to improve continuously. This model will reflect a long term strategy for future growth, attraction and retention of staff, clear lines of progression and development for staff.

9. Technological Support

- 9.1 The importance of technology, systems and data should not be underestimated if the City Council is to achieve the aspirations of growth, reform and health and social care integration from both a Council and GM perspective. ICT investment is critical to enabling the delivery of the Directorate's priorities and budget strategies as it acts as key enabler to service transformation, efficiencies and operational delivery. It is important that ICT investment is aligned to the Directorate, ICT and wider City strategies and focuses on where it can provide the most value.
- 9.2 During 2018/19 ICT investment and progress has been made across the portfolio and examples are provided below where the initiatives have been a mixture of systems to underpin transformational agendas, the implementation of fit for purpose systems or to establish compliance in line with the ICT strategy.
- Coroner's application was upgraded and migrated to a new data centre.

- Implementation of a new Meetings Management solution to manage internal and committee meetings
- Procurement of a new case management solution for Councillors
- Implementation of ServiceNow in ICT to introduce a portal for staff to interact with the Service Desk and a new project management tool
- New multi functional printers installed across the estate to replace the old, out of date failing devices
- All laptops and desktops were upgraded to windows 10
- Migration of virtual server environment to new, up to date resilient hardware
- Replacement of Councillors tablets
- Various critical application upgrades e.g. SAP Netweaver, Academy
- Universal Access Phase 1 that provided intranet access to over 1000 staff members
- Implementation of the new Adult Social Care case management system
- Technology provider to the MLCO

9.3 During 2019/20 ICT will continue to work closely with the Directorate in order to identify solutions that comply with the information and ICT design principles and to help to develop robust business cases to support their development, including:

- Implementing a new Legal Services case management solution that will drive and deliver efficiencies to improve service performance.
- Embarking on the Digital Experience Transformation programme to improve the Council's current digital services and transactions placing our resident/business journey at the heart of this transformation by designing an integrated set of digital public services which are supported by an organisation that can deliver a consistently positive experience.
- Planning, designing and delivering a new Information Governance platform to manage information governance requests in line with the new GDPR regulation.
- Migrate all ICT services out of the current data centre to a new secure and resilient data centre
- Procuring, planning and designing a new, resilient, flexible and cost effective local and wide area network and introduce a consistent and reliable wireless infrastructure.
- New up to date, reliable telephony solution with contact centre capability for the MLCO
- Procuring, planning, designing and delivering a new Contract and Procurement Management system.
- Delivering the End User Experience programme that encompasses a number of projects aimed at transforming the way the organisation works: the new Microsoft Enterprise agreement licensing model, growing Google and to ensure staff are equipped with the appropriate device(s) so they can undertake their work in the most flexible and cost effective way.

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Appendix - Delivery Plans

1. Revenue Financial Plan

Subjective Heading	2018-2019 Budget £'000	2019-2020 Indicative Budget £'000
Expenditure:		
Employees	71,602	71,112
Running Expenses	265,630	263,871
Capital Financing Costs	43	43
Contribution to reserves	0	0
Total Subjective Expenditure	337,275	335,026
Less:		
Other Internal sales	(15,725)	(15,725)
Gross Expenditure	321,550	319,301
Income:		
Government Grants	(219,809)	(219,809)
Contributions from Reserves	(1,740)	(1,740)
Other Grants Reimbursements and contributions	(5,014)	(5,014)
Customer and Client Receipts	(12,149)	(12,149)
Other Income	(12,751)	(12,751)
Total Net Budget	70,087	67,838

2. Performance Plan

Our Plan Priority	Objective	Indicator	2017/18 result	2018/19 target	2019/20 target
<p>Well Managed Council</p> <p><i>Enable our workforce to be the best they can be through the Our People Strategy and OM behaviours</i></p>	<p><i>Ensure a well managed council through enabling the council to function effectively</i></p>	Participation in B'Heard Staff Engagement Survey	55% (2018)	Positive direction of travel.	
		Best companies index score	630 (2018)	Positive direction of travel towards 'one star' (659.5 points)	
		Difference between progression rate of BME and non-BME employees (a +ive difference indicates the progression rate of BME employees was higher than non-BME employees)	+2.11 percentage points	Progress trends, rather than targets, are monitored and reported annually to SMT. A positive difference shows that the progression rate of BME / disabled employees is greater than that of non-BME / nondisabled employees.	
		Difference between progression rate of disabled and non-disabled employees (a +ive difference indicates the progression rate of disabled employees was higher than non-disabled employees)	+1.34 percentage points		
		Average number of days lost due to sickness in the year per employee.	12.04	The Council aims to maximise staff	

		(MCC total)		attendance levels and move towards relevant sector benchmarks.	
		Average number of days lost due to sickness in the year per employee. (Corporate Core total)	10.84		
Well Managed Council <i>Enable our workforce to be the best they can be through the Our People Strategy and OM behaviours</i>	<i>Provide high quality direct and universal services to residents</i>	Average days taken to process new claim for Housing Benefit or Council Tax Support	26.45 days	25 days	N/A
		Average days taken to process a change in circumstances relating to Housing Benefit or Council Tax Support	10.21 days	11 days	N/A
Well Managed Council <i>Enable our workforce to be the best they can be through the Our People Strategy and OM behaviours</i>	<i>Ensure a well-managed council through enabling the council to function effectively</i>	% of invoices paid within 10 days (average monthly result for the year)	60.67%	65%	65%
Well Managed Council <i>Enable our workforce to be the best they can be through the Our People Strategy and OM behaviours</i>	<i>Provide high quality direct and universal services to residents</i>	% of customers satisfied / very satisfied by Contact Manchester and the Customer Service Centre	97.4%	97%	97%
Well Managed Council		Average number of major ICT	10.58	Progress trends	

<i>Enable our workforce to be the best they can be through the Our People Strategy and OM behaviours</i>	<i>Ensure a well-managed council through enabling the council to function effectively</i>	incidents in a month for the year		are monitored and reported to ICT Board.	
		ICT Service's average monthly Net Promoter (satisfaction) score (<i>The NPS is informed by the instances in which individuals with logged incidents or requests in the month provided feedback. It is the % of responders who are 'promoters' (very satisfied) minus the % who are 'detractors' (unsatisfied).</i>)	72	N/A	N/A
<i>Well Managed Council Enable our workforce to be the best they can be through the Our People Strategy and OM behaviours</i>	<i>Provide high quality direct and universal services to residents</i>	Number of formal action plans undertaken in the year and % signed off as complete	17 (100%)	100%	100%
		% of stage 1 corporate complaints responded to within 10 days (MCC total)	86.78%	96%	96%
		% of ombudsman complaints upheld (MCC total)	42.86%	10%	10%
		% of stage 1 corporate complaints responded to within 10 days (Corporate Core total)	94.39%	96%	96%
		% of ombudsman complaints upheld (Corporate Core total)	41.18%	10%	10 %

Well Managed Council <i>Enable our workforce to be the best they can be through the Our People Strategy and OM behaviours</i>	<i>Ensure a well-managed council through enabling the council to function effectively</i>	Amount spent by the Council on agency staff in the year	£15,974,000	Downward direction of travel	
		Number of apprenticeship starts against agreed commitment (total starts in the Council)	200 apprenticeship starts were achieved, which exceeded the target of 169	159	165
Well Managed Council <i>Balance our Budget including delivering savings, reducing demand through reform and generating income</i>	<i>Ensure a well-managed council through enabling the council to function effectively</i>	% Council Tax due for the year which was collected	93.01%	93%	N/A
		% Business Rates due for the year which was collected	96.60%	98%	N/A
		% of pursuable debt over 1 year old (at the end of the financial year)	4.13%	0%	0%
Well Managed Council <i>Balance our Budget including delivering savings, reducing demand through reform and generating income</i>	<i>Provide high quality direct and universal services to residents</i>	% of transactions within the year which were delivered online	45.4%	The Customer Service Organisation monitors activity within specific service areas in the CSO Delivery Plan. A 10% reduction target exists in relation	
		% of transactions within the year which were delivered via telephone	50.0%		
		% of transactions within the year which were delivered face to face	4.6%		

				to reducing telephone contacts (relating to Neighbourhood Services and Council Tax and Benefits).	
Well Managed Council <i>Enable our workforce to be the best they can be through the Our People Strategy and OM behaviours</i>	<i>Ensure effective assurance and governance</i>	% of FOI (Freedom of Information) and EIR (Environmental Information Requests) requests responded to by the deadline (20 working days in most cases) (MCC)	86.33%	90%	90%
		% of FOI and EIR requests responded to by the deadline (20 working days in most cases) (Corporate Core)	89.31%	90%	90%
		% of DSAR (Data Subject Access Requests) requests responded to by the deadline (one month in most cases) (MCC)	91.71%	90%	90%
		% of DSAR (Data Subject Access Requests) requests responded to by the deadline (one month in most cases) (Corporate Core)	88.89%	90%	90%

Well Managed Council Balance our Budget <i>including delivering savings, reducing demand through reform and generating income</i>	<i>Enable strategic leadership and reform through working with internal and external stakeholders and partners</i>	MCC's direct CO2 emissions in the financial year (kg)	47,687,723 kg in 2017-18 (a reduction of 33.8% from the 09-10 baseline)	Reduce MCC's direct CO2 emissions by 41% by 2020 from the 2009/10 baseline of 72,074,613 kg.
		Manchester's emissions of CO ² in the calendar year (kt)	2,175.6 kt in 2016 (a reduction of 33.4% from the 2005 baseline)	The headline objective in MACF (the action plan for the entire city) is to reduce the city of Manchester's CO ² emissions by 41% by 2020, from 2005 levels (3,276.3 kt)

3. Equality Overview and Action Plan

1. How has the Directorate's activity over 2017-18 year supported the promotion of equality and diversity in the City in support of the Council's equality objectives and supporting aims (citing specific and tangible examples where possible)?

The EDI Team led the Council's process of re-accreditation against the Equality Framework for Local Government (EFLG) in June 2018. EFLG Excellence, which the Council first achieved in 2015, is the Local Authority 'gold standard' in equality and diversity and continued performance at this level is a Political Priority in support of the organisation's equality objectives and the 'Progressive and Equitable' strand of the Our Manchester Strategy. Following the peer-review, the Council was successful in achieving its Excellent level re-accreditation until 2021, making it one of a very select number of authorities to have not only achieved the Excellent accreditation (11 since 2015) but to have retained the award in consecutive terms (6 including Manchester).

The Our Manchester Funds Programme Team extended 12 month transition funding to a number of organisations, particularly BAME carers' organisations, that were not successful in the first round of Our Manchester VCS funding. This arrangement was made in recognition of the potential impact on groups based on identity and geography, and liaison with the targeted organisations has continued throughout 2018-19 to support and strengthen their operations. The Our Manchester VCS fund and the extension of transition funding to avoid a negative impact was well regarded by the EFLG peer team. The transition funding period draws to a close at the end of 2018-19.

The Council Tax Support scheme, managed by the Revenues and Benefits Service, is being updated to make it easier for working-age people on Universal Credit to claim Council Tax Support. The changes also simplify what happens to Council Tax Support when Universal Credit payments change by small amounts. A consultation exercise on the changes was carried out attracting 1,051 responses. The responses were from a broadly representative sample of Manchester residents based on gender, age, ethnicity and sexual orientation with just over half the respondents being in receipt of Council Tax Support. The responses support the changes and are feeding into the EIA in the change which is in the process of being finalised.

In May 2018 decisions on free school meals were passed on to schools. Schools were supported in purchasing an online free school meal checker which gives a decision straight away on whether a pupil is entitled to free school meals, which in itself is a qualifying criteria for the pupil premium maximising funding for the school.

Additional budget in the form of discretionary housing payments and welfare provision has been used to obtain and sustain tenancies to prevent homelessness. Revenues and Benefits have trained frontline staff in housing and a provided dedicated resource to help with this. The welfare provision scheme more widely is used to help disabled / vulnerable people to stay in their home with support or to move into more suitable accommodation. This work will carry on into 2019/20.

Severe Mental Impairment exemption for Council Tax was reviewed and guidance for staff updated. A communications plan was also drawn up which included a friendly URL (www.manchester.gov.uk/SMI), staff broadcast, targeted Facebook campaign plus briefings for care staff and social workers.

Care leavers discount, introduced in 2017/18, was extended to anyone up to the age of 25. We also have a AGMA approach to dealing with the discount for consistency across Greater Manchester. We worked with Barclays Bank to improve their offer to care leavers including access to support going from Barnardos to the City Council.

2. How does the Directorate's planned activity and priorities for the years ahead support the promotion of equality and diversity in the City in support of the Council's equality objectives and supporting aims (citing specific and tangible examples where possible)?

Following the successful re-accreditation at the Excellent level; of the EFLG, the resulting areas for consideration arising from the report of the Local Government Association have been used to develop an EFLG action plan. This plan highlights areas for further improvement across all Council Directorates and against all 5 of the EFLG performance area. Monitoring, updating and developing activities against this plan will form the basis of the Council's continuing equality performance measurement and management over the 2019-20 financial year, which in turn will inform the approach to refreshing the Council's equality objectives.

The EDI Team will lead the consultation on and review of the Council's equality objectives in 2019, with a refreshed set of equality objectives scheduled to be agreed and published by the end of the 2019-20 financial year. The review will consider the Council's progress made against its 2016-20 equality objectives and seek to build on the approach taken to their development, bringing the voices and views of residents, communities of identity and relevant stakeholders (i.e. public and VCSE sector partners) into the objective setting process and making the resulting objectives more clearly aligned with the aims of the Our Manchester strategy. Due consideration will be given in the planning of this work to the equality objectives of other organisations required by the Public Sector Equality Duty to agree and set equality objectives (NHS, GMP etc.) to assess the extent to which there is a shared set of 'Manchester equality objectives' that cut across public services in the City.

The HROD service will progress a range of EDI workforce priorities throughout 2019-20. Giving due consideration to the outcomes of the 2018 EFLG review as well as a broader suite of qualitative and quantitative equalities evidence, HROD has defined a set of workplace inclusion activities which form the workforce strand of the EFLG action plan and fall within three broad headings:

1. A new model of workforce equality engagement
2. A new framework and approach to EDI learning and development
3. A refreshed approach to senior representation of underrepresented groups; increasing senior representation in terms of BAME and Disability in particular

These priority areas are underpinned by a refreshed equalities governance model, an internal communications strategy for EDI, and a strengthened workforce EDI Policy. All developments will be co-designed in partnership with Trade Unions through a TU Equality Forum which has been set up to meet six-weekly.

The Our Manchester Funds Programme Team has initiated a review of the VCS infrastructure contract. The contract review process is being co-designed with a steering group of relevant stakeholders and aims to provide infrastructure support to enable a diverse, thriving and resilient VCS in Manchester which makes a vital contribution to the aims of Our Manchester and which is geographically and characteristically diverse. Initial codesign conversations took place in late 2018 and the process continues into 2019-20, with the aim of the new contract commencing from October.

3. Where will the Directorate's proposed changes and activities over this budget and business planning period have an impact on equalities in general or specific protected characteristics in particular?

Proposal	Proposed EIA completion date	Decision date	Senior management lead	Comments on initial potential impacts
<i>Reduce spend on travel costs</i>	<i>Dec 18</i>	<i>Mar 19</i>	<i>Head of Workforce Strategy</i>	<i>Initial indication is that proportions of people affected do not amount to a disproportionate impact on any given characteristic</i>
<i>Shared Cost Additional Voluntary Contribution Scheme</i>	<i>April 19</i>	<i>May 19</i>	<i>Head of Workforce Strategy</i>	<i>Do not anticipate a disproportionate impact on any given characteristic arising from this proposal</i>
<i>Voluntary, Community and Social Enterprise (VCSE) infrastructure contract review</i>	<i>July 19</i>	<i>Sept 19</i>	<i>Programme Lead - Our Manchester Funds</i>	<i>The contract review is subject to a codesign process throughout which equality considerations have been and continue to be factored in. This approach seeks to mitigate the risk of adverse equality impact from the review process.</i>
<i>Revised Council Tax Support Scheme</i>	<i>Feb 19</i>	<i>Mar 19</i>	<i>Head of Revenues and Benefits, Shared Services and Customer Services</i>	<i>Initial indications are that whilst a broad range of characteristic groups will be affected by the changes, none of these will be disproportionately impacted.</i>
<i>Counter-fraud investigations and prosecutions</i>	<i>Mar 19</i>	<i>April 19</i>	<i>Head of Internal Audit and Risk Management</i>	<i>Do not anticipate a disproportionate impact on any given characteristic arising from this proposal</i>
<i>Highways claims process</i>	<i>Jun 19</i>	<i>Jul 19</i>	<i>Head of Internal Audit and Risk Management</i>	<i>Do not anticipate a disproportionate impact on any given characteristic arising from this proposal</i>

4. Workforce Plan

Workforce Strategy

The Corporate Core directorate plays a key role in supporting the delivery of the Corporate Plan priorities and the Our Manchester Strategy. The requirement for all managers to re-align their own team plans, service plans and directorate plans so they line up with these priorities and help to make them happen. These priorities have become everyone's priority.

A summary of the key drivers for workforce change and strategic workforce objectives within Corporate Core for 2019/20 are as follows:

The Corporate Core is made up of a number of services including front line customer facing roles such as the Contact Centre, which provide front door services for Adults and Children's social care, Revenues and Benefits Service which deal directly with the residents regarding the collection of council tax and business rates along with the administration of benefits, as well as a number of Centres of Excellence which provide strategic support to the Council and the Directorates. The workforce strategy is driven by the People Strategy which is underpinned by the Our Manchester approach of;

- We work together and trust each other
- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and aren't afraid to try new things.

The workforce strategy, aligned to the People Strategy focuses on delivery of our ambition to get our people inspired, connected and empowered to make a difference to the lives of Mancunians every day: to recognise that this is an extraordinary City and organisation to work for and shout about it proudly. This ambition will be achieved by listening to the outcomes of the B Heard and changing the way we operate in response and in line with Our Manchester and the key deliverables of People Strategy:

- Embedding organisational understanding of 'Our Manchester' and equipping staff with the tools to have strengths based conversations
- Creating a clear approach to management and leadership development
- Developing a framework for workforce planning which reinforces Our Manchester through both its content and a new approach to the identification, access and evaluation of development
- Reviewing our policies, processes and approaches / 'Lean Systems'

The workforce strategy will continue to focus on the development of leadership and management to support and enable successful delivery. The focus will continue not only on our current leaders and managers but also our future leaders; this ongoing commitment is demonstrated through the development programme for SMT through to first line managers. It is vital that we continue to build capacity and create a positive culture to improve overall management. Developing on from last year there will continue to be a focus on ensuring training and development is being planned and aligned with service plans and About You conversations to ensure that we are meeting our ongoing commitment to training and development of our existing workforce and wherever possible using the apprenticeship levy and graduate scheme to support this.

Core support services will continue to transform due to the emerging work to revamp the Corporate Core in line with proposed Strategic Management changes and improvements will be implemented over the next 12 months including the simplification of processes. This approach will require the input of our people at all levels and careful workforce planning to ensure capacity is focused on the right areas to deliver the greatest return on investment. This approach will require highly skilled, flexible and focused resources to continue service delivery whilst developing improvements. This requires improvements in technology and associated skills. Linked to this we need to ensure the skills development is aligned to the reduction of consultants and agency staff to ensure that we have the right people in the right roles. Our staff are our most important asset, how they think and feel about their work, how we engage with them and how we value them is extremely important to harness the commitment and support to continue to drive forward our ambitious plans. Developing and supporting staff to embed the 'Our Manchester' principles and behaviours will be fundamental to achieving our objectives.

There will be a continued focus on performance management for example, attendance; development, and poor performance with an increased focus on strategic workforce planning. This will include a strong focus on management induction and understanding the basics of practical management including relevant policies and procedures. This will also be supported via absence management clinics and management information provided by the quarterly Workforce Assurance Dashboard to inform this, to enable managers to operate effectively.

Continue to promote About You discussions across the Corporate Core to ensure that workforce development needs are identified and align these where possible to an available apprenticeship standard to draw down and maximise monies from the apprenticeship levy. Ensure that the focus remains a priority on apprenticeships and drive up the numbers through senior management commitment across the directorate. This approach will be aligned to turnover and retention to focus energy in the relevant areas. In summary the focus for the Corporate Core will be:

- Continue to engage with our staff directly through dedicated communications events, senior manager blogs and commitment to set up service specific intranet pages.
- Ensure that our Senior Management Team promote and demonstrate the Our Manchester behaviours across the Directorate.
- Focus on strategic workforce planning to support services to develop innovative resourcing strategies to both attract and retain talent and future proof services through active succession planning.
- Skills development for all staff to reflect systems transformation including the development of career pathways that model reformed roles.
- Continue to reduce reliance on agency and consultants and ensure that we develop the required talents in house to deliver the services.
- Development of leadership, focus on further development of the managers and leaders for the future.
- Respond and develop areas to address the key themes that arise from the B Heard survey and share and promote these through B Heard working groups to ensure staff feel listened to and valued.
- Listen to and value staff opinions and continue to engage in strengths based conversations.
- Learning and development, development of staff, aligned to career pathways, building up a pool of talent.
- Promote Our Ways of Working to keep the workforce engaged.
- Maximise the use of the apprenticeship levy and graduate recruitment and link to succession planning.
- On-going communication to ensure staff are fully engaged and on board with the priorities.
- Ensure that quarterly Workforce Assurance Dashboards are embedded in the services and used to improve and implement strategies in all areas of concern such as management of attendance and casework.

Workforce Priorities

The focus for the Directorate will be to ensure that the activity undertaken supports the agreed workforce priorities. These are:

- Continued development of the Our Manchester approach and ensure that this is embedded in everything we do.
- Completion of Workforce Development Plan - including service specific requirements, soft skill development via 'Open to All' and any statutory and mandatory requirements captured in one plan.

- To understand and respond to the outcomes of the B Heard survey and agree action plans to address key themes that arise with the aim of continually improving the employee experience and ensuring our staff feel listened to and that their opinions are valued.
- Embed the leadership and management framework and ensure all relevant staff have attended the programmes by 2020.
- Increase the number of apprenticeships to provide career development for staff.
- To maximise the opportunity of the apprenticeship levy through Strategic Workforce Planning, development, succession and talent management
- To develop our people and skills across the directorate to provide excellent service delivery and knowledge based advice in all areas
- Continue to develop staff through 'Grow Your Own' approach.
- Promote a strong performance management approach and ensure that managers have the right tools and level of resilience to drive this.
- To use staff conferences to promote staff engagement and strong communication.

5. Strategic Risk Assessment and Register

ID	Theme	Risk Description	Risk Owner	Existing Key Controls and Sources of Assurance	Risk (current) Impact x Likelihood	Areas for Key Actions and Deadlines
1		<p>Planned savings are not achieved resulting in increased pressure on reserves and requirement for unplanned savings and cuts to services to made to achieve a balanced budget.</p> <p><i>(Cross cutting risk for Strategic Risk Register)</i></p>	City Treasurer	<p>Robust regular process of budget setting and budget monitoring in place with assessment of key financial risks.</p> <p>Reporting to DMTs and SMT; Executive and Scrutiny Committees</p>	4x4=16 High	Budget reports 2019/20 to Scrutiny, Executive and Council (City Treasurer): March 2019
2		<p>Lack of understanding or buy-in to organisational vision and priorities or alignment with partners means overall efforts are not focused efficiently and effectively in key areas and impacts the ability to deliver Corporate Plan Priorities and goals linked to Our Manchester and GM Strategy.</p>	Deputy Chief Executive	<p>Corporate Plan published Business Planning Process in place</p> <p>Staff engagement through LIA, OM and Our People Events</p> <p>Senior Leadership Group and Summits</p> <p>Corporate Updates to all staff via Team Talk, Buzz and</p>	4x3=12 Medium	<p>Programme of internal communications on corporate and business planning (Director of Communications): Ongoing</p> <p>Publication of Directorate Business Plans (SMT): March 2019</p>

		<i>(Cross cutting risk for Strategic Risk Register)</i>		Forum. Reporting to SMT and BPPG; Executive and Scrutiny.		
3		Consequences of Brexit impact negatively on a range of budget and other assumptions for the Council, partners and residents of the City. These include impacts on business rates, care and health budgets, airport revenues and welfare budgets; as well as wider impacts on recruitment and retention, economic development, housing and infrastructure projects. <i>(Cross cutting risk for Strategic Risk Register)</i>	Chief Executive	Brexit Preparedness Group Head of Policy attendance and feedback from GM Brexit Group Reporting to Council Resilience Forum and SMT Engagement via GM Brexit governance arrangements and through AGMA Civil Contingencies and Resilience Unit.	4x4=16 High	Directorate Brexit risk and report to SMT (COO Neighbourhoods): February 2019 Pan GM Planning Session: February 2019 Directorate risk and response assessments: (COO Neighbourhoods): February 2019 Risk assessment in budget planning assumptions and reports (City Treasurer): March 2019
4		Changes in senior leadership impact adversely on the capacity	Chief Executive	Roles and responsibilities confirmed through SMT.	3x4=12 Medium	Core Personnel Committee Report (Chief

		and capability required to promote and sustain positive organisational change and transformation.				Executive): January 2019
5		<p>Loss of required <u>access to ICT</u> systems impacts on the ability to operate services and deliver to Manchester residents.</p> <p>This could arise from risks relating core infrastructure (network and applications), hardware obsolescence (WYSE terminals) and system availability (unsupported systems, insufficient licenses).</p>	City Treasurer	<p>Transfer to HCI technology in data centre to improve resilience of core infrastructure.</p> <p>Corporate and Service Business Continuity Plans and robust incident management process in place.</p> <p>Programme of planned ICT investment with reporting to ICT Board, Capital Strategy Board, SMT, Executive and Scrutiny.</p>	4x3=12 Medium	Completion of Data Centre Programme to address disaster recovery and improve resilience (City Treasurer and Director of ICT): September 2019
6		Actual <u>organisational culture</u> does not develop or align to stated expectations and aspirations to be a consistent high trust organisation with a highly motivated and engaged	Deputy Chief Executive	<p>Our Manchester Programme</p> <p>Our People Strategy</p> <p>Listening in Action and Our Manchester Experience</p> <p>Our Manchester Service Self Assessments and behaviours</p>	3x4=12 Medium	Communications, Bheard Action Planning and focused work with Senior Leaders (Deputy Chief Executive, Director of HROD and Director of

		workforce at all levels that embraces the principles of Our Manchester and Our People. <i>(Part of cross cutting workforce risk for Strategic Risk Register)</i>		framework and toolkit. Reporting to SMT, Executive and Resources and Governance Scrutiny		Communications: Ongoing Development and delivery of Core Transformation Programme (Deputy Chief Executive, City Treasurer and City Solicitor): Ongoing
7		Organisation-wide skills and capacity in core managerial and technical disciplines (commissioning, finance, risk management, HR etc) are insufficient to ensure that services can manage and transform core activities in line with organisational expectations and requirements. <i>(Part of cross cutting workforce risk for Strategic Risk Register)</i>	Director of HR/OD	Leadership and management training programmes in place. Refreshed staff handbook including guides to core policies. Reporting to Governance and Assurance Group, SMT and Resources and Governance Scrutiny (including HR Sub Group)	3x4=12 Medium	Leadership briefings via NW Employers (Director of HROD): From February 2019 Development and delivery of Core Transformation Programme (Deputy Chief Executive, City Treasurer and City Solicitor): Ongoing
8		Failure to achieve the desired and intended outcomes of health and social care integration increases further pressure on Council and health budgets; and	Chief Executive	Joint business and budget planning with MHCC and MLCO. Active senior leadership	4x4=16 High	Review of system wide assurance framework with health and Council audit and risk providers (City Treasurer): February 2019

		<p>impacts on the ability to achieve improved health outcomes for Manchester residents.</p> <p><i>(Cross cutting risk for Strategic Risk Register)</i></p>		<p>engagement in HSC governance with MHCC and MLCO.</p> <p>Risk managed at SMT level with DASS and other Chief Officers.</p> <p>Reporting to Executive, Health and Wellbeing Board and Health Scrutiny Committee.</p>		
9		<p>Key suppliers of goods and services or other partners fail to develop or deliver required services, due to lack of financial resilience or other factors, impacting the onward ability of the Council to secure required services to Manchester residents. A key risk given inflationary pressures, Brexit and lack of competition in some markets.</p> <p><i>(Cross cutting risk for Strategic Risk Register)</i></p>	City Treasurer	<p>Professional Procurement and Commissioning Teams in place to support services in effective management of procurement lifecycle; including supplier due diligence.</p> <p>Contract management register and risk assessment in place.</p>	3x4=12 Medium	<p>Bankruptcy / Liquidation Policy to enable consistent response to supplier failure (City Treasurer): April 2019</p> <p>Programme of commissioner and contract manager training (City Treasure): Ongoing</p>

10		Inconsistent understanding and expectations of the <u>role of the Core</u> increases demands of services to deal with roles and functions that should be / could be better governed and managed in part or in full within other directorates and services.	Deputy Chief Executive City Treasurer City Solicitor	Core Transformation Programme underway to support identification and delivery of sustainable savings and an effective, coordinated Core focused on key priorities	3x4=12 Medium	Development and delivery of Core Transformation Programme (Deputy Chief Executive, City Treasurer and City Solicitor): Ongoing.
11		Lack of <u>capability and capacity in the Core</u> to lead and engage effectively in development, support, challenge and assurance activity impacts on ability to of Core to drive and support organisational reform, transformation and change as well as operation of effective systems of governance, risk management and control. Includes capacity to support early and effective influence and engagement in key areas such as financial planning, project governance and change programmes including health and social care. <i>(Part of cross cutting workforce</i>	Deputy Chief Executive City Treasurer City Solicitor	Our People Strategy and associated Core Workforce Development Plan. Bheard action planning to support increased motivation and engagement. Prioritisation and Risk Assessment processes in place across services.	4x4=16 High	Core prioritisation approach to be reviewed as part of Core Transformation Programme (Deputy Chief Executive, City Treasurer and City Solicitor): Ongoing

		<i>risk for Strategic Risk Register)</i>				
12		Inability to deliver required savings attributable to the Core due to interdependencies with the actions of other directorates and with other Core services.	Deputy Chief Executive City Treasurer City Solicitor	Core Business Plan and Budget 2019/20 Core Transformation Programme underway to support identification and delivery of sustainable savings and an effective, coordinated Core focused on key priorities.	3x4=12 Medium	Development and delivery of Core Transformation Programme (Deputy Chief Executive, City Treasurer and City Solicitor): Ongoing.
13		Current or proposed ICT systems essential to business operations and legal compliance are not implemented or maintained (due to being out of support and lack inherent resilience) due to limitations in capacity within services and ICT and overall availability of financial resources	Deputy Chief Executive City Treasurer City Solicitor	Prioritisation process via Core ICT Board, ICT Board and Capital Strategy Board. Senior sponsorship of critical or flagship projects with robust governance.	4x4=16 High	Regular review and refresh of projects via Core ICT Board (Deputy Chief Executive, City Treasurer and City Solicitor): Ongoing Senior sponsorship of critical or flagship projects with robust governance.
14		Organisational alignment is not sufficient to ensure the Core is engaged and can collaborate in business change at an appropriate stage which results	Deputy Chief Executive City Treasurer	Directorate priorities set out in business plans. Forward plan of Directorate priorities in some areas such as ICT and as part of Forward	3x4=12 Medium	Development and delivery of Core Transformation Programme (Deputy Chief Executive, City

		in developments that do not align efficiently with Directorate priorities, systems and processes. For example Liquid Logic / Controc.	City Solicitor	Plan.		Treasurer and City Solicitor): Ongoing
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**Manchester City Council
Report for Resolution**

Report to: Neighbourhoods and Environment Scrutiny Committee - 6 February 2019
Economy Scrutiny Committee - 6 February 2019
Resources and Governance Scrutiny Committee - 7 February 2019
Executive - 13 February 2019

Subject: Strategic Development Business Planning: 2019-2020

Report of: Strategic Director (Development)

Summary

This report sets out in broad terms the directorate's key priorities, key activities and revenue and capital strategy for 2019-20. In the Business Plan for the period 2017-2020, directorates set out their proposed savings in the context of their objectives. This report sets out both the progress made to date in delivering these savings and the directorate's focus over the final year of the three year plan. This report is a refresh of the directorate's Business Plan for 2018-20 in the context of changing resources, challenges and opportunities.

The draft business plan which was considered by the committee in December 2018 has been further developed into this report based on the comments received from the committee and the outcome of the local government finance settlement. Sections on the directorate's impact of proposed changes on residents, communities, customers and the workforce have been added in addition to a summary of the technological support to deliver change. A full suite of delivery plans can also be found as an appendix including the Finance, Performance, Workforce and Equality Plans and the Risk Register.

Taken together, the directorate business plans show how the directorates will work together and with partners to deliver our Corporate Plan and progress towards the vision set out in the Our Manchester Strategy.

Recommendations

The Committee is invited to review and comment on this directorate Business Plan.

Wards Affected: All

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable City: supporting a diverse and distinctive economy that creates jobs and opportunities	Providing leadership to support, promote and drive the role and continuing growth of the City centre as a major regional, national and international economic driver; as the main focus for employment growth through a strengthening and diversification of its economic base and through the efficient use of land.
A highly skilled City: world class and home grown talent sustaining the City's economic success	Supporting the delivery of a Schools Capital Programme which will provide new and expanded high quality primary and secondary school facilities for a growing population through the identification of suitable sites which can support our wider transformation proposals for neighbourhoods in the City. Work and Skills are supporting the Manchester College to develop a City Centre campus to deliver higher level skills required by the City's growth sectors. Manchester Adult Education are raising skill levels of Manchester residents and ensuring they are connected to education and employment opportunities across the City.
A progressive and equitable City: making a positive contribution by unlocking the potential of our communities	Creating places where residents and partners actively demonstrate the principles of Our Manchester. Providing opportunities for our residents furthest from the labour market to access work, skills & progression opportunities.
A liveable and low carbon City: a destination of choice to live, visit, work	Actively manage the impact of a growing population and economy to minimise the City's carbon emissions through planning and working with partners across the City to move towards becoming a zero carbon City by 2038.
A connected City: world class infrastructure and connectivity to drive growth	Contribution to population and economic growth by providing an expanded, diverse, high quality housing offer that is attractive, affordable and helps retain residents in the City, ensuring that the growth is in sustainable locations supported by local services, an attractive neighbourhood and the provision of new and enhanced physical and digital infrastructure.

Full details are in the body of the report, along with implications for:

- Equal Opportunities
- Risk Management
- Legal Considerations

Financial Consequences for the Capital and Revenue Budgets

The proposals set out in this report will be considered in preparation for the draft revenue budget submitted to the Executive on 13 February 2019.

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Background documents (available for public inspection):

- Strategic Development Budget and Business Plan: 2017/18 -2019/20 - Executive – 8th February 2017
- Strategic Development Budget and Business Planning: 2018-2020 - Executive - 7th February 2018

1. The Directorate Business Plan

- 1.1. The Directorate Business Plan is set out from section two below and includes:
- A description of the contribution that the directorate makes to delivery of our Corporate Plan priorities;
 - The directorate's vision and objectives;
 - A self-assessment of the directorate's key challenges for 2019/20;
 - The revenue strategy;
 - The capital strategy/programme;
 - Impact on Residents Communities and Customers;
 - Impact on the Workforce;
 - Technological Support;
 - An appendix containing the directorate's delivery plans (Finance Plan, Performance Plan, Workforce Plan, Equality Plan, and the Strategic Risk Assessment and Register).

2. Delivering Our Plan

- 2.1. The Directorate has a pivotal role in driving the **sustainable economic growth of the City** by securing new commercial development, attracting inward investment and generating employment growth across the City. Along with providing leadership to the Council's Housing function, Strategic Development is delivering the City Council's Residential Growth Strategy which underpins the City's economic growth trajectory. The management of the City Council's land and property assets to promote growth is closely aligned with the management of the City Council's operational and investment estates. In July 2018 the Directorate expanded to include the planning, building control and licensing functions to enhance the strategic planning and place shaping function. Additionally, Work and Skills and Adult Education services joined the directorate to ensure that **Manchester residents directly benefit from the economic growth and development of the City and associated jobs creation.**
- 2.2. The Directorate also works with a range of stakeholders to enable people to better support their **children's learning, fulfilling their potential** and to be active citizens contributing in their communities. For an increasing number of residents, this means support to manage the impact of welfare reform and transition to universal credit.
- 2.3. Strategic Development has the central role in **ensuring the delivery of the right mix of good quality and affordable housing for Manchester residents to have a good choice of quality homes. We will accelerate and sustain the delivery of more housing, including enough which is affordable for our residents on low and average incomes** and will intervene, where necessary, to speed up the delivery of housing across the City, including developing homes ourselves.
- 2.4. The directorate recognises that we have a responsibility to support some of our most vulnerable residents, those at risk of, or **experiencing**

homelessness, and we are dedicated to enabling better housing options and better outcomes. The review of the Housing Allocations Scheme is to ensure that the correct level of rehousing priority is given to vulnerable people.

- 2.5. The Directorate also works directly with colleagues in the Neighbourhoods Directorate in the planning and delivery of new **neighbourhoods** making sure these meet the needs of our diverse and complex communities. As the Directorate with the key role for creating places where people will live or work our developments must consider the impact on **highways, connectivity,** and neighbourhoods management services (such as waste collections). We work proactively in partnership with businesses, residents and partners to make sure our developments meet local needs to deliver neighbourhoods people want to live in.
- 2.6. The directorate strives to be **well managed, to balance our budgets** and to provide additional efficiencies and **increase income** from the council's property portfolio to help underpin the council's budget.
- 2.7. The Directorate also actively progresses the Our Ways of Working through the ongoing review and rationalisation of our operational estate, which the council uses to deliver all of its services from, to provide a more efficient asset base with a reduced carbon footprint. We constantly review our operational estate to ensure the Directorates have the right building assets to deliver quality services and deliver the Corporate Plan. We also actively encourage our teams to work differently, and in an agile and flexible way as part of demonstrating our commitment to Our Ways of Working.
- 2.8. The **Our Manchester approach** is at the heart of how we work. As a directorate we are committed to put people at the centre of everything we do, recognising that people are more important than processes, procedures or organisational boundaries. We are committed to listening, then learning, then responding to the needs of our residents and creating the capacity, interest, enthusiasm and expertise for individuals and communities to do things for themselves. We are committed to working together more, by building long term relationships and having honest conversations which provides a say and role to both those who need services and those who provide them.

3. Vision and Objectives: Building Manchester's Future

- 3.1. The Strategic Development Directorate seeks to drive effective place making and facilitating the economic growth of the City by creating the necessary conditions needed to promote strong growth in commercial, residential, retail and leisure related development in the City, stimulating new employment, new homes and broadening the City Council's tax base. To ensure that all Manchester residents benefit from this growth by providing good quality training and job creation and developing effective pathways for residents into these jobs.
- 3.2. Together with the other Directorates of the Council, Strategic Development will deliver the shared vision and objectives set out in the Our Manchester

Strategy and the Corporate Plan. The specific objectives for Strategic Development are:

Growth that Benefits Everyone: Facilitating the Economic Growth of the City

- The continuing sustainable growth of the City centre as a major regional, national and international economic driver; ensuring growth through efficient use of land for commercial led development opportunities, such as: the Airport City Enterprise Zone; the Didsbury Technology Park; the Eastern Gateway and the Etihad Campus; St John's Quarter, Mayfield, Manchester Science Park and the Corridor Enterprise Zone;
- Uphold Manchester's attractiveness as an investment opportunity for new commercial, residential and other development opportunities;
- Maintain and build confidence in Manchester's reputation as a destination City through the growth and improvement of its retail provision, the opportunities presented by its diverse cultural, sporting and leisure offer, together with its civic functions as a focus for residents and visitors;
- Ensuring residents, neighbourhoods, businesses and goods can connect to local, national and international markets. Through working with partners both internally and externally maximise the impact of the provision of new and enhanced physical and digital infrastructure such as good local transport connections to high employment/enterprise zones, High Speed Rail (HS2, Northern Powerhouse Rail and Northern Hub), bus reform, and new walking and cycling infrastructure;
- Utilise the City centre developments, coupled with strengthening and diversifying the City's economic base, to drive new employment growth. Provide businesses with the opportunities to grow and re-invest in Manchester as their City of choice through the provision of new workspace across the City; and
- Support businesses to grow and re-invest in Manchester as their City of choice through a quality business support offer, investment in skills, local recruitment and contributing to social and environmental outcomes.

Growth that Benefits Everyone: Pathways to Good Quality Job Creation for Residents

- Maximise employment opportunities for Manchester residents, leveraging, in particular, where the City Council has a partnering, land ownership, investment, procurement or commissioning role;
- Ensure that business start-up and growth services deliver a quality offer for the City's businesses and facilitate more of the City's residents to start a business or pursue self-employment;

- To improve the skills and qualifications of adults in Manchester, working with partners to commission and deliver integrated services that support residents into employment;
- Simplify the skills offer and pathways for residents from all backgrounds to lead to sustainable jobs and careers progression, working with colleges and training providers to provide quality post-16 education and training with an accessible learning offer for all and clear routes to centres of excellence providing higher level and technical skills linked to the City's growth sectors;
- Improved careers advice based on real labour market information and continued work with schools and colleges to ensure that there are a range of positive pathways that provide young people with the skills and attributes needed to successfully compete in the labour market; and
- Embed work as an outcome across the City's reform programmes and continue to work with Working Well and the health system more broadly to support more people with underlying health conditions into sustainable and quality work.

Housing: The right mix of good quality affordable Housing

- Create places where people want to live in good quality affordable housing with diverse tenures; inclusive neighbourhoods with a good social, economic, cultural offer and visitor offer;
- Promote new developments that support our environmental objectives associated with a zero carbon City;
- Contribute to population and economic growth by providing an expanded, diverse, high quality housing offer that is attractive, affordable and helps attract and retain residents in the City, ensuring that the growth is in sustainable locations supported by local services, an attractive neighbourhood and the public transport infrastructure;
- Explore and exploit the opportunities of new technologies including offsite construction to accelerate and sustain the delivery of more high quality and affordable housing; and
- Work with colleagues in Adult and Children's Services to deliver housing solutions for residents with additional needs in the City, including people and families who are homeless; people with a learning disability; Our Children (who have been in the care of the Local Authority); and, providing Age Friendly housing solutions for older people.

Young People: Supporting children to have the best possible start in life

- Support the implementation of the City's Family Poverty Strategy, using an "Our Manchester" approach to engage with families and neighbourhoods,

where a disproportionate number of our children and young people grow up in poverty.

Healthy Cared for People

- Utilising our operational estate to enable integrated neighbourhood working by connecting teams to other services and assets locally.

Neighbourhoods: Reduce greenhouse gas emissions

- Supporting Manchester's commitment to be a zero carbon City by 2038 by reducing the Councils direct CO2 emissions through continued rationalisation of the operational building estate and improving energy efficiency in council owned buildings; and
- Leading and influencing others to reduce CO2 emissions in industry, commercial and residential sectors through developing planning policy and influencing contractors through procurement and commissioning.

4. Self-Assessment/Key Challenges

- 4.1. In order to facilitate and support the delivery of these priorities for the City and its residents, the Directorates will also need to address some key challenges.

The Investment Estate

- 4.2. The Directorate continues to generate income from the investment estate despite the challenges faced in respect of increased competition for office accommodation across the City, changing behaviour in respect of retail activity and during 2018/19 the overall income has increased from the investment property estate and this is being used to support the overall council budget position. The task of delivering both the budget requirements for 2019/20 and securing additional income from our property estate will continue to remain a key challenge for the Directorate. In order to achieve this, work will be ongoing to continue to strengthen the performance of the council property estate. The estate comprises around 4,300 separate income generating interests. New opportunities to generate long term income will continue to be explored and evaluated along with ongoing reviews to ensure costs against the estate are controlled.

The Operational Estate

- 4.3. The Council's land and property estate that is used to deliver Council services is managed by the Estates team and they will continue to make best use of the total collective public and community assets (Council and other publically owned assets) to support estates transformation and deliver modern efficient services to our residents and businesses. Where the Council holds space which is surplus to operational requirements opportunities for Community use are being implemented including community asset transfers. The Operational Estate Strategy and its associated capital investment will also support key

Council priorities such as the ambition of a zero carbon City. The Operational Estate accounts for 3% of the City's CO2 emissions; the latest data for 2017/18 showed that the Council's total direct CO2 emissions had reduced by 33.8% since 2009/10, putting the Council on target for a 41% reduction by 2020.

Commercial and Housing Development

- 4.4. In addition to the very direct contributions to supporting the Council's wider budget position the Directorate has a central role in facilitating the growth of the Council's business rate and council tax base, which is used to support the wider Council's budget. Looking forwards the uncertainty arising out of the June 2016 referendum decision to leave the European Union, and the current lack of clarity as to the precise detail on what BREXIT will be, has the potential to slow down investment decisions in new development.
- 4.5. Any slowdown will manifest itself within the Council through a reduction in the number of planning applications made with a consequent impact on planning fee income. The Planning Service is predominantly funded through the planning fees and this income is volatile. Although in recent years planning fee income has exceeded target, this cannot be guaranteed going forward. In 2016/17 a planning fee smoothing reserve was approved, this was set up using planning fee income and will be used to smooth any reduction in planning fee income; the reserve balance currently stands at £1.561m. Planning fee rates are set nationally, and in January 2018 a 20% increase was applied on condition that this is re-invested into improving planning services. In order to ensure that the increase is applied in line with the conditions there will be a review of all Planning services to ensure that appropriate services are being funded through the planning fee income. In respect of sustaining the delivery of new housing in the City and the expansion of new affordable housing across the City there will be a requirement to address the organisational capacity issues needed to ensure the housing pipeline in the City is sustained. In light of both the uncertainties that may arise from BREXIT and the need to actively drive forward new affordable homes programmes in the City proposals for additional staffing capacity in Strategic Development, Legal Services and Planning are being developed. It is assumed that the Regeneration reserve will be used to fund the costs of the additional capacity, and this is reflected within the reserves schedule.

Work & Skills

- 4.6. In terms of connecting our residents to the job opportunities being created in the City and the rest of the conurbation the Work & Skills and MAES teams play a key role in ensuring that these outcomes are secured. The 2018 State of the City Report highlighted that one of the key challenges is ensuring that Manchester residents directly benefit from the economic growth of the City. In particular, the report has shown that 1 in 4 people aged 50-64 are accessing out of work benefits with poor health as a major challenge. The Over 50s are a priority for the work of the Work and Skills and MAES teams and there will be some joint work with Public Health to address the health challenges.

Directorate Wide

- 4.7. The Directorate will continue to review the approach to commissioning and contracts supporting our partners and the broader supply chain, delivering services on our behalf, to ensure that social value is embedded in all contracts, building on existing good practice.
- 4.8. The directorate needs to ensure it has the capacity to deliver the Council's affordable housing strategy, other strategic development opportunities and the Local Plan. A review of resources will be completed with a view to increasing the available capacity and advice required. The additional requirements are currently being scoped and will be funded from the Regeneration Reserve. A provisional amount of £1.2m has been included on the reserves schedule.
- 4.9. The Directorate has been committed to enabling the workforce to be more resilient, effective, creative, ambitious and innovative through embedding Our Manchester. In order to achieve this developing a culture of trust, honesty and empowerment is critical and we are committed to achieving this. There is a commitment to ensure staff are equipped with the skills and knowledge needed to be able to work in an Our Manchester way. To date, 287 staff have attended the Listening in Action events, and 110 have attended the Our Manchester experience. The directorate has already exceeded apprenticeship commitments for the year.
- 4.10. We are supporting our managers through Our Manchester Leadership and Raising the Bar training, of whom 32 and 77 staff have completed respectively. Strategic Development now has the lowest absence levels in the Council and its use of agency staff is comparatively low - at P8 from April to November 2018, the Directorate had spent £172,779 which was only 1% of the total agency spend across the Council.
- 4.11. It is essential that we continue to embed the Our Manchester approach and behaviours throughout the workforce and in the services approach to delivery. The Directorate continues to deliver a programme of engagement activities including large scale staff conferences, service specific away days and team huddles. The most recent staff conference, delivered jointly with Neighbourhoods, focused on 'Our Manchester in Action' was well received by staff with 73% of attendees providing feedback, 97% were satisfied with the event and 88% said it was relevant and helpful for their job. The staff engagement survey results from 2018/19 placed the Directorate in the 'One to Watch Category' and revealed that employees wanted greater opportunity for development opportunities which is being addressed through the Workforce Development Group with a focus on 'skills for growth' and 'innovation' to support the development of the key priorities.
- 4.12. A challenge for the directorate is communicating and engaging with front line staff employed within Facilities Management Services that have limited or no access to work emails, computers, e-learning and difficulties being released from frontline duties to attend training sessions. Plans are currently being

developed within the service to establish a bespoke solution to meet this challenge.

- 4.13. Supporting our ways of working also remains a priority, we intend to increase productivity amongst staff within the directorate through adopting leaner support systems and processes (working with the Corporate Core including ICT, HROD, and Finance) which enable efficient working, whilst also ensuring we have appropriate oversight and governance arrangements in place.

5. Revenue Strategy

- 5.1. The Strategic Development Directorate has a gross budget of £53.751m and a net budget of £7.235m, with 668 FTE posts. The breakdown of both budget and FTEs by service area is set out in the table below:

Table 1: 2018/19 Base budget

Service Area	2018/19 Gross Budget	2018/19 Net Budget	2018/19 Budgeted Posts (FTE)
	£'000	£'000	
Operational Property	7,981	7,052	33
Facilities Management	10,715	9,025	183
Investment Estate	7,042	(12,290)	27
Strategic Development	690	324	4
City Centre Regeneration	1,311	425	10
Housing & Residential Growth	2,983	1,577	34
Planning, Building Control & Licensing	6,742	(601)	128
Work & Skills	1,761	1,723	24
MAES	10,308	0	219
Our Town Hall Project	4,218	0	6
Total	53,751	7,235	668

- 5.2. Although there were no additional savings approved as part of the 2018/19 budget process, there are ongoing risks of £250k in respect of delays in delivering part of the £433k 2017/18 savings. The outstanding savings to be achieved are through forecast price reductions on both the security, and repairs and maintenance contracts following conclusion of the procurement exercise. The new repairs and maintenance contract is expected to commence in May 2019, with the new security contract expected in the autumn of 2019. The savings are expected to be achieved in 2019/20 following completion of the procurement exercises.

- 5.3. 2019/20 is the third year of the original three year budget strategy, and the 2019/20 budget proposals support the Directorates contribution towards the Corporate Plan. Progress towards the original priorities that were agreed as part of the strategy is set out below:
- 5.3.1. There continues to be a large number of complex commercial and residential led mixed use developments being delivered within the City Centre, these include: St Johns with Factory Arts Centre; NOMA; First Street; Oxford Road; Mayfield and Piccadilly. Looking forward the continuation of the current scale of development is more uncertain due to the ongoing issues around Brexit and the impacts this has on investor confidence. If development levels are reduced this may have an adverse impact on the level of planning fee income achieved, but also reduce the positive benefits of increased business rates income that also supports the overall Council budgets.
- 5.3.2. Work continues on the delivery of the City Council's Residential Growth Strategy and the Housing Affordability Policy. A revised Residential Growth target of 32,000 homes has been set between April 2015 and March 2025. An update was provided to Economy Scrutiny in January 2019. This revised target includes 6,400 affordable homes (20%) and a paper from Cllr Richards to Executive in December 2018 sets out a range of policy ideas. Officers will take back to Executive a response to these and related delivery proposals in early 2019.
- 5.3.3. The Planning service has continued to see a large number of planning applications and the strong relationships with partners and colleagues across the Council contributes to the continued large scale developments that will help contribute to delivering key outcomes of quality, new jobs and homes that people want.
- 5.3.4. The Work and Skills and MAES teams delivered their service priorities in 2018/19, with MAES over-achieving on some of its targets. The Adult Education Budget is being devolved to the GMCA in the 2019/20 financial year and it is critical that both teams ensure that they are well prepared to maximise the opportunity to deliver the work & skills priorities for the City, particularly to residents with none or low levels of skills and qualifications. Work will also continue to maximise the employment, training and work experience from major projects such as the Town Hall and the Factory, as well as work with partners to meet existing skills gaps.

Savings Proposals

- 5.4. As part of the work undertaken to support the wider Council budgets, a review has been undertaken of all existing budgets, and income opportunities in order to identify further savings opportunities. This has resulted in further savings proposals of £1.02m being identified for 2019/20, of which £1m is in respect of additional lease income for land used for car parking, this is an ongoing saving. A further £20k has been identified through increased building control fee income for building advice provided to housing services, this saving is time limited and is forecast to be available in 2019/20 and 2020/21 only.

Strategic Development Proposed Savings 2019/20	19/20 £000's
Building Control - Increase recharge income	20
Investment Estate - Additional lease income for car parking land	1,000
Total	1,020

Key Changes and Risks

- 5.5. The Strategic Development budget is forecast to underspend in 2018/19, and this is largely due to additional lease income for car parking land. There continues to be a number of risks around the investment estate, but these are being mitigated by other over performing sites. As referenced earlier in the report there have been delays in the retendering of both the security and the repairs and maintenance contracts. The repairs and maintenance contract has now been retendered, and the new contract commences in May 2019, the main risk is around whether because of the time that has elapsed the new prices are sufficiently low enough to realise the approved savings.
- 5.6. The security contract tender process has now commenced, and is expected to conclude around October 2019, it is only once the process has finished will the ability to deliver the savings be known. In order to mitigate the risks around delivery of the savings, the facilities management team will continue to carefully manage the ongoing expenditure in 2019/20.
- 5.7. In order to ensure that the City Council's advertising portfolio is managed effectively, and any opportunities for improved co-ordination of advertising across the City are maximised all the advertising contracts will be consolidated and managed within the Investment estate. In doing this the already approved £0.7m saving to be achieved from the re procurement of the on street advertising sites has transferred from Highways to Strategic Development. The new contract will commence in September 2019, and the risk of delivering the savings in year will become clearer once the procurement exercise is complete.
- 5.8. Given that the contract start date is likely to be September 2019 it is anticipated that the best case scenario is that only half year savings will be achieved in 2019/20, with this possibly reducing further if the successful tenderer requires a period of time to install new advertising infrastructure. In order to provide mitigation for this risk it is recommended that a smoothing reserve as part of the Council's reserves held on the balance sheet and funded from a historic reserve that is no longer required.
- 5.9. There remains an ongoing risk in relation to the operational and investment estate budgets, and the Strategic Development service continually look at ways to effectively manage the estate through regular reviews of rents, leases and service charges whilst maximising occupancy.
- 5.10. In light of the ongoing uncertainty around BREXIT, and the potential implications on the economy during 2019/20 and beyond there is still a significant risk around adverse implications on the budget, and these will have

to be retained under review pending the final outcome of the BREXIT negotiations.

Table 2: 2019/20 Proposed Changes and Revised Budget

Service Area	Approved MTFP				2019/20 Identified pressures	2019/20 Recovery proposals	Proposed 2019/20 Net Budget
	2018/19 Net Budget	Approved savings	Investment and other changes	2019/20 Net Budget			
	£'000	£'000	£'000	£'000			
Operational Property	7,052	0	0	7,052	0	0	7,052
Facilities Management	9,025	0	0	9,025	0	0	9,025
Property Rationalisation	0	0	0	0	0	0	0
Investment Estate	(12,290)	(700)	0	(12,990)	0	(1,000)	(13,990)
Strategic Development	324	0	0	324	0	0	324
City Centre Regeneration	425	0	0	425	0	0	425
Housing & Residential Growth	1,577	0	0	1,577	0	0	1,577
Planning, Building Control & Licensing	(601)	0	0	(601)	0	(20)	(621)
Work & Skills	1,723	0	0	1,723	0	0	1,723
MAES	0	0	0	0	0	0	0
Our Town Hall Project	0	0	0	0	0	0	0
Total Strategic Development	7,235	(700)	0	6,535	0	(1,020)	5,515

6. Capital Strategy / Programme

- 6.1. The capital programme for Strategic Development totals £773.5m over the period 2018/19 -2023/24, this includes the Cultural programme, the Town Hall refurbishment, funding to support the Council's corporate estate, regeneration funding, and private sector housing. A summary of the current capital budget is shown in the table below, and details of the individual projects can be found in the Capital Strategy and Budget report for Executive in February:

Programme	2018/19 £m's	2019/20 £m's	2020/21 £m's	2021/22 £m's	Future £m's	Total £m's
Culture	26.7	55.2	40.2	4.7		126.8
Our Town Hall	11.1	24.4	67.7	103.3	94.9	301.4
Corporate Estates	49.2	50.7	29.8	15.6		145.3
Development	47.1	21.2	11.7	15.9	4.9	100.8
Private Sector Housing	27.8	24.7	30.5	8.7	7.5	99.2
Total	161.9	176.2	179.9	148.2	107.3	773.5

- 6.2. During 2018/19 work has progressed on the Factory cultural venue, particularly in regard to design and acquisition of land, and this will continue prior to the build programme commencing. The design team for the Town Hall project have been appointed, and the management contractor has also been appointed. Work is being undertaken on the delivery and cost plans.
- 6.3. The rolling Asset Management Plan has been ongoing providing works to the Council's corporate estate. The Council has acquired a number of strategic sites across the City, including the Spire hospital site. The refurbishment of Heron House is well underway and tenants are expected to move in during 2019/20, and the wider Estates Transformation plan has progressed with proposals brought forward for the refurbishment of Hulme District Office and Alexandra House, to support the corporate estate.
- 6.4. Design works for the Civic Quarter Heat Network, including resolution of legal issues regarding the structure of the finance model, have progressed and it is expected that construction will commence in 2019/20. The expansion of the City's digital base at One Central Park is ongoing.
- 6.5. Within Private Sector Housing, work on the Extra Care programme has continued, as has the regeneration project at Ben Street. Providing adaptations work through the Disabled Facilities Grant has also been ongoing. Proposals to bring into use empty houses and to provide accommodation for homeless families are being developed. The Manchester Life Development Company continues to successfully deliver the redevelopment of Ancoats and New Islington; works are beginning at Central Retail Park and the council intend to explore a viable meanwhile use to ensure we maximise the potential of the development.

- 6.6. The Capital Strategy and Budget represents a continuation of the existing approved capital budget. The report to Executive does provide information on the expected future investment requirements for the Council, including investment in the Manchester Aquatic Centre and National Cycling Centre, New Smithfield Market, key regeneration projects such as Wythenshawe Town Centre, and the investment required in Housing to increase the number of affordable homes.

7. Impact on Residents, Communities and Customers

- 7.1. Manchester has a diverse and rapidly changing population and it is important that the Council is able to manage its business priorities with due regard for the wide-ranging and complex priorities and needs of the City's residents. The business planning process helps the directorate to consider and communicate how it will fulfil the requirements of the Public Sector Equality Duty in the development of its business priorities. The Directorate will continue to use its Equality Impact Assessment framework as an integral tool to ensure that all relevant services have due regard of the effect that their business change proposals will have on protected groups within the City.
- 7.2. The Directorate is proud of its contribution to the Council's re-accreditation as an excellent authority against the Equality Framework for Local Government and is committed to maintaining this standard. Ensuring that Directorate's equality considerations and priorities are clearly articulated through the business planning process is a crucial part of achieving this commitment. In 2017 the Directorate established an Equalities Working Group which is responsible for ensuring progress against the Directorate delivery plan and corporate priorities. The Group has met regularly and developed a new model of working to ensure consistent delivery against these priorities. This work is set out in detail in the Equalities Delivery Plan, attached.
- 7.3. The directorate is committed to securing social value through its commissioning and procurement processes. Working with the corporate Social Value Working Group the directorate will continue to refine the definition of social value, clarifying this for partners, actively monitor and learn from the initial projects, and develop a framework for assessing the collective additionality generated through social value. The Directorate also uses its asset base to support young people to gain employment. The Sharp Project (creative and digital office and production space) has established a social enterprise, Sharp Futures, to support diverse young people into employment in the creative, digital and technology sectors. By offering a range of interventions including apprenticeships, paid work experience and volunteering, Sharp Futures support the transition into work whilst responding to the fluctuating needs of the creative and digital sector.

8. Impact on the Workforce

- 8.1. There are no workforce reductions proposed in savings for 2019/20

- 8.2. To meet the challenge of affordable housing in the City, the Housing and Residential Growth service will increase its staffing establishment and further details will be shared in due course.
- 8.3. Key priorities for 2019/20 will include:
- The B-Heard survey results 2019/20 revealed a positive increase for scores relating to 'My Manager' factor. The Directorate is keen to ensure it builds on the strong and positive relationship between staff and managers and will continue to ensure all managers attend the Our Manchester Leadership and Raising the Bar programmes.
 - The B-Heard survey also highlighted challenges with team work in some service areas, therefore the workforce development group will look to ensure all teams have tailored activities available to improve teamwork and cross service collaboration.
 - The Directorate will continue to offer apprenticeship opportunities to internal staff and external applicants wherever suitable in order to facilitate skills development, succession planning and to maximise spend of the apprenticeship levy. Apprenticeships also creates great accessibility to many local residents who may otherwise have barriers to accessing the employment market.

9. Technological Support

- 9.1. The importance of technology, systems and data should not be underestimated if the City Council is to achieve the aspirations of growth, reform and health and social care integration from both a Council and GM perspective. Additional ICT investment has been agreed as part of the three year budget strategy and a five year capital plan with 2019/20 being the third year of this investment programme.
- 9.2. During 2018/19 ICT investment has been made in the areas listed below. The initiatives are a mixture of systems to underpin departmental transformational agendas, the implementation of fit for purpose systems or to establish compliance in line with the ICT strategy.
- Universal Housing;
 - Uniform Upgrade;
 - Selective Licensing;
 - Houses of Multiple Occupation Licensing;
 - Universal Access phase 1.
- 9.3. Key priorities for 2019/20 will include:
- Completion of the NSC Rent accounting system with a modern supported fit for purpose alternative system significantly reducing the current risk to the Council (of continuing to use an old, unsupported, legacy platform) to deliver this service.
 - Planning, designing and delivering the new Digital Experience Programme (which includes a new CRM) which will provide a CRM capability to enable

a more coordinated and joined up approach to communicating with, managing and targeting businesses across a wide range of services.

- Completion of the rent accounting element of the QL application which will allow the rent accounting team to be able to utilise the QL application to deliver their service.
- Review of FM from an ICT perspective with a view to developing a stable and supported platforms for CCTV, access control and Building Management Systems.
- Procure, design, deliver and test a replacement to the Uniform planning, building control and licensing application. This is the largest application in terms of users in the directorate and reflects a significant piece of work.

9.4. The above projects are prioritised against directorate and corporate objectives. ICT will continue to work closely with the Directorate in order to identify solutions that comply with the information and ICT design principles and to develop robust business cases to support their development.

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Appendix 1 - Delivery Plans**1. Revenue Financial Plan**

Subjective Heading	2018-2019 Budget	2019-2020 Indicative Budget
	£'000	£'000
Expenditure:		
Employees	22,233	22,233
Running Expenses	38,380	38,380
Capital Financing Costs	237	237
Contribution to reserves	62	62
Total Subjective Expenditure	60,912	60,912
Less:		
Other Internal sales	(7,164)	(7,184)
Gross Expenditure	53,748	53,728
Income:		
Government Grants	(10,328)	(10,328)
Contributions from Reserves	(6,383)	(6,383)
Other Grants Reimbursements and Contributions	(152)	(152)
Customer and Client Receipts	(29,651)	(31,351)
Other Income	1	1
Total Net Budget	7,235	5,515

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2. Performance Plan

Our Plan Priority	Objective	Indicator	2017/18 result	2018/19 target	2019/20 target
Housing	Accelerate and sustain delivery of more housing, with enough affordable housing for those on low and average incomes, and improved quality of housing	Projected year end new homes built (excluding small developments) (MCC Policy)	2,869 (Q4 1718)	32,000 new homes 2015-2025	
		% of properties empty long-term (Council tax)	0.61%	Trends monitored	
		Number of sales to owner occupiers at or below average Manchester household income (MCC policy)	1,863	Trends monitored	
		All affordable homes delivered according to the government definition (incl. Affordable Homes Programme, PFIs and sites delivered through planning) (MCC Policy)	155 (15/16)	20% of the total units delivered 2015 - 2025 affordable	
		% of affordable owner occupier sales within 1 mile of a point in the City centre	28%	Trends monitored	
Growth that benefits everyone	Facilitating the Economic Growth of the City	Number of active enterprises (ONS Business Demography)	25,780 (2016)	Trends monitored	
		% of business surviving 3 years (ONS Business Demography) (Businesses born in 2013)	54.7% (2016)	Trends monitored	
		Number in employment (BRES)	392,000 (2017)	Trends monitored	

		Number of Planning Applications with fees of £50k + (MCC)	9	Income targets are set
		Office take up (million sq ft)	1.2m (2017)	Trends monitored
		Net annual Business Rate charges payable snapshot at date (MCC Business Rates)	£351.25m (Jan-17)	Trends monitored
		Businesses assisted to improve (minimum 12hrs support provided) (MCC Work & Skills)	190	Trends monitored
		Forecast number of hotel rooms in pipeline by end of year (MCC Policy)	866 (2018)	Trends monitored
		Total Rateable Value of all business properties in Manchester	£906,280,409	The council aims to grow the Business Rates base.
		Council Tax Base (number of Band D equivalents, without allowing for Council Tax Support)	151,652	The council aims to grow the Council Tax base.
	Facilitate the development of the City's digital infrastructure, to enable delivery of transformed public services and support a thriving digital economy	% of residents with access to high-speed broadband (Ofcom)	92%	Trends monitored
		Superfast/ultrafast broadband take-up by residential and SME premises (Ofcom)	46%	Trends monitored
	Support good-quality job creation for residents, and effective pathways into those jobs	Resident working age population qualified to NVQ level (ONS) NVQ 4+ NVQ 3+ NVQ 2+	(2017) 39.9% 58.5% 72.7%	The Council works with partners to support residents to grow their skills

	No qualification	11.1%		
	All ages apprenticeship starts (Manchester residents) (Skills Funding Agency)	3,720	Trends monitored	
	All ages apprenticeship achievements (SFA)	2,300	Trends monitored	
	Number of Secondary Schools in Manchester accredited with 'Inspiring Information, Advice & Guidance Award' at level 1 or above	18 (Q4 17/18)	Trends monitored	
	Enrolment on foundation courses incl. Literacy/Numeracy/ESOL (MAES)	3,151 (August 17 to July 18)	3,000 (18/19)	3,000 (19/20)
	% of employee jobs paid less than the living wage (ASHE)	15.2% (2017)	Trends monitored	
	% of Manchester residents paid less than the living wage (ASHE)	27.2% (2017)	Trends monitored	
	% of 50-64 year olds claiming an OOWB (JSA/UC/ESA)	24.3% (Feb-18)	Trends monitored	
	% of MCC spend from top 300 suppliers with organisations located in Manchester (CLES)	71.7% (16/17)	Trends monitored	
	Number of jobs created through the Council's procurement spend (CLES - based on a sample of 62 organisations from a total of 300)	1,160 (16/17)	Trends monitored	

Well managed council	Enable our workforce to be the best they can be through the Our People Strategy and Our Manchester behaviours	Average days lost due to sickness per employee over a 12 month period	7.88	The Council aims to maximise staff attendance levels and move towards relevant sector benchmarks	
		Year to date agency spend (£'000s)	99	Downward direction of travel	
		Year to date % of apprenticeship starts against agreed commitment	85.7%	10	tbc
		YTD % stage 1 corporate complaints responded to within 10 working days	66.67%	96%	96%
		Year to date % of Ombudsman complaints upheld	No cases in 17/18	10%	10%
		Year to date % of FOI requests responded to by day 20	73.61%	90%	90%
		Year to date % of DSARs responded to by day 40	No cases in 17/18	90%	90%

3. Equality Overview and Action Plan

The City Council has adopted Inclusive Growth as a very explicit goal to help ensure that all residents can benefit from the considerable economic growth of the last twenty years. Ensuring that every resident benefits from the growth of a City remains a core priority for the Directorate and is fully embedded within the ongoing work to review the City's social housing allocation policy and the approach to affordable housing. Throughout the planning process the equalities impacts of this work has been firmly embedded and changes to some aspects of service provision have been implemented, for example the marketing and advertising company for affordable housing has been asked to use media channels to reach more diverse communities.

The directorate also ensures that it clearly demonstrated how equalities impacts are considered during the planning and delivery of any new developments ensuring compliance with national guideline and legislation.

Manchester's Extra Care development programme, giving greater housing choice for older people, is well underway. In total, 7 schemes are in development which will deliver nearly 500 apartments by 2022. This will take the total extra care apartments in the City to well over 800. Extra care for Lesbian, Gay, Bi-Sexual and Transgender (LGBT) elder residents which is part of an effort to improve residential care delivery for this protected characteristic group has been further developed during the year, a site has now been confirmed and the provision is being designed with input from an LGBT elder reference group. Similarly, the proposals for the major development Northern Gateway is currently exploring the potential for collaboration and co-design with age-friendly Manchester. The Directorate is also committed to promoting the diversity of the City; to commemorate the centenary year of women's right to vote, one of the new roads in Brunswick was unveiled as "Sylvia Pankhurst Way".

Work is continuing on four new supported accommodation schemes for citizens with learning disabilities. A ten apartment scheme in Harpurhey will be complete in December 2019; Northfields in Moston is progressing with an expected completion date of May 2019 and twenty units at Scout Drive in Wythenshawe are also expected to be complete in May 2019. Work is ongoing with Commissioners from Adult Social Care to choose the floor coverings, tiles and confirming assistive technology infrastructure to support residents in living independent lives.

In 2018/19 the Work and Skills team joined the directorate to further strengthen the links between residents and the opportunities provided through the growth of the City. The team also works with diverse communities to ensure all residents have equal opportunity to access training, develop skills and secure sustainable employment. The implementation of the Our Manchester Disability Plan has been strongly supported by the Work and Skills Team who have coordinated the work and skills workstream plan. This has involved securing commitment from a number of anchor institutions to achieving Disability Confident Leader status which requires employers to ensure that their recruitment and staff development processes are inclusive. The team has led on a number of positive action activities to prepare disabled people for work via work tasters sessions and visits to the council. A case study on this work which involved the co-design of the plan, changes to service provision and a real life example of an individual securing employment has been

developed and shared to promote good practice. Based on feedback from disabled people, the team is coordinating a targeted recruitment event for disabled people in March. The Work and Skills Team has also been supporting a piece of work with GMCA to increase the number of BAME apprentices, sharing the personal and powerful insight of a higher level apprentice within the team around her experience of finding and progressing within work.

The management of our Operational Estate also ensures that when moving teams, all staff with additional needs are supported with a personal relocation plan and all refurbished offices are designed to attain the DFA2 standards within DDA legislation. Additional interventions in 2018/19 include EIAs for the refurbished Hulme District Office and on the lease of City Road East; within the Town Hall Extension a new dedicated expressing pod for mothers returning from maternity leave and the development of a new well-being space.

Review of Proposed Changes and Activities

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
Factory	March 2020	2021	Head of City Centre Regeneration	World class cultural centre accessible by all residents.
Review of the Housing allocation scheme	June 2019	Sept 2019	Director, Housing and Residential Growth	Ensuring all Manchester Residents have equal access to social housing
Affordable Housing Policy	TBC	TBC	Director, Housing and Residential Growth	Ensuring all Manchester Residents have equal access to affordable
Housing solutions for residents	various	various	Director, Housing and Residential Growth	Ensure additional provision meets the needs of our diverse communities
All major residential and commercial developments	various	various	Strategic Director, Development	Ensuring residents benefit from residential and economic

				growth of City including employment opportunities
Refurbishment of Alexander House	March 2020	2021	Head of Estates	Changes to estate meets the needs of diverse staff and residents
Resident employer programme	various	various	Head of Work and Skills	To ensure residents benefit from employment opportunities
Skills Strategy implementation	March 2019	April 2019	Head of Work and Skills	To ensure all residents have equal access to sustainable employment

Monitoring of the Delivery Plan

The Directorate's Equality Champion will update this delivery plan and provide quarterly progress reports to both the Directorate Management Teams and the Corporate Equalities Champions Group. Progress on the delivery of this plans is also reported to the Communities & Equalities Scrutiny Committee. A directorate equalities working group which has been meeting for over 2 years with membership from each service area. The group manages the delivery plan, embeds equalities within ongoing service planning /delivery and also manages delivery against the corporate priorities. A new model has been developed which demonstrates the cyclical relationship between understanding our communities and customers, using this to inform our planning, implementing service delivery, and therefore engaging our diverse communities. An area on the intranet has been established to explain this model and provide a central place to share data, planning and guidance, and good practice case studies. These are all designed to deliver against the corporate priorities of: Knowing Manchester Better: Take the time to listen and understand; Improving Life Chances: We own it and are not afraid to try new things; and Celebrating Diversity: Proud and Passionate about Manchester's communities.

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4. Workforce Plan

This section sets out the workforce plan for Strategic Development; a small but important directorate which is made up of employees engaged in professional roles to colleagues undertaking manual work, therefore development activity needs to be appropriately managed to meet workforce needs.

Communication and engagement can be a challenging issue as not all employees in Facilities Management have access to work ICT systems including email addresses, however in the past year, these employees were trained and given access to the Council's intranet site.

Workforce Strategy

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

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

The Directorate will continue to promote About You discussions to ensure that workforce development needs are identified and align with the service plans.

Our Manchester Approach

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

Embedding Our Ways of Working (OWOW) in light of recent Timewise Accreditation

The Directorate will maximise flexible working practices in all service areas where possible to ensure it can attract a wide and diverse pool of talent allowing employees to balance their work life balance and taking into account personal needs (such as caring responsibilities).

Recruiting and attracting talent from Manchester residents (including apprenticeship opportunities)

The Directorate will identify positions to offer Manchester residents including apprenticeship roles and Intermediate Labour Market (ILM) opportunities from

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

The Directorate has identified that there are roles in service areas that are difficult to recruit to and in to attract a wider pool of high quality candidates, the Directorate will review job design, explore different recruitment & assessment methods and review job evaluation to ensure the role is graded correctly to attract the best applicants.

Leadership and Management Development

The need to build management capability (and capacity) in areas such as conflict management, handling difficult conversations, improving motivation in the team and absence management are pivotal in delivering business plans. The B-Heard survey revealed many comments from employees who believed their manager needed to take more robust action to tackle poor performance which was having a negative impact on the team.

Corporate leadership programmes such as ‘Our Manchester Leadership’ and ‘Raising the Bar’ will help facilitate management development. Coaching and mentoring opportunities will help managers to build skills on the knowledge learnt on the leadership programmes.

Workforce Development Plan

The Directorate has an active Workforce Development Group drawn from across its services. The Directorate will support encourage managers to ensure their team members have access to training, specifically mandatory and service specific development activity which allows services to develop commercial skills or provide new or improved services to residents and the community.

Team Development

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

Workforce Priorities

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

The Directorate will:

- Work to ensure the Our Manchester approach is further embraced and adopted by all employees.
- Continue to develop leadership and management capability.
- Review future staff resource meet the requirements of the Housing and Residential Growth service

- Enable succession planning and development for employees by maximising apprenticeship opportunities (for new and existing employees).
- Understand and respond to the outcomes of the BHeard survey with the aim of continually improving employee engagement and satisfaction levels.
- Identify and deliver skills and training for the Directorate through the creation of a Workforce Development Plan to be in place by 1 April 2019. This plan will provide added value/complement the corporate organisational development approach.
- Improve and strengthen team working (including across service areas) to ensure the best possible service is provided to residents.
- Continue engaging employees and ensure there is strong communication with the workforce via the delivery of staff conference(s) and weekly Directorate broadcasts.
- Improve the operation of an agile workforce by the promotion of 'Our Ways of Working' and flexible working practices.
- Work to reduce employee sickness absence.
- Continue to reduce reliance on agency and consultants and ensure that the Directorate develops the required talents in-house.

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5. Strategic Risk Assessment and Register

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
1	Workforce	Workforce development and apprenticeship offer does not progress at the required rate to ensure the Directorate has the skills and experience necessary to deliver against its objectives.	<p>Workforce Development Plan</p> <p>Regular scrutiny and discussion at Workforce Development Meetings and DMT</p> <p>Directorate quarterly HR dashboard tracks progress of apprenticeships and workforce development spend.</p> <p>Monitor workforce budget spend throughout year</p>	4	2	8: Medium	<p>Regular communication to employees and service.</p> <p>Ensure process to access training & development is easy, accessible and shared with service areas</p> <p>Maximise use of apprenticeship levy.</p> <p>The full workforce development budget was is on track to be spent by end March 2019.</p> <p>Exceeded apprenticeship target for 2018/19.</p>	HR Business Partner
2	Service Delivery (Corporate risk)	The operational estate does not meet the Council's needs in the context of required capacity and transformation and	The restructure of the Strategic Development Directorate has been successfully implemented this includes the full introduction of the Corporate	3	4	12: Medium	<p>Stock surveying that determines content, scope and condition have been undertaken.</p> <p>Deliver against clearly articulated 5 Year</p>	Director of Development and Corporate Estate

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
		opportunities for co-location with partners. The emerging nature of demands and requirements within existing resources could potentially mean that the service cannot meet the requirements as well as being safe, secure and effective within timescales, resulting in ongoing/planned work having to be deprioritised.	<p>Landlord, and moving Estates and Facilities into a single function, with appropriate resourcing to deliver estates rationalisation & transformation. Corporate estates have been focusing on utilising MCC assets to their optimum potential to accommodate staff during the Town Hall decant and mitigate external rental commitments.</p> <p>The establishment of strong governance arrangements through the Estates Board and Executive Member. Estates Board ensures corporate oversight and priority is given to this work.</p> <p>Planned programmes of security awareness training for all staff. High level governance ensures high prioritisation of maintenance of the operational estate, stock condition surveys</p>				<p>Estates strategy that reflects corporate priorities, which includes how we approach Integration and co-location. Plan for potential impacts of any required Town Hall decant (both Estates & FM impacts) to support renovation and change of use.</p> <p>Deliver planned refurbishment programmes necessary to prepare for releasing the poorer quality assets. Delivery of business continuity plan refresh, leading to the development of building continuity plan (Dec 18). Continue to identify refurbishment schemes that attract capital funding rather than delivery through</p>	

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
			have significantly enhanced knowledge and are used to inform planned work programmes, enhanced business continuity delivery programme to support Property Rationalisation Strategy, Control processes agreed with Facilities management.				the Asset Management Plan.	
3	Service Delivery (Corporate Risk)	Failure to deliver the spatial framework, GM Strategy and Our Manchester targets for attractive and increased housing offer, infrastructure improvements attracting new businesses and improving skills impacts on pace of growth in the City and achievement of future financial assumptions over NNDR and council tax income.	Residential Growth Board, Joint ventures including Manchester Life (Eastern Gateway), Far Eastern Consortium (Northern Gateway), Spinningfield, Mayfield, St Johns, Eastlands Strategic Development Company. Review of the Manchester Local Plan and officer influence over the GM agenda	4	3	12 Medium	Continued emphasis on gathering sophisticated market intelligence re market conditions, enabling prediction of market changes and adaptation as a result. Influence the policy direction of the GM Spatial Framework for planning.	Strategic Director for Development

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
4	Service Delivery	Failure to put in place the necessary arrangements to enable our target of a minimum of 32,000 homes over 10 years (2025) and which will also meet the political priorities associated with the affordability of those homes.	<p>The Residential Growth Strategy is live and sets out how the residential pipeline necessary to maintain the City's economic growth will be met. Residential growth governance arrangements are in place to ensure a strong set of project boards that ensure delivery of residential growth are in place.</p> <p>A set of detailed policy proposals relating to Affordable Housing will be submitted to Executive in early 2019.</p> <p>A significant amount of development activity will be taken forward with JV partners (i.e. Northern and Eastern Gateways plus Matrix Homes). MCC will need to commit sufficient staff resource to service these JV arrangements and to oversee and maintain</p>	3	3	9: Medium	<p>Ensure that Strategic Development are resourced to take direct responsibility for delivering the key actions within the delivery plan that accompanies the Residential Growth Strategy.</p> <p>Develop strategy and priorities for further growth in the tax base to maximise income generation</p> <p>6,000 homes are completed with 14,000 in the pipeline for delivery by March 2021. This leaves 5,000 of the original target to identify and deliver in remaining 4 years.</p> <p>Focusing on delivery whilst market conditions are</p>	Director of Housing and Residential Growth

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
			robust joint Action Plans with JV partners.				<p>relatively strong and ahead of risks such as Brexit. Mitigation plans are being developed to manage the unknown impact of Brexit through using public land/funding stimulus.</p> <p>Due to good progress to date, proposals/agreed to increase the target to 32,000, still from April 2015 to March 2025.</p> <p>Staffing capacity is being reviewed to ensure the service is able to meet the demands.</p> <p>An Affordable Housing Action Plan (in response to the new policy proposals approved by the Executive in December 2019) will be taken</p>	

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
							back to the Executive in early 2019.	
5	Service Delivery (Corporate Priority)	Delivery of the City Centre Review fails to fully engage local businesses or businesses are not equipped to meet the emerging needs. Review of CityCo (City centre management company) is not successfully resolved.	City Centre Accountability Board and performance reporting framework.	2	4	8	Ongoing joint approach through the City centre Accountability Board, and robust performance management.	Head of City Centre Growth and Regeneration
6	Service Delivery	Requirements for registered housing providers to reduce rents over the four years commencing 2016 has led to a deficit emerging within the HRA.	A full review of the HRA will be undertaken over the next year which will not only look at how Northwards can be more sustainable in a climate of reduced rents but alternative arrangements to an ALMO managing council housing stock is considered.	4	3	12: Medium	A proposed HRA budget has been developed, and this will continue to be reviewed. The review will also include the costs associated with delivering the 3 Housing PFI contracts	Director of Housing and Residential Growth

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
							<p>The current HRA model will be reviewed to determine which resources could be released over a 30 year period for investment.</p> <p>The HRA Board has full oversight of all issues.</p>	
7	Service Delivery	The management of the investment property estate fails to achieve the income targets set within the 3 year budget strategy. Less profitable parts of the portfolio are not offset by opportunities to increase income elsewhere.	Work will continue to be undertaken to manage the risk associated with those parts of the investment estate. The re-tender of the Jacobs contract ensures a more robust management of the investment estate but a sharing of risk and reward.	2	3	6: Low	<p>Following a detailed business case reviewing the Asset a significant investment in Heron House commenced in Jan 18.and has secured an exceptional quality tenant on a full rent. Further work across the Investment Estate portfolio will ensure that opportunities to increase income are maximised.</p>	Director of Development and Corporate Estate

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
							<p>We closely monitor risks to the income arising from legacy leases on a small but financially sensitive number of assets.</p> <p>The new Jacobs management contract provides a better structure to manage the estate.</p> <p>New opportunities to generate long term income from the City Council's land and property asset base will continue to be explored and evaluated, along with ongoing reviews to ensure costs against the estate are controlled.</p>	
8	Service Delivery	Factory Manchester is not completed to time and to budget. This is	Board in place, with regular activity being reported back through DCMS.	2	4	8: Medium	Activity plan will be presented back to government at regular	Project SRO (City Treasurer)

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
		a highly complex capital scheme which will deliver a state of the art international arts venue. Inability to deliver will significant put the City's reputation as a cultural centre at risk.					points. Transition funding being sought to support the setup of the new organisation that will have responsibility for the building. Additional capital funding and revised timescales have been agreed.	
9	Financial	Financial pressures on the Facilities Management Budgets due to delay in re-contracting Security and Maintenance Contract are not met.	Regular oversight through the Estates Board and the Directorate Savings and Pressure Programme Board.	4	4	16:High	There has been a delay in the re-procurement of both the security and maintenance contract. As a consequence the council has had to secure a further extension for the contract. The emerging pressures are expected to be managed within the existing budget.	Director of Development and Corporate Estate.

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
							The Repairs contract is due to be awarded in May 2019 and the financial pressures will be assessed. The Security contract is due to be concluded in Autumn 2019.	
10	Service Delivery (Core Priority)	Inability to develop, design and deliver major infrastructure projects across highways linking with strategic development plans, to time, quality and on budget.	Arrangements to ensure senior officer and member engagement through project boards; major project governance structures include SMT level Senior Responsible Officers and project boards; Financial approval and reporting on budget and spend via revised / strengthened capital gateway processes, SMT leadership of Capital Investment Board; Reports to Executive and Scrutiny Committee	3	3	9 medium	Ongoing involvement in senior level boards	Strategic Director for Development
11	Service Delivery	Slowdown in economic growth/investment due	Planning fee income has exceeded target however	3	4	12: medium	A planned review of planning fee income,	Head of Planning,

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
		to exiting the European union will have a direct impact on Planning income, future development opportunities and economic growth of the City.	this is volatile and a smoothing reserve has been established in the event that planning fee income reduces.				potential increases in fees and potential to re-invest into improving planning services.	Licensing and Building Control
12	Service Delivery	Working Well expansion does not deliver the 20% job outcomes and 15% sustained job outcomes for residents at a distance from the labour market. There have been some performance issues with the Working Well pilot and expansion in the City.	Working Well Integration Board ensures Council and partners align priorities and services to support WW delivery. Performance is managed by the GMCA team and we are working closely with them to support the providers to link with job opportunities in the City and to address performance issues, as well as working directly with the providers ourselves.	3	3	9: Medium	Continue to work closely with both providers and with the GM team in terms of any mitigating or contractual actions that need to be taken and ensure that as the Work & Health programme moves to implementation it is well integrated and focused on delivery from the outset. Significant improvements to performance have been made in 2018/19 and the Manchester	Head of Work and Skills

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions /Progress	Risk Owner
							Growth Company is confident of achieving the target by the end of December 2018.	
13	Financial	Failure to agree funding for the Manchester College's estates strategy bid from the GM Skills Capital Fund	The Head of Work and Skills and Director of Strategic Development continue to work closely with the Manchester College /LTE group to develop options that are fundable and deliverable including a phased approach. There is also ongoing dialogue with the Combined Authority.	3	4	12: Medium	<p>GMCA has agreed in principle a GM Skills Capital grant of up to £25m to support the Manchester College's estates strategy, subject to due diligence.</p> <p>MCC's Executive approved loan funding to the LTE Group of £27.6m to support the College's, this was agreed by Council in Jan 2019. Final sign off of the GMCA Skills Capital bid will go to the GMCA at the end of January 2019.</p>	Head of Work and Skills

**Manchester City Council
Report for Resolution**

Report to: Resources and Governance Scrutiny Committee - 7 February 2019
Executive - 13 February 2019

Subject: Changes to the Council Tax Support Scheme

Report of: City Treasurer

Summary

The purpose of this report is to provide final recommendations for the Council's Council Tax Support Scheme from April 2019 for the Executive to consider.

The report proposes changes to the Council's Council Tax Support Scheme. The changes are proposed so that the scheme remains fit for purpose as working age residents in receipt of welfare benefits are moved onto Universal Credit.

The report follows a period of formal consultation on the proposals that change the scheme for working age residents in receipt of Universal Credit.

Recommendations

1. Scrutiny Committee is requested to consider and comment upon the contents of the report and the steps being taken to continue to deliver a Council Tax Support Scheme that is cost effective and provides optimum support to low income households within the available budget.
2. Executive is requested to;
 - Note the outcomes of the consultation process and the Equality Impact Assessment (EIA) both of which have supported and informed the final recommendations.
 - Make the following changes to the Council Tax Support Scheme from 1 April 2019 in respect of people entitled to Universal Credit.
 - i. A person for whom the Council receives both an electronic notification of a new claim for, and subsequently a related first payment of, Universal Credit from the Department for Work and Pensions shall be deemed to have made a claim for a reduction under this scheme on the first day of entitlement to Universal Credit to which that notification of first payment refers.
 - ii. The amount of an award in respect of a day under this scheme for a person entitled to Universal Credit shall be a percentage of the amount set by the authority as the Council Tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable. This is subject to any discount which may be appropriate to that dwelling under the 1992 Act,

divided the number of days in that financial year, less the daily rate of any deductions in respect of non-dependants which fall to be made. That percentage shall be the percentage specified in the following table according to the band in which their excess income falls.

Excess weekly income greater than	Excess weekly income no more than	% reduction of Council Tax liability
£80.01	-	Nil
£75.01	£80.00	12%
£50.01	£75.00	30%
£25.01	£50.00	45%
£0.01	£25.00	70%
-	£0.00	82.5%

- iii. People who have a temporary break in their Council Tax Support (up to six months) because an associated award of Universal Credit has ended or the amount of Universal Credit in payment rises to a level that ends entitlement to Council Tax Support and that award of Universal Credit is subsequently reinstated (whether at the same rate or at a different rate) or drops to a level that triggers eligibility for Council Tax Support, are required to make a new claim for Council Tax Support. A new claim in these circumstances shall be treated as made on the date on which entitlement to Universal Credit resumed / reduced or six months before the day on which the claim is actually received, whichever is the later.
- iv. The Council will monitor and review the Council Tax Support Scheme to ensure that it continues to support the Council's policies. The Council Tax Support Scheme may be amended for subsequent years, but should this happen there will be further consultation. If no revised scheme is published, this scheme will continue to apply to subsequent years. However, the figures set out in the scheme in respect of applicable amounts, income and capital disregards and non-dependants deductions may still be uprated to allow for inflation. Any such uprating will take effect on 1 April each year. If the figures provided in the prescribed requirements change, the Council reserves the right to amend the figures quoted in the scheme without further consultation.
- v. Where the Council receives notification from the Department for Work and Pensions of a change to Universal Credit and the changed assessment does not result in an alteration to the amount of a reduction under this scheme, the Council is not required to notify the claimant of its recording of that change.
 - Agree that the Council's Discretionary Council Tax Payment Scheme is used to support households during the transitional period of moving to the banded scheme and Universal Credit. The scheme would cover the current anomalous and exceptional circumstances as well as

supporting those households disproportionately impacted by Universal Credit transfer including families with children.

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable):

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The proposals have been considered to ensure that they do not have a negative impact on the transition into work or maintaining employment
A highly skilled city: world class and home grown talent sustaining the city's economic success	The proposals have been considered to ensure that they do not have a negative impact on the transition into work or maintaining employment
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	N/a
A liveable and low carbon city: a destination of choice to live, visit, work	N/a
A connected city: world class infrastructure and connectivity to drive growth	N/a

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

The changes under discussion are not motivated by a requirement to reduce the cost of the scheme but are intended to make the scheme easier and more cost effective to administer and less onerous and complex for claimants. The changes are particularly difficult to cost because it is not possible to say what will happen to people moving on to Universal Credit.

Some will gain higher levels of Council Tax Support, others may lose. The cost of the new scheme, including the proposed changes, is expected to be broadly neutral, particularly given the context of falling caseloads. But there will be a need to fund additional software to support a banded scheme.

In addition to this it is also proposed that £150,000 is set aside to support the Council's Discretionary Council Tax Payment Scheme during the transitional period. The scheme would cover the current anomalous and exceptional circumstances as well as mitigating the impact of the banded scheme and the two child limit for those hardest hit.

Financial Consequences – Capital

None

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Background documents (available for public inspection):

Report to RAGOS and Executive
Proposed changes to the Council Tax Support Scheme
September 2018
<https://democracy.manchester.gov.uk/ieListMeetings.aspx?CIId=137&Year=0>

1. Introduction

This report outlines the background, options and recommendations for delivering a local Council Tax Support Scheme for the Council from April 2019. It also provides details and outcomes of both the consultation exercise and Equality Impact Assessment and any impacts on the final recommendations.

The changes only affect working age claimants in receipt of Universal Credit (UC). Non-working age claimants (pensioners) and those working age claimants not in receipt of UC are unaffected by the proposed changes to the Council Tax Support Scheme in this report.

2. What impact will this report have on residents?

The proposed changes are designed to make the process of claiming Council Tax Support (CTS) as easy as possible for working age people claiming UC. Other elements of the Council's CTS scheme which do not apply to working age people claiming UC are already designed to make claiming and maintaining entitlement to CTS as simple as possible.

It is important to recognise that UC is not in fact 'Universal'. CTS has to be claimed separately from the Council. Current experience shows that residents claiming UC often fail to understand this requirement.

When claiming UC claimants are asked if they are liable for Council Tax and if they want to claim CTS. If they confirm that they do wish to claim CTS the DWP set an indicator on their system that means the Council is notified of the claim for UC and later notified if the UC claim is paid. It is proposed that these notifications constitute a claim for CTS. This removes the need to complete a separate claim for CTS.

This approach will limit the number of people on UC who fail to claim CTS. In turn this will limit the numbers receiving Council Tax reminders, summons and contact from the bailiff.

Unfortunately the Council will not be made aware of people claiming UC who do not tell the DWP they are liable for Council Tax or wish to claim CTS. In these cases it is more likely that they will receive Council Tax reminders and if they do not respond to these, summons and possible bailiff action.

A similar situation may arise when people who are on UC and receiving CTS have a short term break in entitlement to UC because of a change in their income. The Council will be notified that the claim for UC has ended but the UC system does not notify the Council when the claim is reinstated.

Also there are circumstances where the level of a claimant's UC award increases and results in them no longer being entitled to CTS because their income is too high. This causes the indicator on the DWP system to be removed and the UC system will not notify the Council of future changes to UC. In these cases a new claim for CTS must be made when the level of the UC award drops again.

In response to these issues it is proposed that the CTS Scheme is amended to allow the Council to treat new CTS claims which have been made following a break in entitlement to UC or CTS of up to six months as being made on the date on which entitlement to UC resumes (or falls to a level at which CTS is payable) or six months before the day on which the claim is received, whichever is the later.

The Council Tax recovery process means that residents will have received a bill, a reminder, a summons, notice of a liability order / bailiff warning letter, second bailiff warning letter, and then multiple contacts from the bailiff within six months of their account going into arrears. This offers a number of opportunities to remind residents of the need to claim CTS. All of these documents reference CTS and where to go for help and advice.

A big change introduced by UC is that any changes in a claimant's income, however small, will be reported to the Council. Under the 2018/19 CTS Scheme this means the Council must reassess their CTS claim every time a change in income is notified. This in turn means a new Council Tax bill is issued and it may mean a new payment plan needs agreeing. Current figures suggest an average of four changes reported per UC claim each year although it could be as many as twelve changes each year for monthly fluctuating income levels.

To make the Council's CTS Scheme easier to understand and to avoid creating new Council Tax bills every time a small change in UC income is reported a new banded scheme is recommended. This would mean that where a change in a resident's UC excess income fell within the same band that their previous UC excess income was in, no change would be made to their CTS award. In turn no new letters or bills would be issued.

It is also recognised that DWP sanctions can cause additional financial pressures for residents. In order to mitigate this the Council's CTS Scheme maintains CTS based upon the resident's existing CTS award for the period of the sanction. This is already in place and no changes are required to maintain this approach.

3. Background

3.1 Council Tax in Manchester

Bills are sent for over 228,000 Council Tax accounts amounting to more than £225 million each year. Of this around one quarter of households receive financial support in the form of Council Tax Support totalling £38.8 million annually.

The following table shows property breakdown and benefit levels split across the Council Tax bands. This was based on a snapshot position as at the end of March 2018.

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Number of properties	132,384	39,025	32,784	15,603	5,499	2,059	840	103
Number of these that are empty	3,762	1,255	1,228	754	293	117	52	8
Number of working age households in receipt of partial Council Tax Support	5,753	978	547	89	28	4	0	0
Number of working age households in receipt of maximum Council Tax Support	26,039	2,601	924	205	42	10	2	0
<i>Working age total</i>	<i>31,792</i>	<i>3,579</i>	<i>1,471</i>	<i>294</i>	<i>70</i>	<i>14</i>	<i>2</i>	<i>0</i>
Number of non-working age (elderly) households in receipt of partial Council Tax Support	3,647	555	359	102	40	20	0	0
Number of non-working age (elderly) households in receipt of full Council Tax Support.	10,792	1,411	781	211	48	12	1	0
<i>Non-working age (elderly) total</i>	<i>14,439</i>	<i>1,966</i>	<i>1,140</i>	<i>313</i>	<i>88</i>	<i>32</i>	<i>1</i>	<i>0</i>

The current cost of the scheme based on end of March 2018 data is £38.8m. This was split £24.3m working age and £14.5m non-working age (pensioner) households.

3.2 Background to the current scheme

The localisation of Council Tax Support (CTS) was announced in the 2010 Spending Review and in April 2013 Government transferred administration and responsibility of the Council Tax Benefits (CTB) system from DWP to Local Authorities with the aim of giving councils stronger incentives to cut fraud and get people back into work.

The Council Tax Support scheme (CTS) was funded with a 10% reduced budget in 2013/14, with each authority designing and implementing a localised scheme and holding responsibility for any shortfall or surplus in the CTS budget. To achieve savings Manchester designed a CTS scheme which required all working age claimants to contribute to their net Council Tax liability (ranging from 8.5% in 2013/14 to 17.5% in 2018/19).

In April 2014 CTS funding was rolled into Revenue Support Grant (RSG), where it has been assumed CTS has reduced year on year in line with the cuts to Manchester's Settlement Funding Assessments (SFA).

In 2018/19 notional CTS funding from Government is estimated at £23.5m, while the cost of the scheme is £38.8m, giving rise to a funding gap of £15.1m. The table below has been produced by the Council and models the loss in funding from 2012/13 to 2018/19 due to CTS.

Manchester CTS Scheme - SFA	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CTB / CTS Scheme Funding	(42,310)	(37,390)	(33,983)	(28,753)	(26,530)	(24,591)	(23,501)
CTS Transition Grant	-	(997)	-	-	-	-	-
Total funding	(42,310)	(38,387)	(33,983)	(28,753)	(26,530)	(24,591)	(23,501)
<i>SFA reduction %</i>			-9.1%	-15.4%	-7.7%	-7.3%	-4.4%
Claimant Council Tax foregone	42,310	39,849	38,763	40,301	40,048	38,750	38,623
Net Loss	0	1,462	4,780	11,548	13,518	14,159	15,122

3.3 Manchester's current CTS scheme

Manchester's present scheme is based on the default provisions offered by the government in 2012 and, where possible, uses the DWP assessment of income and needs, minimising the need for further means-testing by the local authority.

The scheme for working age residents has been developed based on the available budget and the savings that have had to be made to help the Council deliver a balanced budget.

2013/14 Scheme.

The Council received a transitional award and Council Tax Support was based on a maximum of 91.5% of the amount due meaning that all working age claimants had to pay at least 8.5% of their liability.

2014/15 to 2016/17 (3 years)

Council Tax Support was based on a maximum of 85% of the amount due meaning that all working age claimants had to pay at least 15% of their liability.

2017/18 to the present

Council Tax Support is based on a maximum of 82.5% of the amount due meaning that all working age claimants have to pay at least 17.5% of their liability.

It should be noted that non-working age residents (pensioners) are protected by government and are entitled to support for up to 100% of their Council Tax liability.

4. Impact of Universal Credit

4.1 Roll out of Universal Credit in Manchester

In Manchester the roll-out of UC “full service” is now complete. Working age claimants are generally no longer able to make a new claim to “legacy” benefits – income-based Jobseeker’s Allowance, income-related Employment and Support Allowance and Income Support from DWP, Child Tax Credit and Working Tax Credit from HMRC and Housing Benefit from the Council; instead they need to claim UC.

With “full service” fully rolled out nationally by the end of 2018/19, existing cases on legacy benefits will be transferred to UC through a process of “managed migration”. The government has recently announced plans to pilot this migration nationally with 10,000 claims in July 2019. It is not yet known whether this pilot will involve Manchester cases. Once this is complete, further migration plans will be published but it is extremely unlikely that these will begin in the 2019/20 financial year. When migration is rolled out it will mean that Manchester’s working age Housing Benefit claims and other legacy benefits could end, with those affected having to make a claim for UC instead.

This would leave Manchester’s Benefits Service providing Housing Benefit only for the elderly and for smaller numbers of people in specialised accommodation (though the government is also considering changes that would perhaps defer the migration of people with severe disabilities).

Residents in receipt of UC are required to make a separate claim for Council Tax Support with the Council.

4.2 Universal Credit and the impact on Council Tax Support

4.2.1 Assessing claims for Universal Credit within the current CTS framework

UC will shortly be the single mainstream provision for most working age people on low income. Officers within the Council have been considering the impact of UC on the Council Tax Support scheme to appraise whether it is fit for purpose.

One of the key things that officers considered was how Council Tax Support should be offered for residents in receipt of UC. Based on the current scheme and assessment model, a person on UC without earnings receives the maximum Council Tax Support, currently 82.5% of liability, unless non-dependant deductions apply.

For those on UC with earnings greater than the UC Work Allowance (a range of disregards of earnings applied in some cases), entitlement to Council Tax Support will always be below the maximum. As earnings increase, entitlement to Council Tax Support tapers off gradually. As above, non-dependant deductions may apply.

Although UC does not entirely match the detail of legacy benefits, it does makes

provision for people with disabilities and caring responsibilities; it makes provision for children; it helps with rent, and it provides work incentives.

Where it provides a lower level of support than legacy benefits, there is a scheme of transitional protection available at the point of migration to UC under the “managed migration” process. At present there is no transitional protection for those for whom a change means they move from legacy benefits to UC by “natural migration”.

Officers concluded that it would be appropriate to align Manchester’s Council Tax Support Scheme with UC, particularly if this enables the Council to draw on the assessment work carried out by DWP to minimise costs and reduce the need for claimants to provide the Council with the same information and evidence they have already provided to DWP.

4.2.2 Sanctions

UC claimants who do not comply fully with their claimant commitment may be sanctioned so that their award of UC is reduced or suspended. The Council’s Council Tax Support Scheme maintains CTS based on the existing award for the sanctioned period. This means that CTS is not ended or suspended as a result of a sanction notification.

4.2.3 Issues with aligning to Universal Credit

As part of this appraisal work, areas within the UC regime were identified as issues that should be considered by the Council. These relate to:

- Maximising take-up and continuing entitlement to Council Tax Support;
- Responding to fluctuating income details of UC that result in nugatory work and monthly changes to the assessment of the CTS claim, the Council Tax bill and resulting payment plans;
- The length of time that it can take to assess entitlement to UC by the DWP;
- The conditionality and sanctions regime within UC; and
- What constitutes a claim for Council Tax Support.

The aim of considering these issues was to ensure that:

- Any changes are within the existing budget and do not significantly increase the cost of the Scheme;
- The Scheme being provided maximises take-up and continuing entitlement;
- The Scheme is as simple as possible for residents to understand and manage;
- The administration is as cost effective as possible; and
- The Scheme does not have a negative impact on Council Tax collection.

The issues are explored in further detail below along with the Council’s response and mitigation.

4.3 Areas included in the proposal

4.3.1 Avoiding frequent trivial changes

Issue

A key component of UC is its use of “real time information” supplied (generally monthly) on earnings by employers and on pensions by pension providers. This allows UC to track changing incomes.

The current Housing Benefit scheme and the Council Tax Support Scheme in its application to people not on UC, provide specifically for fluctuating earnings, avoiding the need for frequent change to entitlement. In contrast to this, UC is recalculated monthly on the basis of the latest payroll information. Details of the changed entitlement are automatically fed, in electronic format, to local authorities for reassessment of Council Tax Support cases.

The result of this is that UC can and does change frequently, even monthly, particularly for those in work. If a local authority changes Council Tax Support entitlement to reflect this, there is not just the work involved to reassess entitlement (even if this can be automated to any extent) but the cost of rebilling for Council Tax, re-profiling of expected payments with the consequent changes to direct debits and standing orders and there are implications for recovery work.

Local authorities are looking for ways to avoid this nugatory work. There is a range of possible approaches such as fixed term awards, ignoring changes up to a certain level or banded entitlement so that changes within agreed ranges leave entitlement at the same banded level.

Proposals to mitigate and respond to this issue

All have their drawbacks but if automated processing of notified changes can be developed adequately, a banded scheme seems to offer the most prudent approach with the lowest processing burden. Entitlement would be one of a small number of percentages of liability for Council Tax based on a table of bands for income exceeding the applicable amount so that most small changes of income would leave the claimant in the same band of entitlement.

4.3.2 How Universal Credit claimants claim Council Tax Support

Issue

In the past, Manchester has offered a combined claim form for Housing Benefit, Council Tax Support and other benefits it administers and Jobcentres have taken claims for Housing Benefit and Council Tax Support as part of the process for claiming the DWP legacy benefits.

A claim for UC does not incorporate a claim for Council Tax Support though claimants are usually asked whether they are claiming or want to claim Council Tax Support. Those who say yes are advised to claim from the Council but their answer

also initiates automated data sharing from the DWP to the Council. Many people who claim UC do not go on to make a claim for Council Tax Support and attempts to invite a claim are often unsuccessful.

Proposal to mitigate and respond to this issue

That the Council Tax Support Scheme is changed so that the Council is able to treat the initial DWP data sharing documents received as a claim for Council Tax Support on the basis that data sharing is only provided where the UC claimant has told DWP that they want to claim Council Tax Support.

4.3.3 Date of claim and waiting for award

Issue

People claiming UC often face a long wait before entitlement is determined.

Proposal to mitigate and respond to this issue

The Council Tax Support changed so that support is paid from the same date as the UC once entitlement to UC has been confirmed.

4.3.4 Gaps in entitlement to Universal Credit and Council Tax Support

Issue

There are circumstances where short term changes in income (typically within a one-month period) will cause people to move off and then back onto UC. In these cases the Council will be notified of the end of UC but will not be notified by the Department for Work and Pensions when the UC claim is reinstated. This means that the Council cannot prompt people to reclaim Council Tax Support. It is likely that a high proportion of people who move off and back onto UC in these circumstances will not reclaim CTS promptly.

Also there are circumstances where the level of a claimant's UC award increases and this results in them no longer being entitled to CTS because their income is too high. In these cases a new claim for CTS must be made when the level of the UC award drops again.

Proposal to mitigate and respond to this issue

The Council Tax Support Scheme is amended to allow the Council to treat new CTS claims which have been made following a break in entitlement to UC or CTS of up to six months as being made on the date on which entitlement to UC resumes (or falls to a level at which CTS is payable) or six months before the day on which the claim is received, whichever is the later.

This approach sits in line with the Council Tax Support backdating policy that allows the Council to backdate claims for up to a maximum of six months. This is felt to be sufficient time to support people who are not immediately aware of the need to claim

Council Tax Support separately from UC.

4.3.5 Notifications

Issue

At present reassessment of Council Tax Support leads to a benefit notification letter and a revised Council Tax bill. The benefit notification letter is sent even if the support paid and the Council Tax due have not changed. This can be confusing and frustrating for residents and creates costs in postage and enquiries.

Proposal to mitigate and respond to this issue

If the Council goes ahead with a banded scheme, it is proposed that benefit notification letters are not sent unless the change results in a change in entitlement and a revised Council Tax bill is issued.

4.3.6 Transitional Support to people who lose some entitlement to CTS

Issue

The introduction of a banded approach to CTS will result in winners and losers, though the amounts involved are for the most part relatively small and can be justified by the overriding need to simplify and streamline the Scheme at a point when there is no expectation of cost saving.

Proposal to mitigate and respond to this issue

It is proposed that the Council's Discretionary Council Tax Payment Scheme (DCTP) will be used to mitigate the impact of the banded scheme and the two-child limit on those hardest hit by:

- Ensuring that those residents on Universal Credit who lose CTS as a result of moving onto the banded scheme in April 2019 are considered for support from the DCPT budget and;
- Providing support to families in 2019/20 who are impacted by the two-child limit. The Benefits Service will identify families in receipt of Council Tax Support who are impacted and provide support from the DCTP.

The DCTP scheme will also be used to address individual cases where residents make an application for support. This will include considering requests from owners affected by the Council's proposed changes to Council Tax charges for empty and unoccupied properties.

It is proposed that the increased costs of these awards is funded from the increased revenue that will be available should the changes to the Council Tax empty property charges be agreed by the Executive in February 2019.

The DCTP is funded through the Council's collection fund and therefore ultimately affects the resources available to the Council.

5. Cost of changes

The changes under discussion are not motivated by a requirement to reduce the cost of the scheme but are particularly difficult to cost because it is not possible to say what will happen to people moving on to UC. Some will gain higher levels of Council Tax Support, others may lose, maybe after some transitional protection from DWP. The cost of the Manchester Scheme have been modelled so that they are broadly neutral, particularly given the context of falling caseloads.

However, there will be a need to fund additional software to support a banded scheme.

In addition to this it is also proposed that £150,000 is set aside to support the Council's Discretionary Council Tax Payment Scheme during the transitional period. The scheme would cover the current anomalous and exceptional circumstances as well as providing support for those who lose out as a result moving to a banded scheme from 2019 and provide support for families who are impacted by the two child limit.

6. Financial modelling and impacts of a banded scheme

Officers have explored various financial models for banded schemes that meet the scheme objectives and remain cost neutral.

The following model for a banded scheme is proposed:

For a person entitled to UC, if their income is below their applicable amount or the same as their applicable amount, their Council Tax Support will be 82.5% of their Council Tax liability less any non-dependant deductions applicable.

For those whose income is higher than their applicable amount, their Council Tax Support will be the percentage set in the table below of their Council Tax liability less any non-dependant deduction according to the amount by which their income is above their applicable amount.

Excess weekly income greater than	Excess weekly income no more than	% reduction of Council Tax liability
£80.01	-	Nil
£75.01	£80.00	12%
£50.01	£75.00	30%
£25.01	£50.00	45%
£0.01	£25.00	70%
-	£0.00	82.5%

Attached as Appendix 1 is a financial model showing the financial impact of the scheme based on current awards. This shows an additional cost of circa £40,000, however this is expected to be offset by an expected caseload reduction.

7. Proposals to change the scheme

In response to these issues a proposal to change the CTS scheme was made and this was considered by the Executive and the Resources and Governance Scrutiny Committee in September 2018.

8. Feedback from Scrutiny and Executive

The original proposals prior to consultation were considered at the September 2018 meetings of the Resources and Governance Scrutiny Committee (RAGOS) and the Executive.

Although RAGOS had supported the proposed changes to the CTS Scheme outlined in the report, it was recommended that other possible changes to some aspects of the current Scheme be considered for inclusion in the consultation on the changes set out in the report. These additional changes related to the support to families with three or more children.

Executive agreed that the changes proposed in the report should be consulted upon. It was also agreed that the further changes recommended by RAGOS should be considered by the City Treasurer, and if possible without causing undue delay, included in the consultation. Authority was therefore delegated to the City Treasurer to decide on the contents and timing of the consultation.

9. Consideration of the City Treasurer

The recommendations from RAGOS were considered by the technical team within Revenues and Benefits who had been modelling the proposals. This included looking at how previous changes, whereby the core Council Tax Support Scheme was aligned to Housing Benefit and UC rules could be considered as well as how cases could be identified using the revised banded scheme. The complex and challenging software and technical requirements were also considered, in that UC is constantly changing and Council Tax Support software including banded schemes is relatively new nationally with only a few councils offering a banded scheme as proposed.

The team concluded that it was not possible at this stage to deliver the changes as requested and that instead discretionary assistance could be provided to the limited number of parents adversely affected more cost effectively.

They did however propose making changes to the Discretionary Council Tax Payment Scheme to explicitly recognise and provide additional support to families with three or more children that have been impacted by government changes. As part of this work will take place to identify those families where the government changes have had the most significant impact and where possible provide additional financial support towards their Council Tax bill. The aim is to make claiming and receiving this support as simple as possible.

This will of course increase the payments made via the Discretionary Council Tax Payment Scheme and as a consequence the budget. The City Treasurer consulted the Executive Member who supported this approach and the consultation went out on this basis.

10. Changes to legislation affecting Universal Credit

Members should note that since the consultation closed, the Secretary of State has announced measures in UC to dis-apply the two child restriction policy in respect of children born before April 2017. This brings Universal Credit in line with Child Tax Credit, Housing Benefit and Council Tax Support for elderly claimants and non UC working age claimants.

As a result it is likely that some claimants who were due to lose a dependants allowance when they moved on to Universal Credit will no longer do so and therefore the need for help through the Discretionary Council Tax Payment scheme will be reduced.

11. Consultation exercise - major precepting authorities

As required by legislation the Council has consulted the precepting authorities for Greater Manchester. To date the Council has not received any comments on the proposals.

12. Consultation exercise

12.1 Consultation requirements

The Council is required to consult on any proposed changes to CTS in accordance with Section 13A of the 1992 Local Government Finance Act (Paragraph 3 of Schedule). This requires the following:

Preparation of a scheme:

- (1) Before making a scheme, the authority must (in the following order) —
 - (a) Consult any major precepting authority which has power to issue a precept to it,
 - (b) Publish a draft scheme in such manner as it thinks fit, and
 - (c) Consult such other persons as it considers are likely to have an interest in the operation of the scheme.

The consultation started on 5 November 2018 and ended on 16 December 2018.

12.2 Consultation approach and content

To ensure that the consultation reached as many benefit claimants and Manchester residents as possible, a wide-ranging consultation and engagement plan was developed. The approach was both digital and offline, ensuring that those most impacted by the proposals had the opportunity to respond. This was developed with the evaluation results of previous consultation exercises in mind.

A comprehensive consultation narrative, explaining the scheme and why it had been proposed and the impact on benefit claimants was used as the basis of both content for the Council website and a paper questionnaire.

1,310 paper questionnaires were also distributed. The paper questionnaires were sent to Libraries, the Customer Service Centre and to Members. Advice groups in the city and registered providers were also contacted.

Historically, the greatest response to a CTS scheme consultation was a direct mail-out with a paper questionnaire. With that in mind, a letter with the overarching narrative, options and questionnaire with a freepost return envelope was sent directly to a random selection of 30,000 of the working age CTS caseload - 5,911 Universal Credit households currently claiming CTS (directly affected by the Scheme change) as well as 9,089 households currently claiming CTS (excluding pensioners and UC claimants currently claiming CTS) plus 15,000 Council Tax payers.

A summary of the consultation outcome is included in appendix three.

12.3 Consultation Outcome

A total of 1,051 questionnaires were completed, this includes 809 paper questionnaires and 242 online questionnaires. Of this total, 567 were from people in receipt of CTS and 365 of them are Manchester residents. A further 119 respondees didn't know or didn't answer.

Of the 1,051 respondents, the response rate from all districts of Manchester where residency was declared (700 respondents), in comparison with the 2016 mid-year estimate Manchester population figures, reveal that the City Centre and Central are overrepresented and the North and East and South and Wythenshawe are slightly underrepresented.

In the age groups the headlines are that the 16-25 category are very underrepresented, the 40-49s are overrepresented and there is an even greater overrepresentation with the 50-64s.

The data for respondents who declared their ethnic origin reveal figures that are very much in line with the demographic make-up of the city including BME residents.

A summary of the responses is included in the table below. It shows agreement to all the proposals.

All free format comments were also compiled into a separate document and these were considered when drawing the conclusions to the consultation exercise. The freeform comments were also generally representative of the headline figures.

Do you agree or disagree that we should move to a banded CTS scheme from April 2019	
Agree/strongly agree	55%
Neither agree nor disagree	15%
Disagree / strongly disagree	12%
Don't know / not answered	18%
Do you agree we have worked out the bands correctly?	
Yes	68%
No	21%
Not answered	11%
If we have a banded scheme for Council Tax Support we don't want to send you letters unless you move band and the amount you have to pay changes. Do you agree or disagree with this change?	
Agree/strongly agree	65%
Neither agree nor disagree	10%
Disagree / strongly disagree	6%
Don't know / not answered	19%
We want to change our scheme so that claims for Universal Credit should also be treated as claims for Council Tax Support if someone says they want to claim Council Tax Support in their Universal Credit application. Do you agree or disagree?	
Agree/strongly agree	71%
Neither agree nor disagree	7%
Disagree / strongly disagree	6%
Don't know / not answered	16%
We want to be able to pay new claims for Council Tax Support made after a temporary break in Universal Credit from the Monday after the date their Universal Credit was restarted or up to six months before the date the Council Tax Support claim is received, whichever is the later. Do you agree or disagree with this change?	

Agree/strongly agree	64%
Neither agree nor disagree	14%
Disagree / strongly disagree	7%
Don't know / not answered	15%
We want to treat new claims for Council Tax Support made after a temporary break as being made on the date the Universal Credit award was at a level that means Council Tax Support can be awarded or up to six months before the date the Council Tax Support claim is received, whichever is the later. Do you agree or disagree with this change?	
Agree/strongly agree	64%
Neither agree nor disagree	15%
Disagree / strongly disagree	6%
Don't know / not answered	15%
We want to use our Discretionary Council Tax Payment Scheme to help households whose Council Tax bill has gone up and they are struggling to pay it. Do you agree or disagree we should use this fund to help people affected by these changes?	
Agree/strongly agree	77%
Neither agree nor disagree	7%
Disagree / strongly disagree	5%
Don't know / not answered	11%

A summary document of the results and responses is attached as appendix three.

These results were also considered as part of the Council's Equality Impact Assessment (see below).

13. Equality Impact Assessment

As a public body the Council has a number of statutory duties under equalities legislation. These are often referred to as the Public Sector Equality Duties (PSED). The PSED require the Council, through its decision making process, to give due regard to the need:

- to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
- to advance equality of opportunity between people who share a protected

- characteristic and those who do not;
- to foster good relations between people who share a protected characteristic and those who do not.

This involves in particular having due regard to the need to:

- (a) tackle prejudice; and
- (b) promote understanding

The protected characteristics are age, disability, gender re assignment, pregnancy, maternity, race, religion or belief, sex and sexual orientation. The Equality Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people. Particular attention needs to be paid to the needs of disabled people in taking account of this requirement
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

Compliance with the duties may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the Act.

An Equality Impact Assessment (EIA) has been completed to inform members of the relevant more detailed issues in considering the recommendations in this Report (see appendix four). The EIA is based upon extensive analysis drawing on a number of sources of data.

Of the proposed changes it is only the move to a banded scheme where there are a small number of people who would receive less financial support. This involves 199 households out of the 5,532 current households in receipt of UC (less than 0.5%).

Breakdown of the 199 claimants whose Council Tax Support reduces out of a total of 5,532 in receipt of CTS based on UC sections.

Race	16 Black British 13 Asian Pakistani 80 white British
Disability	None of the losers has a health condition or disability using the Universal Credit criteria.
Gender	104 female 95 male 123 single no children 16 couple no children 30 couple with children 30 single parents
Age	11 aged 18 to 25 46 aged 25 to 34

	103 aged 35 to 55 39 aged 55 plus
Carers	32 have caring responsibilities

In every area where data is collected, the losers are broadly representative of the caseload as a whole (and in relation to disability potentially less impacted) and the losers are not disproportionately affected in any of the areas with protected characteristics and the numbers are very low as part of the overall caseload.

The Council has a Discretionary Council Tax Payment scheme for any household that can demonstrate that they have been disproportionately impacted by the changes and requires additional financial support. Each case will be considered on its own merits cognisant of other welfare reform changes.

14. Key Policies and Considerations

14.1 Risk Management

There is a continued risk of increased CTS demand and expenditure resulting from higher take up, or increased numbers needing assistance or existing claimants' income reducing.

There is an increased risk due to the implementation of UC. This is a risk where the future demands and impact cannot be determined with any certainty so will be subject to ongoing review in developing and adapting the Scheme cognisant of budget restrictions.

14.2 Legal Considerations

The legal considerations are contained within the body of this report.

15. Conclusions

The consultation supports the Council's approach and the efforts to simplify the Council Tax Support claim process for UC claimants.

Although the cost of the Scheme is broadly cost neutral based on the modelling of the caseload and demographics, there is a small number of households (0.3% of caseload) that will receive less CTS as a result of alignment to UC and a banded scheme. Others will receive more.

The revised scheme will be better for all UC working age claimants in the city as it will be simpler to administer and the claim requirements will be less onerous. The administration will also be less than would have been the case otherwise.

The Discretionary Council Tax Payment Scheme that is also funded by the Council will be available to respond to requests for additional support.

16. Recommendations

16.1 Scrutiny Committee is requested to consider and comment upon the contents of the report and the steps being taken to continue to deliver a Council Tax Support Scheme that is cost effective and provides optimum support to low income households within the available budget.

16.2 Executive is requested to;

- (i) Note the outcomes of the consultation process and the Equality Impact Assessment (EIA) both of which have supported and informed the final recommendations.
- (ii) Make the following changes to the Council Tax Support Scheme from 1 April 2019 in respect of people entitled to Universal Credit.
 - A person for whom the Council receives both an electronic notification of a new claim for, and subsequently a related first payment of, Universal Credit from the Department for Work and Pensions shall be deemed to have made a claim for a reduction under this scheme on the first day of entitlement to Universal Credit to which that notification of first payment refers.
 - The amount of an award in respect of a day under this scheme for a person entitled to Universal Credit shall be a percentage of the amount set by the authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable. This is subject to any discount which may be appropriate to that dwelling under the 1992 Act, divided the number of days in that financial year, less the daily rate of any deductions in respect of non-dependants which fall to be made. That percentage shall be the percentage specified in the following table according to the band in which their excess income falls

Excess weekly income greater than	Excess weekly income no more than	% reduction of Council Tax liability
£80.01	-	Nil
£75.01	£80.00	12%
£50.01	£75.00	30%
£25.01	£50.00	45%
£0.01	£25.00	70%
-	£0.00	82.5%

- Where an award of a reduction under this Scheme is ended because an associated award of Universal Credit has ended or the amount of Universal Credit in payment rises to a level that ends entitlement to Council Tax Support and that award of Universal Credit is subsequently

reinstated (whether at the same rate or at a different rate) or drops to a level that triggers eligibility for Council Tax Support within a period of six months, a new claim for a reduction is required. A new claim in these circumstances shall be treated as made on the date on which entitlement to Universal Credit resumed / reduced or six months before the day on which the claim is actually received, whichever is the later.

- The Council will monitor and review the Council Tax Support Scheme to ensure that it continues to support the Council's policies. The Council Tax Support Scheme may be amended for subsequent years, but should this happen there will be further consultation. If no revised scheme is published, this scheme will continue to apply to subsequent years. However, the figures set out in the scheme in respect of applicable amounts, income and capital disregards and non-dependants deductions may still be updated to allow for inflation. Any such updating will take effect on 1 April each year. If the figures provided in the prescribed requirements change, the Council reserves the right to amend the figures quoted in the scheme without further consultation.
 - Where the Council receives notification from the Department for Work and Pensions of a change to Universal Credit and the changed assessment does not result in an alteration to the amount of a reduction under this scheme, the Council is not required to notify the claimant of its recording of that change.
- (iii) Agree that the Council's Discretionary Council Tax Payment Scheme is used to support households during the transitional period of moving to the banded scheme and Universal Credit. The scheme would cover the current anomalous and exceptional circumstances as well as supporting those households disproportionately impacted by Universal Credit transfer including families with children.

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Appendix 1

Financial model showing the financial impact of the scheme based on current awards.

UC cases - banded scheme		Gainers	Losers	No change	All
Nil band	Cases		15		15
	Average gain/loss		1.46		1.46
	Highest gain/loss		4.40		
12% band	Cases	34	6		40
	Average gain/loss	1.09	2.28		0.58
	Highest gain/loss	1.87	6.16		
30% band	Cases	224	17		241
	Average gain/loss	2.86	0.89		2.60
	Highest gain/loss	5.25	3.98		
45% band	Cases	335	72		407
	Average gain/loss	2.29	1.07		1.72
	Highest gain/loss	4.40	6.76		
70% band	Cases	154	100	1	255
	Average gain/loss	1.53	1.08		0.50
	Highest gain/loss	4.38	2.50		
max 82.5% band	Cases	366		5,253	5,619
	Average gain/loss	1.08		0.00	0.07
	Highest gain/loss	3.82		0.00	
All UC cases	Cases	1,116	207	5,254	6,577
	Average gain/loss	1.87	1.13	0.00	0.28
	Highest gain/loss	5.25	6.76	0.00	

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Appendix two

Proposed Council Tax Support Scheme

Manchester City Council

Local Council Tax Support Scheme 2019

Effective from 1 April 2019

Introduction

The Welfare Reform Act 2012 abolished Council Tax Benefit and the Local Government Finance Act 2012 made provision for local authorities to devise their own schemes for a Council Tax Support discount to assist people on low incomes to pay their Council Tax.

People over pension age are protected by regulations requiring a local scheme to retain most features of the former Council Tax Benefit scheme. People below pension age are covered by a locally defined scheme that is subject to only limited national prescription.

The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 (SI 2012/2885) set out the scheme provisions that local authorities must adopt for people over pension age and additionally prescribe a small number of provisions that local authorities must incorporate into their local scheme for people of working age. These regulations will be maintained across time.

The Council Tax Reductions Schemes (Default Scheme) (England) Regulations 2012 (SI 2012/2886) prescribed the scheme that would be a local authority's local scheme if the local authority failed to make a local scheme by 31 January 2013. As such, these regulations will not be maintained beyond that date as any local authority on which the default scheme was imposed will have that as its local scheme and will be responsible for maintaining it.

Both of these regulations were amended for the first year of the scheme by the Council Tax Reduction Schemes (Prescribed Requirements and Default Scheme) (England) (Amendment) Regulations 2012 (SI 2012/3085) to uprate amounts in line with the general 2013 Social Security uprating. Regulations changing the scheme for subsequent years are set out in the Annexe at the end of this Scheme.

Manchester's scheme for people of working age is based on the government's default scheme subject to the modifications specified below. The Council at its meeting of [8 March 2019] decided to make this scheme, applicable from 1 April 2019. It is a revision of the Council's 2013 and subsequent Council Tax Support Schemes. Through powers it delegated to the City Treasurer it incorporates uprated amounts for applicable amounts, disregards, non-dependant deductions and non-dependant income bands from 1 April 2018 and these have been further uprated from 1 April 2019 under these delegated powers. Note that the 2017, 2018 and 2019 upratings reflect the freeze on basic applicable amounts while amounts for disability and carers are increased in line with inflation and new non-dependant deduction rates and their related income bands equivalent to the prescribed values for people over pension age have been applied.

Part A

Council Tax Support for people of pension age

For a person to whom regulation 3 (a) of the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 applies (a “pensioner”), the classes of person entitled to Council Tax Support under this scheme for any week are classes A, B and C as defined in Part 1 of Schedule 1 of those regulations and the provisions of those regulations, amended as may be from time to time, shall apply,

save that

1. In paragraph 1 of schedule 5 of those regulations (disregard of pensions paid for war disablement and to war widows and war widowers), the amount to be disregarded shall be the whole of that income.
2. In matters not prescribed by the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012, the provisions of the Council Tax Reductions Schemes (Default Scheme) (England) Regulations 2012 as they relate to pensioners shall apply.

Part B

Council Tax Support for people of working age

For a person to whom regulation 3 (b) of the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 applies (a “person who is not a pensioner”), the classes of person entitled to Council Tax Support under this scheme for any week are those prescribed in paragraphs 16 and 17 of the Schedule to the Council Tax Reductions Schemes (Default Scheme) (England) Regulations 2012 (Class D and Class E) and the provisions of

- Parts 1 to 3 and schedules 7 and 8 of the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 as subsequently amended,
- The Council Tax Reductions Schemes (Default Scheme) (England) Regulations 2012, and
- The Council Tax Reduction Schemes (Prescribed Requirements and Default Scheme)(England)(Amendment) Regulations 2012

shall apply,

save as follows:-

People of Working Age

1. For the avoidance of doubt, a person who is not a pensioner shall be treated as a pensioner if he is one of a couple and the other member of that couple has reached the qualifying age for state pension credit and neither member of the couple is
 - (a) a person on income support, on an income-based jobseeker’s

- allowance or on an income-related employment and support allowance,
or
- (b) a person with an award of universal credit.

Maximum Council Tax Reduction

2. In paragraph 29 (1) of the Default Scheme, for a person who is not a pensioner and who is not in receipt of Universal Credit, the amount of a person's maximum council tax reduction in respect of a day is 82.5% of the amount A/B where—
- (a) A is the amount set by the authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and
- (b) B is the number of days in that financial year, less any deductions in respect of non-dependants which fall to be made under paragraph 30 (non-dependant deductions: pensioners and persons who are not pensioners).

Assessment of income and capital

3. In paragraph 20 of schedule 8 of the Default Scheme (disregard of pensions paid for war disablement and to war widows and war widowers), the amount to be disregarded shall be the whole of that income.

Delay in reporting changes

4. Paragraph 107 of the Default Scheme is subject to the proviso that where an applicant (or any person acting on his behalf) fails to notify a relevant change of circumstances in accordance with paragraph 9 of Schedule 8 to the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 (SI 2012/2885)(reproduced in paragraph 115 of the Default Scheme) and that change would result in an increase in the amount of a reduction, the amount of the reduction granted shall not be increased for any day before the day on which the authority received notification of that change.

Uprating

5. The Council shall review the amounts specified in this scheme (these being those set in the 2018 scheme) before 1 April 2019 and thereafter annually, having regard in particular, but not exclusively, to
- (a) the level of funding to be provided by the Secretary for State for Communities and Local Government,
- (b) figures prescribed in the Default Requirements for pensioners, and
- (c) comparable figures in the Housing Benefit scheme.

The resulting figures for 2019 are set out in Appendix 1 below.

Alternative maximum council tax reduction

6. Paragraph 18, Part 8 and Schedule 4 of the Default Scheme shall not apply.

7. For the words “classes D to F” in the Default Scheme there shall be substituted the words “classes D and E”.

Family Premium

8. The provisions set out in regulations 2 and 4 of the Housing Benefit (Abolition of the Family Premium and date of claim) (Amendment) Regulations 2015 [SI 1857 of 2015] to exclude the family premium from the applicable amount of a new applicant shall apply to the applicable amount for Council Tax Support from 1 April 2017 for new claims made on or after 1 April 2017 and for existing applicants where a first child is born or a child joins a household that does not include children on or after 1 April 2017.

Applicable amounts for children

9. The provisions set out in The Social Security (Restrictions on Amounts for Children and Qualifying Young Persons) Amendment Regulations 2017 [SI 376 of 2017] to exclude, with exceptions, additional applicable amounts in the Housing Benefit scheme for a third or subsequent child born or joining the household on or after 1 April 2017 shall apply equally in the assessment of the applicable amount for Council Tax Support.

[Note that The Council Tax Reduction Schemes (Amendment) (England) Regulations 2017 (SI2017/1305) makes corresponding provision for people of pension age to be included in the scheme.]

Temporary absence from home

10. Where a person of working age is absent from Great Britain for more than four weeks, the provisions of the Housing Benefit scheme set out in the Housing Benefit and State Pension Credit (Temporary Absence) (Amendment) Regulations 2016 (S.I.2016 No.624) shall apply also to Council Tax Support.

[Note that The Council Tax Reduction Schemes (Prescribed Requirements) (England) (Amendment) Regulations 2016 (SI2016/1262) makes corresponding provision for people of pension age to be included in the scheme.]

Part C

Provisions common to people of pension age and people of working age

Transitional

1. A person entitled to Council Tax Support in respect of 31 March 2019 or who has made a timely claim for Council Tax Support in respect of 31 March 2019 and whose claim has not yet been determined shall be treated as having made an application for a reduction under this scheme from 1 April 2019.

Technical amendments

2. The Council shall review and amend this scheme as appropriate to reflect changes to legislation referenced in this scheme, changes to the Council Tax scheme itself, decisions of the courts, new sources of income, for example allowances paid under government schemes, and such other matters that appear to require technical amendment to maintain the coherence and intentions of this scheme.

Reviews and appeals

3. Where the provisions of this scheme align with those of the Housing Benefit scheme, the Council will apply the findings of a Lower or Upper Tier Tribunal on Housing Benefit as being applicable to the amount of a reduction under this scheme unless a valuation tribunal determines otherwise.
4. The Council may review and change any decision relating to a reduction to correct an accidental error or to take into account new caselaw relevant to the decision in question but shall be under no obligation to do so in respect of entitlement in any previous financial year.

Application of reductions to account and suspension of changes to reductions and of further reductions

5. The Council will apply a reduction under this scheme to the relevant Council Tax account for the remainder of the relevant financial year, thereby reducing the amount of Council Tax payable. The Council may adjust this amount at any time during or after the relevant year as a result of changes to, or the end of entitlement to, the reduction.
6. The Council may suspend any adjustment to the amount of a reduction or the award of a further reduction if there is doubt about a person's entitlement to or the amount of a reduction but in such a case shall take all reasonable steps to resolve such doubts as soon as practical. The Council may also suspend any adjustment to the amount, or further award, of a reduction if an applicant does not provide information or evidence that is reasonably required within one month of the request for such information or evidence and may end the reduction from the date the information or evidence was requested if it is not provided within

one month of the date of the suspension.

7. Where the Council decides that the amount of a reduction should be reduced, it will usually reduce the amount applied to the account but reserves the right to waive the application of all or part of that reduction in cases of “official error” where the applicant could not be considered to have caused or contributed to the error, had no reason to doubt the amount of the reduction awarded and could not be expected to pay the increased liability for Council Tax quickly without difficulty. Adjustments to a reduction for the remainder of the financial year from the date of the decision to change the amount of a reduction will always be applied.

Additional disregards of income and capital

8. Payments made under section 49 of the Children and Families Act 2014 (personal budgets and direct payments) as defined in paragraph 66 of Schedule 5 (sums to be disregarded in the calculation of income other than earnings) and paragraph 61 of Schedule 6 (capital to be disregarded) of the Housing Benefit Regulations 2006 shall be fully disregarded.

Time limit for notifying a change

9. The period of 21 days specified as the period during which an applicant must notify a change likely to affect the amount of a reduction is extended to one month to align with the provisions of the Housing Benefit and Council Tax Benefit (Decisions and Appeals) Regulations 2001, Regulations 7(2)(a), (3), 8(3)(5) and Regulation 9.

Effective date of change for CTS as a result of an award or increase of a DWP benefit

10. When the Council has awarded a reduction under this scheme and the claimant, or a member of their family, becomes entitled to a DWP benefit or has an increase in the amount of a DWP benefit from a date after the start of the claim, the provisions of The Housing Benefit and Council Tax Benefit (Decisions and Appeals) Regulations 2001 Regulations 7(2)(i) and 8(14) will apply to the award of CTS as they would to an award of Housing Benefit.

Cases where income equals the applicable amount

11. For the avoidance of doubt, the entitlement of an applicant whose assessed income is the same amount as their applicable amount is to be treated according to the provisions of Class A in the case of a person who is a pensioner or class D for a person who is not a pensioner.

Part D

Additional provisions in respect of people entitled to Universal Credit

1. A person for whom the Council receives both an electronic notification of a new claim for, and subsequently a related first payment of, Universal Credit from the Department for Work and Pensions shall be deemed to have made a claim for a reduction under this scheme on the first day of entitlement to Universal Credit to which that notification of first payment refers.
2. Where an award of a reduction under this scheme is ended because an associated award of Universal Credit has ended or reduced but that award of Universal Credit is reinstated (whether at the same rate or at a different rate) or increased to a level at which an award of a reduction under this scheme would be appropriate within a period of six months, a new claim for a reduction is required. A new claim in these circumstances shall be treated as made on the date on which entitlement to Universal Credit resumed or was increased or six months before the day on which the claim is actually received, whichever is the later.
3. The amount of an award in respect of a day under this scheme for a person entitled to Universal Credit shall be a percentage of the amount set by the authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act, divided the number of days in that financial year, less the daily rate of any deductions in respect of non-dependants which fall to be made, and that percentage shall be the percentage specified in the following table according to the band in which their excess income falls.

Excess weekly income greater than	Excess weekly income no more than	% reduction of Council Tax liability
£80.00	-	Nil
£75.00	£80.00	12%
£50.00	£75.00	30%
£25.00	£50.00	45%
£0.00	£25.00	70%
-	£0.00	82.5%

4. Where the Council receives notification from the Department for Work and Pensions of a change to the amount of excess income for Universal Credit and the changed assessment does not result in an alteration to the amount of a reduction under this scheme, the Council is not required to notify the claimant of its recording of that change.

Appendix 1

Up-rated amounts from 1 April 2019 for people of working age

The amounts set out in the Schedule to the Council Tax Reduction Schemes (Default Scheme)(England) Regulations 2012 as amended by the Council Tax Reduction Schemes (Prescribed Requirements and Default Scheme)(England)(Amendment) Regulations 2012, and as up-rated in Manchester City Council's Local Council Tax Support Schemes for 2014, 2015, 2016, 2017 and 2018 are further amended as follows:-

Non-dependant deductions

In paragraph 30 (non-dependant deductions) for sub-paragraph 1, substitute "(1) Subject to the following provisions of this paragraph, the non-dependant deductions in respect of a day referred to in paragraph 29 are in respect of a non-dependant aged 18 or over, £4.00 x 1/7" and sub-paragraphs 2 and 4 shall cease to have effect.

- (a) in sub-paragraph (1)(a) for "£11.90" substitute "£12.20"; .
- (b) in sub-paragraph (1)(b) for "£3.90" substitute "£4.00"; .
- (c) in sub-paragraph (2)(a) for "£202.85" substitute "£207.70"; .
- (d) in sub-paragraph (2)(b) for "£202.85", "£351.65" and "£7.90" substitute "£207.70", "£360.10" and "£8.10" respectively; .
- (e) in sub-paragraph (2)(c) for "£351.65", "£436.90" and "£9.95" substitute "£360.10", "£447.40" and "£10.20" respectively.

Applicable amounts for persons who are not pensioners

In Schedule 3 (applicable amounts: persons who are not pensioners), no up-rating is appropriate except in respect of amounts for disability and carers and the amounts specified remain unchanged or are up-rated as follows—

- (a) in column (2) of the Table in paragraph 1—
 - (i) in sub-paragraph (1)(a) and (b), £73.10;
 - (ii) in sub-paragraph (1)(c), £57.90;
 - (iii) in sub-paragraph (2), £73.10;
 - (iv) in sub-paragraph (3), £114.85;
- (b) in column (2) of the Table in paragraph 3, in each place in which it occurs, £66.90;
- (c) in paragraph 4(b), £17.45;

- (d) in the second column of the Table in paragraph 17—
- (i) in sub-paragraph (1)(a), for “£33.55” substitute “£34.35”;
 - (ii) in sub-paragraph (1)(b), for “£47.80” substitute “£48.95”;
 - (iii) in sub-paragraph (2)(a) and (b)(i), for “£64.30” substitute “£65.85”;
 - (iv) in sub-paragraph (2)(b)(ii), for “£128.60” substitute “£131.70”;
 - (v) in sub-paragraph (3), for “£62.86” substitute “£64.19”;
 - (vi) in sub-paragraph (4), for “£36.00” substitute “£36.85”;
 - (vii) in sub-paragraph (5)(a), for “£25.48” substitute “£26.04”;
 - (viii) in sub-paragraph (5)(b), for “£16.40” substitute “£16.80”;
 - (ix) in sub-paragraph (5)(c), for “£23.55” substitute “£24.10”;
- (e) in paragraph 23, £29.05;
- (f) in paragraph 24, for “£37.65” substitute “£38.55”.

Annexe

Regulations amending prescribed requirements of the scheme after 1 April 2013

from	By	Effects
13 March 2014	The Marriage (Same Sex Couples) Act 2013 (Consequential Provisions) Order 2014 (SI 2014/107)	Recognises the introduction of same sex marriage.
1 April 2014	The Council Tax Reduction Schemes (Prescribed Requirements) (England) (Amendment) Regulations 2013 (SI 2013/3181)	Uprating and minor technical amendments
1 April 2014	The Council Tax Reduction Schemes (Prescribed Requirements) (England) (Amendment) Regulations 2014 (SI 2014/448)	Additional uprating figures
1 April 2014	The Social Care (Self-directed Support) (Scotland) Act 2013 (Consequential Modifications and Savings) Order 2014 (SI 2014/513).	Technical updates in respect of pensioners' capital.
1 April 2015	The Council Tax Reduction Schemes (Prescribed Requirements) (England) (Amendment) (No. 2) Regulations 2014 (SI 2014/3312)	Uprating; to align provisions in respect of EEA jobseekers with those in the Housing Benefit scheme; and minor technical matters.
1 April 2015	The Care Act 2014 (Consequential Amendments) (Secondary Legislation) Order	Updates the definition of “blind” and other minor

	2015 (SI 2015/643)	technical amendments.
5 April 2015	The Shared Parental Leave and Statutory Shared Parental Pay (Consequential Amendments to Subordinate Legislation) Order 2014 (SI 2014/3255)	Updates definitions relating to paternity pay and shared parental pay
26 May 2015	The Deregulation Act 2015 (Consequential Amendments) Order 2015 (SI 2015/971)	Removes reference to an obsolete body
1 April 2016	The Council Tax Reduction Schemes (Prescribed Requirements) (England) (Amendment) Regulations 2015 (SI 2015/2041)	Uprating; to remove the family premium for elderly claimants from 1 May 2016 with transitional protection for existing cases; and minor technical matters.
6 April 2016	The Pensions Act 2014 (Consequential, Supplementary and Incidental Amendments) Order 2015 (SI 2015/1985)	Covers introduction of New State Pension
6 April 2016	The Social Services and Well-being (Wales) Act 2014 (Consequential Amendments) (Secondary Legislation) Regulations 2016 (SI2016/211 – W.84)	Updates the definition of “blind” and other minor technical amendments.
1 April 2017	The Council Tax Reduction Schemes (Prescribed Requirements) (England) (Amendment) Regulations 2016 (SI2016/1262)	Uprating; and to apply more restrictive rules on eligibility for elderly claimants who are temporarily absent abroad.
3 April 2017	The Employment and Support Allowance and Universal Credit (Miscellaneous Amendments and Transitional and Savings Provisions) Regulations 2017 (SI2017/204)	Technical changes resulting from the removal of the Work Related Activity Group component from Employment and Support Allowance.
6 April 2017	The Pensions Act 2014 (Consequential, Supplementary and Incidental Amendments) Order 2017 (SI2017/422)	Covers the introduction of bereavement support payments
1 April 2018	The Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and	Technical amend to disregard of earnings of fire-fighters

	Consequential Amendments) Order 2017 (SI2017/863)	
1 April 2018	The Council Tax Reduction Schemes (Amendment) (England) Regulations 2017 (SI2017/1305)	Uprating and alignment with minor changes in other schemes
2 April 2018	The Regulation and Inspection of Social Care (Wales) Act 2016 (Consequential Amendments to Secondary Legislation) Regulations 2018 (SI2018/48)	Amends definition of care homes in Wales
1 April 2019	The Council Tax Reduction Schemes (Prescribed Requirements) (England) (Amendment) Regulations 2018 (SI2018/1346)	Uprating and alignment with minor changes in other schemes

Appendix 3 Results of consultation

Do you agree or disagree that we should move to a banded Council Tax Support Scheme from April 2019?

Answer Choice		Response Percent	Response Total
1	Strongly agree	23%	242
2	Agree	32%	332
3	Neither agree or nor disagree	15%	161
4	Disagree	6%	65
5	Strongly disagree	6%	63
6	Don't know	16%	171
7	Not answered	2%	17
			1051

Do you agree that we have worked out the bands correctly?

Answer Choice		Response Percent	Response Total
1	Yes	68%	719
2	No	21%	221
3	Not answered	11%	111
			1051

If we have a banded scheme for Council Tax Support we don't want to send you letters unless you move band and the amount you have to pay changes. Do you agree or disagree with this change?

Answer Choice		Response Percent	Response Total
1	Strongly agree	25%	260
2	Agree	40%	421
3	Neither agree or nor disagree	10%	102
4	Disagree	4%	43
5	Strongly disagree	2%	22
6	Don't know	10%	107
7	Not answered	9%	96
			1051

We want to change our scheme so that claims for Universal Credit should also be treated as claims for Council Tax Support if someone says they want to claim Council Tax Support in their Universal Credit application. Do you agree or disagree?

Answer Choice		Response Percent	Response Total
1	Strongly agree	35%	371
2	Agree	36%	374
3	Neither agree or nor disagree	7%	71
4	Disagree	3%	30
5	Strongly disagree	3%	28
6	Don't know	8%	90
7	Not answered	8%	87
			1051

We want to be able to pay new claims for Council Tax Support made after a temporary break in Universal Credit from the Monday after the date their Universal Credit was restarted or up to six months before the date the Council Tax Support claim is received, whichever is the later. Do you agree or disagree with this change?

Answer Choice		Response Percent	Response Total
1	Strongly agree	24%	253
2	Agree	40%	419
3	Neither agree or nor disagree	14%	152
4	Disagree	4%	40
5	Strongly disagree	3%	29
6	Don't know	13%	139
7	Not answered	2%	19
			1051

We want to treat new claims for Council Tax Support made after a temporary break as being made on the date the Universal Credit award was at a level that means Council Tax Support can be awarded or up to six months before the date the Council Tax Support claim is received, whichever is the later. Do you agree or disagree with this change?

Answer Choice		Response Percent	Response Total
1	Strongly agree	23%	243
2	Agree	41%	429
3	Neither agree or nor disagree	15%	155
4	Disagree	4%	39
5	Strongly disagree	2%	22
6	Don't know	13%	136
7	Not answered	2%	27
			1051

We want to use our Discretionary Council Tax Payment Scheme to help households whose Council Tax bill has gone up and they are struggling to pay it. Do you agree or disagree we should use this fund to help people affected by these changes?

Answer Choice		Response Percent	Response Total
1	Strongly agree	37%	394
2	Agree	40%	422
3	Neither agree or nor disagree	7%	75
4	Disagree	3%	27
5	Strongly disagree	2%	17
6	Don't know	6%	61
7	Not answered	5%	55
			1051

Do you or your household currently get Council Tax Support?

Answer Choice		Response Percent	Response Total
1	Yes	54%	567
2	No	35%	365
3	Don't know	9%	93
4	Not answered	2%	26
			1051

What is your gender?

Answer Choice		Response Percent	Response Total
1	Female	49%	517
2	Male	46%	483
3	Prefer not to say	2%	25
4	Not answered/Other	2%	26
			1051

Do you identify with the gender you were assigned at birth? e.g. male or female

Answer Choice		Response Percent	Response Total
1	Yes	88%	921
2	No	1%	15
3	Prefer not to say	5%	54
3	Not answered	6%	61
			1051

What is your age?			
Answer Choice		Response Percent	Response Total
1	Under 16	0%	2
2	16 – 25 years	3%	35
3	26 – 39 years	23%	237
4	40 – 49 years	20%	205
5	50 - 64 years	42%	438
6	65 – 74 years	6%	64
7	75+ years	2%	18
8	Prefer not to say	2%	25
8	Not answered	3%	27
			1051

I describe my ethnic origin as:			
Answer Choice		Response Percent	Response Total
2	Bangladeshi	3%	33
3	Chinese	1%	16
4	Indian	1%	11
5	Kashmiri	0%	1
6	Pakistani	5%	59
7	Other Asian	6%	64
9	African	7%	77
10	Caribbean	2%	19
11	Somali	1%	10
12	Other Black	2%	20
14	White and Black Caribbean	2%	19
15	White and Black African	1%	10
16	White and Asian	2%	17
17	Other Mixed	1%	12
19	English/Welsh/Scottish/NI/British	47%	521
20	Irish	2%	24
21	Gypsy or Irish Traveller	0%	3
22	Other White	6%	62
24	Any other Ethnic Group	2%	24
25	Prefer not to say	5%	55
25	Not answered	5%	51
Total			1108

I describe my sexual orientation as:			
Answer Choice		Response Percent	Response Total
1	Lesbian	1%	6
2	Gay	3%	31
3	Bi-sexual	2%	24
4	Heterosexual/Straight	70%	736
5	Prefer not to say	10%	109
6	Other (please specify):	4%	40
7	Not answered	10%	105
			1051

Appendix 4

Demonstrating Outcomes of Equality Analysis

EQUALITY IMPACT ASSESSMENT

1. Directorate	Corporate Core	2. Section	Revenues and Benefits	3. Name of the function being assessed	Council Tax Support scheme 2019/20
4. Is this a new or existing function?	Existing function being updated	5. Officer responsible for the assessment	Mark Holroyd	6. Lead manager responsible for the assessment	Matt Hassall
7. Date assessment commenced	8 November 2018	8. Date of completion	18 January 2019	9. Date passed to BIP Equality Team	21 January 2019

Summary of Relevance Assessment

1. Has a Stage 1 Equality Analysis: Relevance Assessment document been completed?

Yes Date of assessment:

No Please refer to 2.2 in the guidance above.

2. Please indicate which **protected characteristics** the relevance assessment identified as relevant to the function that is being assessed (tick below):

Age Disability Race Gender (inc. Gender Reassignment, Pregnancy and Maternity)

Sexual Orientation Religion or Belief (or lack of religion or belief) Marriage or Civil Partnership

3. Please indicate which **aims of the equality duty** the relevance assessment identified as relevant to the function being assessed (tick below):

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act

Advance equality of opportunity between those who share a protected characteristic and those who do not

Foster good relations between people who share a protected characteristic and those who do not

Equality Impact Assessment Template

1. About your function

<p>Briefly describe the key delivery objectives of the function being assessed</p>	<p>Council Tax Support (CTS) is means-tested support that helps those on low incomes to pay their council tax. It is administered by the Benefits Service within the Revenues and Benefits Unit.</p> <p>Background In Manchester the roll-out of Universal Credit (UC) “full service” is now complete. Working Age claimants are generally no longer able to make a new claim to “legacy” benefits – income-based Jobseeker’s Allowance, income-related Employment and Support Allowance and Income Support from DWP, Child Tax Credit and Working Tax Credit from HMRC and Housing Benefit from the Council; instead they will need to claim Universal Credit.</p> <p>With ‘full service’ fully rolled out nationally by the end of 2018/19 for new claims for certain categories of claimant, existing cases on legacy benefits will be transferred to Universal Credit through a process of “managed migration”. The latest position as at January 2019 is that the Government is running a managed migration pilot of 10,000 claimants between July 2019 and June 2020 with full managed migration starting in November 2020.</p>
<p>What are the desired outcomes from this function?</p>	<p>Changes to the scheme. The changes only affect working age claimants in receipt of Universal Credit. Non-working age claimants (pensioners) and those working age claimants not in receipt of Universal Credit are unaffected by the changes. The proposed changes to the scheme are designed to make the process of claiming CTS as easy as possible for working age people claiming Universal Credit. References in bold refer to the report to the Resources and Governance Scrutiny Committee of 12 September entitled ‘Proposed changes to the Council Tax Support Scheme’.</p> <ul style="list-style-type: none"> • To make the Council’s CTS Scheme easier to understand and to avoid creating new Council Tax bills every time a small change in UC income is reported a new banded scheme is recommended. This would mean that where a change in a resident’s UC income fell within the same income band that their previous UC income was in, no change would be made to their CTS award. In turn no new letters or bills would be issued. 4.3.1 Stats as at 2 October identify 199 claimants losing some of their CTS because of this. Will have an impact

for these claimants*.

- When claiming UC claimants are asked if they are liable for Council Tax and if they want to claim CTS. If they confirm that they do wish to claim CTS the DWP set a flag on their system that means the Council is notified of the claim for UC and later on notified if the UC claim is paid. We are proposing that these notifications constitute a claim for CTS. This removes the need to complete a separate claim for CTS. **4.3.2 Positive for claimants**
- Council Tax Support is paid from the time of the application for Universal Credit once entitlement to Universal Credit has been confirmed. **4.3.3 Positive for claimants**
- We are proposing that we amend our Council Tax Support Scheme to allow the Council to treat new CTS claims which have been made following a break in entitlement to UC or CTS of up to six months as being made on the date on which entitlement to UC resumes (or falls to a level at which CTS is payable) or six months before the day on which the claim is received, whichever is the later. **4.3.4 Positive for claimants**
- At present reassessment of Council Tax Support leads to a benefit notification letter and a revised Council Tax bill. The benefit notification letter is sent even if the support paid and the Council Tax due have not changed. This can be confusing and frustrating for residents and creates avoidable costs in postage and enquiries. If the Council goes ahead with a banded scheme, where reassessment does not change entitlement, it is proposed that benefit notification letters are not sent unless the change is such that it results in a different banded entitlement and a revised Council Tax bill is issued. **4.3.5 Positive for claimants**
- Migration to Universal Credit means there are both gainers and losers (some with transitional protection).

Under the present scheme, some (gainers or losers overall) would receive a higher level of Council Tax Support, in particular because their Universal Credit will passport them to full Council Tax Support where rules for those not on Universal Credit mean there is a taper deduction for excess income.

Changes to the Manchester scheme, particularly to a banded approach, also involve winners and losers though the amounts involved are for the most part relatively small and can be justified by the overriding need to simplify and streamline the scheme at a point when there is no expectation of cost saving. It is proposed that the current scheme of discretionary Council Tax payments is extended to include transitional support for people affected by the proposed changes whose Council Tax Support is reduced by more than a set level. **4.3.6**

Positive for claimants	
<p>The banded scheme is the only change that results in a reduction of Council Tax Support for 199 claimants based on October 2018 statistics.</p> <p>Breakdown of the 199 claimants whose Council Tax Support reduces out of a total of 5,532 in receipt of CTS based on Universal Credit. More details are in the following sections.</p>	
Race	16 Black British 13 Asian Pakistani 80 white British
Disability	None of the losers has a health condition or disability using the Universal Credit criteria.
Gender	104 female 95 male 123 single no children 16 couple no children 30 couple with children 30 single parents
Age	11 aged 18 to 25 46 aged 25 to 34 103 aged 35 to 55 39 aged 55 plus
Carers	32 have caring responsibilities
<p>In every area where we do collect data, the losers are broadly representative of the caseload as a whole (and in relation to disability potentially less impacted) and the losers are not disproportionately affected in any of the areas with protected characteristics and the numbers are so small as part of the overall caseload.</p>	

2. About your customer

Do you currently monitor the function by the following protected characteristics?	Protected Characteristics	Y/N	If no, please explain why this is the case and / or note how you will prioritise gathering this equality data
	Race	Y	
	Gender (inc. gender reassignment, pregnancy and maternity)	Y	
	Disability	Y	
	Sexuality	N	Although asked in consultation questionnaire
	Age	Y	
	Religion or belief (or lack of religion or belief)	N	In accordance with GDPR rules and Equalities Act we considered whether it was appropriate to ask people about religion and belief and to monitor and analyse it. We concluded that this would be not required and would be onerous and disproportionate for Manchester residents to have to provide this.
	Marriage or civil partnership	Y	
<p>4. What information has been analysed to inform the content of this EIA?</p> <p>Please include details of any data compiled by the service, any research that has been undertaken, any engagement that was carried out etc.</p>	<p>Council Tax Support spreadsheet including the following data –</p> <ul style="list-style-type: none"> • Universal Credit gainers and losers by band • Budget impact • Loser analyses by <ul style="list-style-type: none"> ○ Gender, family composition and ethnicity ○ Gender and ethnicity ○ Gender and age ○ Caring responsibilities ○ Disability • Family composition and ethnicity 		

	<ul style="list-style-type: none"> • Ward • Valuation band • Ethnic group data • Consultation exercise
--	--

3. Delivery of a customer focused function

	Y	N	
Does your analysis indicate a disproportionate impact relating to race ?		x	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p>All the changes proposed will have a positive outcome for the customer except for a minimal impact for the banded proposal. The Council Tax Support caseload as at 2 October 2018 is 54,208 and the number of those in receipt of Universal Credit is currently 5,532. 199 claimants will lose. This equates to 0.36% of all CTS cases and 3.6% of those CTS cases in receipt of UC. The overwhelming majority will not lose out or gain.</p> <p>The number adversely impacted is extremely small based on the overall caseload. Our analysis shows that less than 1% of each group based on race loses out because of this change. This is broadly representative of the caseload as a whole and the losers are not disproportionately impacted because of this change because of the small numbers.</p> <p>Although we have considered impact on race the Council has set up the Discretionary Council Tax Payment scheme for anyone impacted by the change. Each case will be considered on its own merits cognisant of other welfare reform changes. It is worth noting that some of these changes are not in the gift of the City Council but will be considered when looking at applications.</p>		
Which action plans have these actions been transferred to?			

Does your analysis indicate a disproportionate impact relating to disability ?	Y	N	
		x	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p>All the changes proposed will have a positive outcome for the customer except for a minimal impact for the banded proposal. The Council Tax Support caseload as at 2 October 2018 is 54,208 and the number of those in receipt of Universal Credit is currently 5,532. 199 claimants will lose. This equates to 0.36% of all CTS cases and 3.6% of those CTS cases in receipt of UC. The overwhelming majority will not lose out or gain.</p> <p>The following are indicators under Universal Credit that someone has a health condition or disability.</p> <p>Limited Capability for Work payment This is an extra amount of Universal Credit if someone has a health condition or disability that prevents them from working or preparing for work. This is no longer awarded but will still be in payment for existing already receiving the payment before 3 April 2017) None of the losers receives the Limited Capability for Work payment</p> <p>Limited Capability for Work and work related activity This means that someone can't work now and they are not expected to work in the future. None of the losers is classed as this.</p> <p>Severe Disability Premium From 16 January 2019 anyone who has the Severe Disability Premium included in their Income Related Employment and Support Allowance, Income Based Jobseekers Allowance, Income Support or Housing Benefit will not have to make a claim for Universal Credit.</p> <p>Instead, they will be able to remain on the legacy benefit system – and will therefore retain their Severe Disability Premium so they will not be impacted by these changes.</p> <p>Eventually they will need to move onto UC ie they will be 'manage-migrated' onto UC, but they will then receive 'transitional protection', so that they do not see an immediate loss of income at the point of moving onto UC.</p>		

	<p>Although we have considered impact on disability the Council has set up the Discretionary Council Tax Payment scheme for anyone impacted by the change. Each case will be considered on its own merits cognisant of other welfare reform changes. It is worth noting that some of these welfare changes are not in the gift of the City Council but will be considered when looking at applications.</p>						
<p>Which action plans have these actions been transferred to?</p>							
<p>Does your analysis indicate a disproportionate impact relating to Gender (including gender reassignment or pregnancy and maternity)?</p>	<table border="1"> <tr> <th>Y</th> <th>N</th> </tr> <tr> <td></td> <td style="text-align: center;">x</td> </tr> </table>	Y	N		x		
Y	N						
	x						
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p>All the changes proposed will have a positive outcome for the customer except for a minimal impact for the banded proposal. The Council Tax Support caseload as at 2 October 2018 is 54,208 and the number of those in receipt of Universal Credit is currently 5,532. 199 claimants will lose. This equates to 0.36% of all CTS cases and 3.6% of those CTS cases in receipt of UC. The overwhelming majority will not lose out or gain.</p> <p>Of 199 people who will lose out 104 are female and 95 are male. The 2011 census indicates that Manchester's gender representation is 50.6% male and 49.4% female overall. These figures indicate that there isn't a disproportionate impact between female and male.</p> <p>Family composition of those who will lose out is as follows:</p> <p>Single no children Female 58 Male 65 Total 123</p>						

	<p>Couple no children Total 16</p> <p>Couple with children Total 30</p> <p>Single parent Female 29 Male 1 Total 30</p> <p>Families with three or more children cannot currently make a new Universal Credit claim (with some exceptions) so aren't currently impacted by the changes until a future date yet to be decided by DWP.</p> <p>Similarly, the proposed scheme's principles do not differentiate on the grounds of gender reassignment, and this does not affect the calculations in respect of an individual's Council Tax Support.</p> <p>Nor do any of the proposals change the way we deal with anyone who is pregnant or on maternity leave.</p> <p>This is broadly representative of the caseload as a whole and the losers are not disproportionately impacted because of this change.</p> <p>Although we have considered impact on gender the Council has set up the Discretionary Council Tax Payment scheme for anyone impacted by the change. Each case will be considered on its own merits cognisant of other welfare reform changes. It is worth noting that some of these welfare changes are not in the gift of the City Council but will be considered when looking at applications.</p>
Which action plans have these actions	

been transferred to?																																		
Does your analysis indicate a disproportionate impact relating to age?	Y	N																																
		X																																
Please describe the nature of any disproportionate impact/s Please indicate what actions will be taken to address these	<p>The scheme changes proposed will not affect older people. The impacts are on working age claimants only. All the changes proposed will have a positive outcome for the customer except for a minimal impact for the banded proposal. The Council Tax Support caseload as at 2 October 2018 is 54,208 and the number of those in receipt of Universal Credit is currently 5,532. 199 claimants will lose. This equates to 0.36% of all CTS cases and 3.6% of those CTS cases in receipt of UC. The overwhelming majority will not lose out or gain.</p> <table border="1"> <thead> <tr> <th>Age</th> <th>2016 mid yr pop'n estimate</th> <th>Number affected</th> <th>Full working age caseload</th> <th></th> </tr> </thead> <tbody> <tr> <td>18-25</td> <td>68391 (20-24)</td> <td>11</td> <td>1412</td> <td></td> </tr> <tr> <td>25-35</td> <td>114,689 (25-34)</td> <td>46</td> <td>7171</td> <td></td> </tr> <tr> <td>35-55</td> <td>127,991</td> <td>103</td> <td>19183</td> <td></td> </tr> <tr> <td>55+</td> <td>22,629 (55-59)</td> <td>39</td> <td>8967</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>The split of people by age losing out because of the changes in proportion to the overall caseload is less than 1% in each category. The conclusion is that there isn't a disproportionate impact because of age.</p> <p>Although we have considered impact on age the Council has set up the Discretionary Council Tax Payment scheme for anyone impacted by the change. Each case will be considered on its own merits cognisant of other welfare reform changes. It is worth noting that some of these welfare changes are not in the gift of the City Council but will be considered when looking at applications.</p>				Age	2016 mid yr pop'n estimate	Number affected	Full working age caseload		18-25	68391 (20-24)	11	1412		25-35	114,689 (25-34)	46	7171		35-55	127,991	103	19183		55+	22,629 (55-59)	39	8967						
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55+	22,629 (55-59)	39	8967																															
Which action plans have these actions been transferred to?																																		

Does your analysis indicate a disproportionate impact relating to sexual orientation ?	Y	N	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>		x	<p>The Council Tax Support claimant profile is not disaggregated between different sexual orientation as this would not be relevant to the nature of the service. While this prevents an assessment of whether the proposed changes affect a greater proportion of people due to sexual orientation, it does not affect the nature of the scheme; the scheme's principles do not differentiate on the grounds of sexual orientation and an individual's sexual orientation has no influence over the calculations of entitlement.</p> <p>Therefore whilst it is possible that a disproportionate ratio of LGB+ people may be affected, how they will be affected is no more or less favourable than non LGB+ people.</p> <p>We did ask on the consultation form people's sexual orientation and they more or less reflect the statistics for the city. But with 20% of people not responding or preferring not to say, the reasonable interpretation of the data is that the LGBT representation looks a little low (we think LGBT population of Manchester is around 11%) but that the data gaps make it inconclusive.</p> <p>Although we have not considered impact on sexual orientation the Council has set up the Discretionary Council Tax Payment scheme for anyone impacted by the change. Each case will be considered on its own merits cognisant of other welfare reform changes. It is worth noting that some of these welfare changes are not in the gift of the City Council but will be considered when looking at applications.</p>
Which action plans have these actions been transferred to?			
Does your analysis indicate a disproportionate impact relating to religion and belief (including lack of religion or belief)?	Y	N	
		x	

<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p>In accordance with GDPR rules and Equalities Act we considered whether it was appropriate to ask people about religion and belief and to monitor and analyse it. We concluded that this would be not required and would be onerous and disproportionate for Manchester residents to have to provide this.</p> <p>Although we have not considered impact on religion and belief the Council has set up the Discretionary Council Tax Payment scheme for anyone impacted by the change. Each case will be considered on its own merits cognisant of other welfare reform changes. It is worth noting that some of these welfare changes are not in the gift of the City Council but will be considered when looking at applications.</p>		
<p>Which action plans have these actions been transferred to?</p>			
<p>Does your analysis indicate the potential to <i>cause discrimination</i> in relation to marriage and civil partnership?</p>	<p>Y</p>	<p>N</p>	
		<p>x</p>	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p>Please refer to the gender section on pages 10 to 12 for an analysis of this.</p>		
<p>Which action plans have these actions been transferred to?</p>			
<p>Does your analysis indicate a disproportionate impact relating to carers?</p>	<p>Y</p>	<p>N</p>	
	<p>x</p>		

<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p>The welfare scheme has provision within it such as Carer's Allowance if caring for someone at least 35 hours per week. There are also other benefits for carers and those cared for such as Attendance Allowance, Carer's Credit, DLA for adults, PIP and Constant Attendance Allowance.</p> <p>Where there is a resident carer they are not counted as a non-dependant in certain circumstances.</p> <p>Breakdown of those affected</p> <table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> <th>All</th> <th>All*</th> </tr> </thead> <tbody> <tr> <td>Carer</td> <td>14</td> <td>6</td> <td>20</td> <td>4,618</td> </tr> <tr> <td>With children</td> <td>7</td> <td></td> <td>7</td> <td>3,572</td> </tr> <tr> <td>Disabled child</td> <td>5</td> <td></td> <td>5</td> <td>1,046</td> </tr> </tbody> </table> <p>*Information on caring responsibilities is only held for "standard" cases, generally not for those "passported" by income based JSA/ESA or Income Support. This count is therefore only partial.</p> <p>This is broadly representative of the caseload as a whole and the losers are not disproportionately impacted because of this change.</p> <p>Although we have considered the impact on carers the Council has set up the Discretionary Council Tax Payment scheme for anyone impacted by the change. Each case will be considered on its own merits cognisant of other welfare reform changes. It is worth noting that some of these welfare changes are not in the gift of the City Council but will be considered when looking at applications.</p>		Female	Male	All	All*	Carer	14	6	20	4,618	With children	7		7	3,572	Disabled child	5		5	1,046
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<p>Which action plans have these actions been transferred to?</p>																					
<p>Results of the consultation – impact on the EIA</p>	<p>The consultation exercise has now been completed and 1,051 responses were received. The responses were from a broadly representative sample of Manchester residents based on gender, ethnicity and sexual orientation, although there was an under representation in the age category 16-25. The City Centre and Central were overrepresented and the North and East and South and Wythenshawe were slightly underrepresented.</p>																				

	<p>54% of responses were from households getting Council Tax Support. See appendix of main report for the full details.</p> <p>In terms of the results the consultation supports all the changes that have been proposed to the Council Tax Support scheme. For the banded scheme which impacts a small number of claimants 55% of respondees agreed or strongly agreed, 12% disagreed or strongly disagreed.</p>
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4. EIA Action Plan

Service / Directorate lead: Mark Holroyd

Strategic Director: Julie Price

Business Improvement and Partnerships – Equality Team lead: Keiran Barnes

Actions identified from EIA	Target completion date	Responsible Officer	Is this action identified in your Directorate Business Plan and / or Equality Action Plan? (Yes / No / n/a)	Comments

5. Director level sign off

Name:	Julie Price	Date:	
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NB: Sign-off must be in the form of an actual signature; not an emailed authorisation.

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