



Resources and Governance Scrutiny Committee

Date: Thursday, 10 January 2019

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

There will be a private meeting for Members only at 1.30pm in Committee Room 6 (Room 2006), 2nd Floor of Town Hall Extension

Access to the Council Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

Filming and broadcast of the meeting

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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

Agenda

1. Urgent Business

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

2. Appeals

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

3. Interests

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

4. Minutes

Minutes of the meeting held on 6 December 2018 to follow.

5. Financial Settlement 2019/20

Report to follow.

6. Management of staff performance and misconduct

Report to follow.

7. Progress report on Manchester City Council's action on Modern Slavery

5 - 14

Report of the City Treasurer

At full Council meeting on 11 July, the Council ratified the charter on modern slavery, noted that councils have an important role to play in ensuring their contracts and supplies do not contribute to modern day slavery and exploitation, and committed MCC to a series of actions. This paper sets out the current position in relation to each of these ten actions, and proposed next steps.

8. Living Wage Accreditation Update

15 - 24

Report of the City Treasurer

This report provides an overview of background information for the Council in considering potential accreditation as a living wage employer.

- 9. Delivering the Our Manchester Strategy** 25 - 30
Report of the Executive Member for Finance and Human Resources

This reports provide an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Executive Member for Finance and Human Resources.

- 10. Overview Report** 31 - 62
Report of the Governance and Scrutiny Support Unit.

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

Information about the Committee

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

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

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

The Council welcomes the filming, recording, public broadcast and use of social media to report on the Committee's meetings by members of the public.

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

Smoking is not allowed in Council buildings.

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Further Information

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

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 10 January 2019

Subject: Progress report on Manchester City Council’s action on Modern Slavery

Report of: The City Treasurer

Summary

At full Council meeting on 11 July, the Council ratified the charter on modern slavery, noted that councils have an important role to play in ensuring their contracts and supplies do not contribute to modern day slavery and exploitation, and committed MCC to a series of actions. This paper sets out the current position in relation to each of these ten actions, and proposed next steps.

Recommendations

Members are asked to note and comment on this report.

Wards Affected: all

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

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The modern slavery agenda supports all the Manchester Strategy outcomes, and in particular, towards a progressive and equitable city: making a positive contribution by unlocking the potential of our communities.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

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

Manchester City Council motion on Modern Slavery, July 2018

Manchester City Council Ethical Procurement Policy

Introduction

1. At full Council meeting on 11 July, the Council ratified the charter on modern slavery, noted that councils have an important role to play in ensuring their contracts and supplies do not contribute to modern day slavery and exploitation, and committed MCC to the following actions:
 - a. Ensure its corporate procurement team is trained to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.
 - b. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies with contract termination as a potential sanction for non-compliance.
 - c. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery
 - d. Highlight to its suppliers that contracted workers are free to join a trade union and are not be treated unfairly for belonging to one.
 - e. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
 - f. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
 - g. Review its contractual spending regularly to identify any potential issues with modern slavery
 - h. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
 - i. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
 - j. Report publicly on the implementation of this policy annually.
2. See appendix A for the full motion. This paper sets out the current position in relation to each of these ten actions, and proposed next steps.

Current position on the actions from July Council:

3. These ten actions are wide-ranging and require engagement and implementation across the city Council. To illustrate, actions 1, 3, 4 and 6 are for the corporate procurement team; action 3 also needs to engage capital programmes and housing; actions 2, 7, 8 and 9 are for commissioners and contract officers across all directorates; item 6 will also be for Legal to put into standard Terms & Conditions; and the Integrated Commissioning team should pick up item 5 and support on communicating all the rest to contract officers. The breadth and depth of engagement required is challenging; the good news is that we are part-way there, with examples of good practice that can be shared across directorates.
4. Taking each of these in turn:

Action 1: Ensure the Council's corporate procurement team is trained to understand modern slavery through the Chartered Institute of

Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.

5. Officers in Corporate Procurement are reviewing the options, which include CIPS face to face training and e-learning, bearing in mind cost and quality. The plan is for all procurement staff to be trained by 31 March 2019, with the majority by the end of January 2019.

Action 2: Require the Council's contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.

6. The current position with MCC contracts is that tenderers must respond to a number of questions related to the Council's Ethical Policy. In summary:
- a. All MCC tender documents will cite the Council's Ethical Policy which, following review in 2017, includes specific reference to slavery and human trafficking, viz:
- "Modern Slavery Act 2015: As part of Local Government, the Council recognises that it has a responsibility to take a robust approach to slavery and human trafficking. In addition to the Council's responsibility as an employer, it also acknowledges its duty as a City Council to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act 2015. The Council is absolutely committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking. The Council requires that all direct suppliers, service providers and contractors to the Council are absolutely committed themselves to preventing Slavery within their own activities and through their supply chain which includes manufacturers, and producers.'*
- b. By law, all commercial organisations that supply goods or services and have an annual turnover of £36 million or more must routinely prepare a slavery and human trafficking statement. All successful bidders for MCC contracts must share this with the Council. All bidders above the £36m threshold will be asked, as part of the procurement process, to provide evidence of their programme to assure that human trafficking and slavery do not exist in their operations and supply chain;
- c. However, the Council's intention is that all direct suppliers, service providers and contractors to the Council (ie not just those turning over £36m), should be absolutely committed to preventing slavery within their own activities and through their supply chain. Therefore, in June 2018 additional requirements were added to the procurement process to test bidders' commitment to preventing slavery within their own organisation and their supply chain. These questions include:
- i. Whether bidders pay employees the equivalent or higher of the Manchester Living Wage (MLW);
- ii. Whether they operate Zero Hours Contracts, and if so why;

- iii. Whether they have a programme to assure that human trafficking and slavery do not exist in their operations and supply chain, and what that is;
 - iv. What processes are in place to check whether sub-contractors or suppliers of goods and services have been convicted or had a notice served upon them for infringement of The Modern Slavery Act 2015;
 - v. Whether they operate a whistle blowing process to report any breaches or suspected breaches of the Modern Slavery Act;
 - vi. What processes are in place to check whether sub-contractors operate a whistle blowing process in relation to Modern Slavery.
- d. Once a contract goes live, it will be the responsibility of the contract manager to check on that the safeguards tested in procurement process are in place, including through contract monitoring meetings, assurance of processes, and potentially, on site visits. Corporate Procurement are developing a standard set of questions for subcontractors, drawing on existing good practice in procurement and in capital programmes.
- e. Legal work is under way on including a standard clause in MCC contracts regarding compliance with the Modern Slavery Act.

Action 3: Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery

7. This is normal practice for procurement officers as required under The Public Contract Regulations 2015, Regulation (69). Within Capital Programmes, suppliers must meet a series of robust criteria in order to be selected as part of frameworks held for both construction works and professional consultancy services. This includes confirmation of organisational adherence to ethical procurement covering living wage payment (both directly and through any subcontractors used) and the fair payment of the supply chain. Any non-framework procurement activity also requires assurances when awarding contracts.
8. An annual audit of framework contractors is also to be implemented which requires confirmation that ethical practices remain in place through the issuing of a policy statement for signature. This will be enhanced with direct contact with subcontractors to confirm the veracity of the statement. Compliance reports can be provided as required on an annual basis once implemented.

Action 4: Highlight to the Council's suppliers that contracted workers are free to join a trade union and are not be treated unfairly for belonging to one.

9. The Council's Ethical Procurement Policy states that *Freedom of association and the right to collective bargaining are respected*
- a. *Workers, without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively;*
 - b. *The employer adopts an open attitude towards the activities of independent trades union or other workers' association and their organisational activities;*

- c. *Workers representatives are not discriminated against and have access to carry out their representative functions in the workplace.*
10. The Evaluation of the recent North West Construction Hub tender High Value Framework for Construction Works included site visits of all tenderers. As part of the site visit one of the questions that was asked of employees was:
- a. *Would you be allowed by your employer to be a member of a recognised Trade Union if you wanted to join?*

Action 5: Publicise the Council's whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery

11. The Council has a whistle blowing policy which can be found on the following link - [MCC Whistleblowing policy](#).

Action 6: Require the Council's tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery

12. The Council's Ethical Procurement Policy includes the Council's Whistleblowing policy. Corporate Procurement are currently discussing with Unions further wording on Trade Unions for inclusion in the Council's Ethical Procurement Policy.
13. As noted above (para 7c), Council Tenders also require contractors to confirm when tendering whether they operate a whistle blowing process which is actively promoted within the organisation and suppliers (where applicable) to report any incidents of breaches or suspected breaches of the Modern Slavery Act 2015, and that if they use sub-contractors, whether they have processes in place to check whether any of these organisations operate a whistle blowing process.
14. The Evaluation of the recent North West Construction Hub tender High Value Framework for Construction Works included site visits of all tenderers. As part of the site visit one of the questions that was asked of employees was: *Are you aware of your company's Whistleblowing policy? Please show us a copy of your Whistleblowing policy.*
15. To help raise awareness further, Integrated Commissioning and Internal Audit have added guidance to the council's Contract Management Handbook, which links to the Whistleblowing policy. It is also being incorporated into a new e-learning package on contract management, which is current in development.

Action 7: Review the Council's contractual spending regularly to identify any potential issues with modern slavery

16. This is a new requirement for Council commissioners and contract managers and will have resource impact. It will be for contract managers, as the experts in their sector and in the contract, to follow through in supplier and contract management discussions. We recommend that the Integrated Commissioning team, working with a willing contract manager, produce a model example of

how to review contractual spending with an eye to spotting modern slavery - for sharing with colleagues.

Action 8: Highlight for the Council's suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed

17. This is a new requirement for Council commissioners and contract managers and will have resource impact. As the experts in their sector and in the contract, they should use their sectoral knowledge to know where to look - eg of how modern slavery might occur in their supply chain, which will differ from industry to industry - and to flag this at commissioning / procurement stage, and in day to day contract management.
18. We also recommend that the Council draw upon external sources for intelligence on the typologies of modern slavery that exist, with a view to sharing these with suppliers. There will be a resource impact.

Action 9: Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery

19. This is normal practice for council officers.

Action 10: Report publicly on the implementation of this policy annually

20. Commercial organisations with a turnover of £36m or more a year are required by law to produce a **Modern Slavery Statement** annually. Local Authorities are not required to produce a Human Trafficking and Modern Slavery statement, although a number of authorities have issued a voluntary statement.
21. In view of the increased focus on Modern Slavery, it is recommended that the Council issues a voluntary statement by July 2019 detailing the actions the Council has taken during the financial year 2018-19 to ensure that slavery and human trafficking is not taking place either in its supply chain or its own organisation.

Wider issues

22. Some industries are perceived to be more at risk of Modern Slavery, and it would be helpful to identify which sectors and practices are priority for additional scrutiny from procurement officers, commissioners and contract managers. The Home Office guidance recently issued through the Government Commercial Network highlights at a high level the sectors most at risk. The depth of supply chain will be a key consideration too. For example, in the care sector, there may be relatively few layers in the supply chain. However, in ICT, there could be several layers and some of the riskiest areas - e.g. electronics manufacture - are a relatively long way upstream, which is a challenge.
23. The City Treasurer has asked for consideration of how we urgently consider tightening the sign off processes for procurement and contract award to include this. Corporate Procurement will release new documents, tender templates

and a contract report template early next year to tie in with contract management communication plan.

24. Where a framework or contract has been tendered through MCC, then questions regarding Human Trafficking and Slavery will have been asked as part of the Standard procurement questionnaire. Where a non-MCC framework is in place, the MCC contract owner should check with the tendering body if Modern Slavery was included in the tender evaluation. If this was not included or not to MCC requirements, then the MCC contract lead should ensure they include this in their assessment and evaluation of suppliers in the mini-competition under the framework, noting that this should be in accordance with the rules of the framework.
25. We recommend a joint approach with MHCC and the LCO to promote an integrated approach to combating modern slavery in the health and care sectors, where safeguarding is of critical importance. Officers are working with MHCC and LCO colleagues on this. Whilst there is no NHS England requirement to do so, MHCC will put in a quality standard in all contracts in relation to Modern Day Slavery.

Next steps

26. The next steps are as follows:
 - a. All Corporate Procurement staff to be trained in combating modern slavery by 31 March 2019;
 - b. Corporate Procurement to finalise and communicate a standard set of questions for subcontractors, drawing on existing good practice in procurement and in capital programmes;
 - c. Corporate Procurement to communicate latest and new sign off arrangements for procurement and contract award, once finalised;
 - d. Legal to explore the possibilities of a standard clause in MCC contracts that non-compliance with Modern Slavery provisions constitutes breach and is reason for contract termination. Any breach would have to be material. MCC actions must be proportionate, and reasonable and we should afford the contractor the ability to remedy the breach.
 - e. Integrated Commissioning to identify resource to obtain typologies and sectoral analysis of modern slavery, and communicate within the Council, making connections with the Modern Slavery sub group of the Children's Safeguarding Board;
 - f. Integrated Commissioning team, working with a willing contract manager, produce a model example of how to review contractual spending with an eye to spotting modern slavery - for sharing with colleagues;
 - g. Procurement and Integrated Commissioning to share good practice among commissioners and contract managers;
 - h. Council commissioners and contract managers to ensure their procurement and management of contracts robustly tests suppliers and supply chains for modern slavery;
 - i. If agreed by the committee, officers to develop a Modern Slavery statement for publication in July 2019.

APPENDIX 1 - MANCHESTER CITY COUNCIL MOTION ON MODERN SLAVERY, JULY 2018

This Council notes although Slavery was abolished in the UK in 1833, there are more slaves today than ever before in human history. Figures from the International Labour Organisation (ILO) suggest that there are more than 40 million people in modern slavery across the world, with nearly 25 million held in forced labour. There were 3805 victims of modern slavery identified in the UK in 2016. A rising number but still well below the 10,000 and 13,000 potential victims estimated by the Home Office.

Modern Slavery is happening nationwide. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhuman treatment. This can include sexual and criminal exploitation.

This Council believes that action needs to be taken to raise awareness of modern slavery and the fact that it is happening all over the UK. That the current support for victims is not sufficient and needs to go beyond the 45 days they are currently given by the government. That Councils have an important role to play in ensuring their contracts and supplies don't contribute to modern day slavery and exploitation.

Manchester City Council will:

1. Ensure its corporate procurement team is trained to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.
2. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies with contract termination as a potential sanction for non-compliance.
3. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery
4. Highlight to its suppliers that contracted workers are free to join a trade union and are not be treated unfairly for belonging to one.
5. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
6. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
7. Review its contractual spending regularly to identify any potential issues with modern slavery
8. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.

9. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
10. Report publicly on the implementation of this policy annually

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 10 January 2019

Subject: Living Wage Accreditation Update

Report of: City Treasurer

Summary

This report provides an overview of background information for the Council in considering potential accreditation as a living wage employer.

Recommendations

Members are asked to note and comment on this report.

Wards Affected: All

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

Manchester Strategy outcomes	Summary of how this report aligns to the Our Manchester Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Accreditation as a Living Wage Employer and promotion of the Real Living Wage to partners and suppliers across the City will support various strands of the Our Manchester strategy. In particular this will support the development of a truly <i>livable</i> and <i>equitable</i> City where residents benefit from our <i>economic success</i> which, in turn, will support <i>sustainability</i> .
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

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

Report to Economy Scrutiny Committee, 11 March 2015: *Final Report and Recommendations of the Living Wage Task & Finish Group*

Report to Economy Scrutiny Committee, 30 September 2015: *Draft Living Wage Policy*

Manchester City Council Ethical Procurement Policy

1. Background and Context

- 1.1. The City Council has, for a number of years, recognised and encouraged the need for a minimum level of pay, not only for its own staff but also for the business community in general. Whilst the approach is intended to support a decent standard of living for individuals and their families, it recognises that paying the *real* Living Wage can be good for businesses as well and contribute towards a thriving community. There is a growing body of evidence demonstrating the business benefits of becoming a Living Wage employer. These are reported by the Living Wage Foundation and include increased retention and motivation of staff; improvements in recruitment and employee relations, and improvement in the wellbeing of individuals, as well as having a positive impact on an organisation's reputation.
- 1.2. Accreditation as a Living Wage employer and promotion of the Real Living Wage to partners and suppliers across the City will support various strands of the Our Manchester Strategy. In particular, it will support the development of a truly livable and equitable City where residents benefit from our economic success and which, in turn, supports sustainability.
- 1.3. There is an opportunity for the City Council to become Living Wage accredited, which may encourage others to adopt this standard, and this report outlines the process and considerations.

2. National Context: The 'Real' Living Wage

- 2.1. The real Living Wage is a voluntary rate of pay announced annually by the Living Wage Foundation and is based on an independent assessment of the real cost of living based on a number of indicators, including goods and services, which represent what people need to meet their basic everyday needs. This is distinct from the National Living Wage which is, in essence, a statutory minimum rate for workers age 25 and over and the National Minimum Wage, a statutory minimum rate of pay for workers age 21 and over. The table appended summarises the various minimum pay rates.
- 2.2. The 'real' Living Wage has grown in prominence over recent years and a range of local authorities including Birmingham, Cardiff and Salford have now achieved formal accreditation as 'living wage employers'. In order to achieve this accreditation employers must:
 - Pay all directly employed staff the real Living Wage
 - Pay regular third party contracted staff - such as cleaners and catering staff - the real Living Wage
- 2.3. If it is not possible to move these staff members to the 'real' Living Wage straight away, this can be implemented in a phased approach by moving the contracts to Living Wage when possible. Each contract is included as a milestone in the Licence Agreement with the Foundation.

Manchester Context

- 2.4. The Council developed a formal Living Wage Policy in September 2015, following work by a Task and Finish Group of Members from across the Resources and Governance and Economy Scrutiny Committees. The overarching objective of the Policy is set out below:

The aim of this policy is to ensure that Manchester City Council employees, current and potential contractors and suppliers, and Manchester based employers are fully aware of the City Council's commitment to the Living Wage. The City Council firmly believes that increasing the number of people being paid at least the Living Wage will make a significant contribution to supporting residents out of poverty and reducing dependence on in work benefits. The City Council is also committed to the responsible management of its resources and is clear that the payment of the Living Wage by its suppliers and contractors must not result in any increased costs.

- 2.5. In developing the Policy, Members noted the strong historic work in this area, including through the development of the Manchester Minimum Wage in 2009 as a locally agreed minimum rate of pay commended to suppliers and partners which had, in recent years, been aligned with the real Living Wage level.

- 2.6. The following points from the City Council's Living Wage Policy are worthy of note:

- The Manchester Minimum Wage will be renamed the *Manchester Living Wage* as long as its value remains at least equal to the real Living Wage;
- All Manchester City Council employees (with the exception of new starters on probation and apprentices) will be paid at least the Manchester Living Wage. The Manchester Living Wage rate will be reviewed on an annual basis as part of the budget setting process and will be set by Personnel Committee and approved by Full Council. This process will take into account a range of factors but the aspiration is that this rate will be equal to the latest UK Living Wage (now known as the real Living Wage);
- Existing suppliers and contractors will be encouraged to implement the Living Wage without any increased cost to the City Council;
- The requirement to pay the Living Wage in tenders will be assessed on a case-by-case basis;
- Payment of the Living Wage will be embedded within the 'social value' element of relevant tender evaluations.

- 2.7. At the time of writing the Policy, Members agreed that the Council should implement the Living Wage as far as it possibly could, using the criteria of accreditation as a guide. Members recommended that, once the Council has the strongest possible policy for Manchester's low wage residents, the Council should determine whether this would meet the criteria for accreditation, and make a judgement as to whether the Council would be able to remain accredited over a reasonable period of time.

- 2.8. Since the development of the Living Wage Policy directly employed Council staff have continued to be paid at least the 'real' living wage and this rate of pay has been strongly commended to partners and our suppliers in line with the Council's Ethical Procurement Policy.
- 2.9. The organisation's commitment in this area has been further demonstrated in October 2017 when the Council signed UNISON's Ethical Care Charter which included a commitment to pay workers in the Care Sector the 'real' Living Wage. In 2018/19 provision was made within the commissioning budget for Homecare in support of this to assure payment of the real Living Wage to staff employed by providers here in-line with the Council's ethical care charter commitment.
- 2.10. The Council is also reviewing the other construction related national agreements, where relevant, and working towards the Unite Construction Charter which will commit the organisation to pay workers in this sector at the real Living Wage rate as a minimum, with proposals to be presented to Council in January.

3. Considerations in Becoming a Living Wage Accredited Employer

The Employed Workforce

- 3.1. Implementation of the 2019/20 pay award, as agreed by Personnel Committee, will take the minimum rate of pay for directly employed staff to £9.51 per hour¹, which falls significantly above the current real Living Wage rate (£9 per hour as announced in November 2018) and the National Living Wage of £8.21 per hour from April 2019 which was announced as part of the Autumn Budget 2018. This hourly minimum will also be applied to agency staff and commended to Schools across the City. The costs of implementing the pay award are already factored into the Council's 2019/20 budget.
- 3.2. The Council's standard 35 hour working week means, in effect, the hourly pay rate for staff in Manchester in April will be 51p per hour greater than the majority of local authorities, which operate a standard 37 hour working week and would see an hourly rate of pay of £9.00 per hour as opposed to Manchester's £9.51. In future years, it is possible that the nationally agreed minimum rate of pay for local authority staff will fall below the real Living Wage rate, the degree and speed with which this will happen within individual local authorities will be influenced by the standard working week adopted. Should the position here shift it would be necessary to fund supplements to the lowest pay points as has been done previously in order for the Council to continue to pay the real Living Wage rate, in line with its policy commitment.
- 3.3. In terms of the employed workforce there are no significant short-term issues which would likely impact real Living Wage accreditation. However, whilst financial modeling of the future rate of the real Living Wage does take place, it is hard to predict this to any degree of certainty. Therefore, in taking any

¹ Based on a 35 hour week.

decision there would, inevitably, be some degree of uncertainty about the potential future costs in terms of staff budgets beyond 2019/20.

The Commissioned Workforce

- 3.4. As noted above, the Council does not need to assure real Living Wage payment via contracts from day one in order to achieve accreditation, but it must set out a clear plan to achieving this, usually over a three year period. This aligns with legal advice previously received that it would not be lawful to 'impose' a minimum level of pay across all contractual arrangements *en masse*, but rather that any change here should be considered and implemented on a case-by-case basis and particularly as contracts come up for review.
- 3.5. Therefore, if the Council is to seek accreditation a programme of contract review would be needed, linked to re-tendering timescales. Through this process the Council would need to work with its providers to, in as much as possible, assure payment of the real living wage to those engaged to work on areas where the City Council has contracted out the service provision to a third party. This would build on a number of areas where assurances are already in place in line with the Council's Ethical Procurement Policy. The Living Wage Foundation would work closely with the Council here, and recognises that in some sectors, particularly Social Care related services, there are sometimes broader issues of the market that provide a challenge and that local solutions may not be readily achievable in the short term. - There may well be significant financial challenges here it it will be important that the approach to contract review is effectively phased and prioritised.
- 3.6. Officers met with representatives from the Living Wage Foundation in December and are currently in the process of providing information on current key contracts as a basis for further discussions should the Council seek to progress towards formal accreditation. Once complete, and the implications fully understood including potential financial considerations, officers will bring forward proposals for Member approval.

4. Conclusion

- 4.1. Accreditation as a Living Wage employer would be a potential positive next step flowing from the development of the Council's Living Wage Policy in 2015. As an accredited employer the Council would have increased credibility in commending this rate of pay to its partners across the City which would both support the aims of the Living Wage Foundation and the City's Our Manchester Strategy.
- 4.2. Based on work over recent years the Council is in a strong position to successfully meet the initial accreditation threshold. However, it will be important that before making any commitment here, thought is given to the potential medium and long term financial consequences, both in terms of continuing to assure this rate of pay to directly employed staff and, in some cases, reflecting the impact on commissioning budgets to enable the real living

wage rate to be paid. The Council will continue to commend the living wage and work with contractors to identify how they can meet such costs.

- 4.3. It will also be important that the views of our key partners, in particular those in the health and social care system, are taken into account given the interconnection of both workforce and commissioning arrangements here.
- 4.4. Officers will continue discussions with the Living Wage Foundation over the coming weeks in relation to potential accreditation with a view to bringing forwards any proposals by the new financial year.
- 4.5. Comments on the detail provided above are welcome.

5. Recommendations

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

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Appendix A - Minimum Wage Rates

Pay Rate	Definition of Cohort	Hourly Pay		Review Approach	Apprentice Rate	
		2018-19	2019-20		2018-19	2019-20
National Minimum Wage (Statutory)	Workers aged 21 and over	£7.38	£7.70	Recommended by the Low Pay Commission. within a remit to raise pay as high as possible without damaging employment prospects.	£3.70	£3.90 ¹
	Workers aged 18 to 20	£5.90	£6.15			
	Workers under the age of 18	£4.20	£4.35			
National Living Wage (Statutory)	Workers over 25	£7.83	£8.21	Recommended by the Low Pay Commission. The Government has set a target for it to reach 60 per cent of median earnings by 2020. The Commission's remit is to make recommendations that reach the target, subject to 'sustained economic growth'.	N/A	N/A
'Real' Living Wage (Living Wage Foundation) ²	All workers (higher rate for London)	£9.00 (announced November 2018)		This is an aspirational wage which is announced every November by the Living Wage Foundation. The 'real' Living Wage is a voluntary rate of pay set by the	N/A	N/A

¹ Applicable to apprentices aged 16 to 18 and those aged 19 and over who are in their first year. All other apprentices are entitled to the National Minimum Wage for their age.

² The rate is set each November with organisations allowed 6 months to comply. The current 'real' Living Wage rate of £9.00 was announced in November 2018. It was previously £8.75 per hour.

				resolution foundation based on the real cost of living; what people need to meet their basic everyday needs.		
Manchester Minimum Wage (Local)	All employees following completion of their probationary period or apprenticeship .	£9.04	£9.51 ₃	Reviewed annually, taking account of various factors such as staff turnover, any NJC pay award, the ratio of low to high earners, the rates for the National Minimum Wage and the 'real' Living Wage at the time.	£8.98 ₄	£9.51 ₅

³ Based on the proposed SCP1 from April 2019

⁴ Paid at SCP 6 as a "new starter induction and training rate" for new employees and apprentices at levels 1-3 who have yet to complete their apprenticeship standard.

⁵ Based on the proposed SCP1 from April 2019

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 10 January 2019

Subject: Delivering the Our Manchester Strategy

Report of: Executive Member for Finance and Human Resources

Summary

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Executive Member for Finance and Human Resources

Recommendations

The Committee is asked to note and comment on the report.

Contact:

Name: Councillor Carl Ollerhead
Position: Executive Member for Finance and Human Resources
Telephone: 0161 234 3350
E-mail: cllr.c.ollerhead@manchester.gov.uk

1. Introduction

- 1.1 The Our Manchester Strategy was formally adopted by the Council in January 2016 and sets the ambitions for the city for the next ten years, to 2025, for Manchester to be:
- Thriving – creating great jobs and healthy businesses
 - Filled with talent – both home-grown talent and attracting the best in the world
 - Fair – with equal chances for all to unlock their potential
 - A great place to live – with lots of things to do
 - Buzzing with connections – including world-class transport and broadband
- 1.2 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers to deliver better outcomes for Manchester residents. In May the Executive published its collective political priorities in the Labour Party's Our Manchester Manifesto. These are in line with the Our Manchester Strategy and individual Executive Members have aligned their own priorities to the manifesto commitments.
- 1.3 This report sets out how I as the Executive Member for Finance and Human Resources aim to deliver on and update the Committee on these priorities over the next 12 months. This is the latest update report to this Committee.

2. Executive Member for Finance and Human Resources

- 2.1 As the Executive Member for Finance and Human resources I have responsibility for the Council's Finances, Budget, Council Tax and Benefits, Resource Procurement, Performance, ICT, Capital and Capital Programme Delivery, Social Value and Digital Transformation.
- 2.2 In addition to being the lead portfolio holder in the above areas I also sit on the board in some of the Council's other major projects and partnership arrangements. These include:
- Town Hall Transformation (OTH board)
 - The Factory
 - MHCC Finance Committee
 - MCDA (Manchester Creative Digital Assets)
- 2.3 In line with the 2018 Manifesto and the Our Manchester Strategy I will be responsible for delivering the above with an emphasis on the following priorities:
- Delivering the second of a three year budget focusing on Our Manchester Objectives and setting a balanced budget for the final year, 2019/20.
 - Social value and best value for money

- Ensuring we protect Manchester Residents
- Supporting HR deliver the objectives of Our People Strategy

3. Objectives over the Next 12 Months

Budget

- 3.1 In March 2017 the Council set its three year budget based around the Central Government allocation which removed a further £35m from council resources over this period. This is in addition to the previous round of cuts which started in 2010 with the coalition government. In total over the last 8 years the Council has lost c£350m in real terms. With a growing population and a national shortfall in local government resource, including Health and Social Care, this has put pressure on the Council's budget in these areas.
- 3.2 If we are to deliver the manifesto it is imperative that we ensure the three year budget plan is delivered. The Manifesto is ambitious but more importantly it reflects the priorities Manchester residents have asked of us.
- 3.3 At my last report to committee I reported a projected overspend in the budget of £13.7m and that I had instigated several rounds of Council priority conversations to focus on a budget recovery plan bringing the budget back in line whilst maintaining the Council's ambitions.
- 3.4 Over the last 8 months I have held several Priority Conversations with Strategic Directors and Executive Members to get a reflection of the contemporary situation and what problems may arise that may affect the budget. These have focused on both Revenue and Capital Spending, Social Value and how these relate to delivering the Executive priorities. The work has supported the development and delivery of the recovery plan and associated reduction in overspend.

Social Value and Ethical Procurement

- 3.5 SV (Social Value) is a new portfolio brief. It used to sit within procurement, however, this year SV is a portfolio area in its own right. This will further the work already done by the council in previous years allowing, not only allowing a real sense of focus on SV but allowing a more holistic approach.
- 3.6 Manchester has one of, if not the best, social value policy in the country, with a procurement weighting of 20% alongside that of cost and quality. This is the highest of all authorities. Over the last few months I have driven our SV agenda and it is now a Council priority across all directorates. Examples of this have been reported to the Ethical Procurement and SV sub group.
- 3.7 Unfortunately, communication around SV and our achievements is still not as robust as it could be, often meaning our success in this area is not recognised as it is in other authorities whose modelling is based upon our own. In the new year

it has been agreed with communications that we will do a takeover week on all of our social media platforms around SV which will give real life examples of how the policy is making a difference to people's lives. There will also be our annual SV conference in February which I will be chairing and we will be using this to promote our work further.

- 3.8. I attend the SV board chaired by Paul Marshall the Director of Children's services to hear how the policy we as a council have put in place is operating in practice. In addition I have now set up a strategic group that sits above this working on how we align our SV policy with our long term vision for the City and looking at issues such as communications and KPI monitoring.

Ensuring We Protect Manchester Citizens

- 3.8 Since the Lib-Dem Tory Coalition in 2010, central Government have made poor people poorer and put those most in need of support at risk. The 2017 Budget consultation made it clear that residents of the City wanted the Council to prioritise how we look after certain groups in our City and in the Our Manchester approach. The 2018 Labour Party Manifesto reflected this. We are all responsible for delivering this vision, however as previously mentioned, certain manifesto priorities fall within the relevant portfolio holders brief.
- 3.9 The main role in the manifesto for the Executive member for Finance and HR is supporting other Executive Members to deliver their priorities. However, one of the areas I have responsibility for is Revenue and Benefits. My focus in this area will be looking at how we can help mitigate against the issues arising from the spectacularly failed UC (Universal Credit) roll out. Using what tools we have at our disposal to support our most vulnerable, I will be working closely with officers and other Executive Members to look at ways in which this can be done. We are looking at some options around how we can further support residents which will be reported back to this Committee later in the year.
- 3.10 As set out in my last report, one of the pledges within the Manifesto was to adopt a policy to exempt care leavers from council tax liabilities until their 25th (previously 21st) birthday. This is now Council policy
- 3.11 Whilst the budget has been hard to balance this year, it remains essential to see how the Council can help protect those individuals who have been hardest hit by UC. Further measures have been put in place including in the Council Tax Support Scheme where we are currently consulting on implementing a banded scheme to stop countless reassessments and stress to individuals who have moved onto UC. In addition, we are looking at how the discretionary council tax support for those on CTSS can be applied to support people hardest hit, including those who have three or more children.

Supporting HR deliver the objectives of Our People Strategy

- 3.14 I am meeting with the Director of HROD once a month to discuss progress within the service, in addition to ad hoc meetings around specific issues.
- 3.12 The last Be Heard Survey has now been completed and we are going over the results. The last results showed that the Council was continuing to make progress and I am pleased to say that this is still the case with the results showing both an increased response rate and an improved overall score. There has been progress in a number of the areas of concern raised in the last report but there is still more work to be done.

4. Conclusion

- 4.1 The report has detailed some of the activities I have taken in the 8 months I have been a member of the Executive, but also sets out some of the priorities I am undertaking over the coming months. Whilst not explicit, I hope that the report sets out the ultimate priority which is ensuring that we get the best deal for Manchester residents and allow them to partake in the City's success.

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
10 January 2019

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

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

Recommendation

The Committee is invited to discuss the information provided and agree any changes to the work programme that are necessary.

Contact Officer:

Name: Mike Williamson
Position: Team Leader- Scrutiny Support
Telephone: 0161 234 3071
E-mail: m.williamson@manchester.gov.uk

Wards Affected: All

Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

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

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

Date	Item	Recommendation	Action	Contact Officer
21 June 2018	RGSC/18/28 Health and Social Care Governance and Budget arrangements	<p>To request that the Executive Member for Adults, Health and Wellbeing provide all members of the Council with an information fact sheet as to how Councillors can engage with the scrutiny of the integrated health and social care arrangements by various bodies both locally and at a GM level</p> <p>To request Officers provide information to all members of the Council on VCS funding available from MHCC and how this can be accessed</p>	<p>A response to this recommendation has been requested and will be reported back once received</p> <p>A response to this recommendation has been requested and will be reported back once received</p>	<p>Cllr Craig</p> <p>Ed Dyson</p>
6 September 2018	RGSC/18/45 Revenue and Benefits Unit - Annual Report 2018/18	To request that Officers provide the Committee with more appropriate information on the banding of new properties being built in and across the city	A response to this recommendation has been requested and will be reported back once received	Julie Price

6 September 2018	RGSC/18/47 Blacklisting	To request that the City Solicitor provides a view on whether there is a contradiction within the Council's self-cleaning regime as identified by the Committee	A response to this recommendation has been requested and will be reported back once received	Fiona Ledden
11 October 2018	RGSC/18/55 Delivering Equalities through the Council's spending decisions, decision making and monitoring processes	To request that a completed EIA is submitted as part of the budget reports planned for the Committees meeting in December in order to help determine if any further scrutiny on this subject is required	This recommendation will be actioned at Decembers meeting	Carol Culley/Janice Gotts
8 November 20128	RGSC/18/58 Factory Project	To request the City Treasurer to provide Committee Members with a copy of the 5 case Business Plan. To request that Officers arrange a site visit for the Committee to the Factory Project at an appropriate time	A response to this recommendation has been requested and will be reported back once received A response to this recommendation has been requested and will be reported back once received	Carol Culley
8 November 2018	RGSC/18/61 Annual Property Report	To request that Scrutiny Committee is sighted on any report in relation to the proposals surrounding the	A response to this recommendation has been requested and will be reported back once received	Eddie Smith

		<p>re-provision of existing social housing tenants within the Beswick area as part of the Eastlands Regeneration Framework.</p> <p>To request that Officers provide information on the Social Value aspect of the Jacobs contract to members of the Resources and Governance Scrutiny Committee and the Ethical Procurement and Contract Management Sub Group.</p>	<p>A response to this recommendation has been requested and will be reported back once received</p>	<p>Eddie Smith</p>
<p>6 December 2018</p>	<p>RGSC/18/68 Proposed changes to the Council Tax charges levied for tax on empty properties</p>	<p>To request that the data on the valuation bands of the properties that will be affected by the proposals is shared with Committee Members</p>	<p>A response to this recommendation has been requested and will be reported back once received</p>	<p>Julie Price</p>

2. Key Decisions

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

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

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

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

An extract of the most recent Register of Key Decisions, published on **20 December 2018**, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Directorate - Corporate Core

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Strategic Land Acquisition Ref: 15/003	The approval of capital expenditure for the purpose of the strategic acquisition of land.	City Treasurer	March 2018 or later	Gateway 5 (procurement document)	Eddie Smith 0161 234 4821 e.smith@manchester.gov.uk
Collyhurst Regeneration	The approval of capital expenditure for land and buildings in	City Treasurer	March 2018 or later	Gateway 5 (procurement document)	Eddie Smith 0161 234 4821 e.smith@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Ref: 15/005	Collyhurst.				
Depots Programme Ref: 15/007	The approval of capital expenditure on the council's depots.	City Treasurer	March 2018 or later	Gateway 5 (procurement document)	Julie McMurray Tel: 0161 234 6702 j.mcmurray@manchester.gov.uk
Factory Project Ref: 15/012	The approval of capital expenditure in relation to the creation of the Factory.	City Treasurer	March 2018 or later	Gateway 5 (procurement document)	Dave Carty 0161 219 6501 d.carty@manchester.gov.uk
Allocation of Central Contingencies/ Reserves Ref: 15/023	To fund currently unplanned expenditure or expenditure the exact amount of which has yet to be determined.	The Executive	March 2018 or later	Report to the Executive as part of the Global Monitoring Report	Carol Culley 0161 234 3590 carol.culley@manchester.gov.uk
Allocations for General/Earmarked Reserves Ref: 15/024		The Executive	March 2018 or later	Report and recommendation	Carol Culley 0161 234 3590 carol.culley@manchester.gov.uk
Clean and Green Fund Ref: 15/025	Long-term improvements to cleanliness and environment of the city.	City Treasurer	March 2018 or later	Requests from Growth and Neighbourhoods Directorate	Carol Culley 0161 234 3590 carol.culley@manchester.gov.uk
Leisure Services – External Ref: 2016/02/01C	The approval of capital expenditure.	City Treasurer	March 2018 or later	Gateway 5 procurement document	Lee Preston 07852957286 l.preston2@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Capital Investment in schools Ref: 2016/02/01D	The approval of capital expenditure in relation to the creation of school places through new builds or expansions.	City Treasurer	January 2018 or later	Gateway 5 (procurement document)	Amanda Corcoran 0161 234 4314 a.corcoran@manchester.gov.uk
Our Manchester Strategy 2016-19 Ref: 2016/01/14	To adopt the "Our Manchester ICT Strategy 2016-19".	The Executive	March 2018 or later	Our Manchester ICT Strategy 2016-19	Bob Brown 0161 234 5998 bob.brown@manchester.gov.uk
Construction and Property Professional Services Framework (CAPPS) for the Capital Programmes and Property Dept. Contract TC859 Ref: 2016/07/21	To seek approval to award Framework Agreements a range of professional services in connection with construction and property related matters. This will consist of 21 individual Framework Lots, each relating to a specific professional discipline, for the use of the Capital Programmes and Property Dept. Each will operate for 2 years with an option to extend for up to a further 2 years. The anticipated commencement dates	Chief Executive in consultation with the City Treasurer	Phased in batches of Lots according to priority, between September 2016 and September 2018 or later	Confidential contract report with recommendations and supporting documents.	John Finlay 0161 219 6530 j.finlay@manchester.gov.uk Neil Davies 0161 234 3005 n.davies@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
	for various Lots are phased between August and October 2016.				
Provision of licenses for improved SAP provision Ref: 2017/02/02A	To seek approval to award a contract to a single supplier for license provision allowing the Council access to an improved SAP interface.	City Treasurer in consultation with the Chief Executive	March 2018 or later	Confidential contract report with recommendations	Bob Brown 0161 234 5998 bob.brown@manchester.gov.uk Michael Shields 0161 234 1009 m.shields@manchester.gov.uk
Carbon Reduction Programme Ref:2017/06/30C	The Approval of Capital Spend in order to achieve a reduction in carbon emissions.	City Treasurer	March 2018 or later	Gateway 5	Julie McMurray Strategic Development 0161 219 6791 Mobile : 07950 790533 j.mcmurray@manchester.gov.uk
Estates Transformation Ref:2017/06/30D	The approval of capital spend to ensure that the operational estate is fit for purpose.	City Treasurer	March 2018 or later	Gateway 5	Julie McMurray Strategic Development 0161 219 6791 / 07950 790533 j.mcmurray@manchester.gov.uk
Security Services (Contract TC888) Ref:2017/09/04B	To seek approval to appoint a company/s for the provision of Security Services, covering all city requirements within Manchester.	City Treasurer in consultation with the Chief Executive	March 2018 or later	Confidential contract report with recommendations	Steve Southern Head of Facilities Management Corporate Estates Team 0161 234 3683 s.southern@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
	The contract will be for a 3 year period with the option to extend for a further 2 years.				Colin Butterworth Senior Procurement Officer 0161 234 3434 c.butterworth@manchester.gov.uk
Lincoln Square/Brazennose St Ref: 2017/12/04A	To approve the signing of a collaboration agreement among landowners, as a precursor to the Council investing £1.2m of a total of £4.08m in a new public square and public realm.	City Treasurer	March 2018	Draft collaboration agreement Draft public realm development plans High level cost schedule	Pat Bartoli Head of City Centre Growth and Regeneration 0161 234 3329 p.bartoli@manchester.gov.uk
Greater Manchester Waste Disposal Authority (GMWDA) - GM Waste Disposal Levy Allocation Methodology and Approval of a Revised Levy Allocation Model 2017/12/13	Approve the revised GMWDA Levy Apportionment Methodology Agreement which is to be applied in full from 2019/20 and with transitional arrangements for 2018/19.	City Solicitor	March 2018	GMWDA Waste Management Levy Allocation Methodology (LAMA) Agreement	Fiona Worrall 0161 234 3926 f.worrall@manchester.gov.uk
Planned Preventative Maintenance (PPM) and reactive repairs	To seek approval to award a contract to a single supplier to carry	City Treasurer	August 2018	Confidential Contract Report with	Jared Allen Interim Director of Capital Programmes

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Ref:2018/01/31A	out repairs to Public Buildings within Manchester			recommendation	Tel: 0161 234 5683 j.allen4@manchester.gov.uk Stephen Polese Procurement Officer 0161 234 3265 s.polese@manchester.gov.uk
Extra Care Ref: 2018/02/1A	The approval of capital expenditure that will provide 72 new units as part of the City's Extra Care Programme	City Treasurer	March 2018 or later	Business Case	Steve Sheen 234 4115 s.sheen@manchester5.gov.uk
Empty Homes Clusters Phase 2 Ref: 2018/02/28D	The approval of capital expenditure for the purchase and refurbishment of long term empty properties in North and East Manchester	City Treasurer	March 2018 or later	Business Case and Gateway 5 (procurement document)	Ian Runacres 0161 234 4953 i.runacres@manchester.gov.uk
Manchester Health and Care Commissioning Pooled Budget Arrangements Ref: 2018/03/15/A	To finalise and agree the Section 75 agreement between the Council and the Manchester Clinical Commissioning Group to enter into a pooled budget arrangement.	City Treasurer, Interim City Solicitor in consultation with Executive Member for	30/04/18	Report to Executive 21/03/18 The Section 75 Agreement	Carol Culley City Treasurer 0161 234 3406 c.culley@manchester.gov.uk Jacqui Dennis Interim City Solicitor 0161 234 3087

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
		Finance and Human Resources			j.dennis@manchester.gov.uk
Manchester Airport – MCC Freehold Leases rent Review 2016 Ref: 2018/03/21A	To approve the new rent to be received following the conclusion of the 2016 rent review	Eddie Smith	April 2018	Briefing Note	Name: Mike Robertson Position: Senior Development Surveyor Tel no: 31260 Email address: m.robertson@manchester.gov.uk
National Productivity Investment Fund – Mancunian Way Junctions with Princess Parkway Improvements Ref: 2018/04/03/B	The approval of capital spend to improve and increase capacity throughout by signalling two key junctions of the Mancunian Way; Princess Road/Medlock Street and Cambridge Street/Higher Cambridge Street	City Treasurer	April 2018 or later	Gateway 5 & Business Case	Kim Dorrington 0161 234 4828 k.dorrington@manchester.gov.uk
Provision of Telephony / Unified Communications Ref: 2018/04/03/F	To seek approval to award a contract to a single supplier for the provision of Telephony / Unified Communications across the Council	City Treasurer / SMT	October 2018	Confidential Contract Report with Recommendations	Bob Brown Chief Information Officer Tel: 0161 234 5998 Bob.brown@manchester.gov.uk Michael Shields Procurement Manager Tel: 0161 234 1009 m.shields@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
TC970 - Supply of Electricity (Street Lighting, brokered sites, over 100KW sites & sub 100KW site contracts). 2018/05/25A	Multi-supplier framework for the supply of Electricity (Street Lighting, Brokered sites, Over 100KW sites & sub 100KW site contracts).	City Treasurer	August 18 onwards	Report and Recommendation	Walter Dooley. Group Manager (Energy) Corporate Procurement w.dooley@manchester.gov.uk 0161 234 3633
North West Construction Hub High Value Framework (2018-2022) Reprocurement Ref: 2018/05/1A	Approval to appoint contractors to the North West Construction Hub High Value Framework 2018, for the delivery of construction projects of a value between £8m – over £35m for public sector organisations within the North West of England.	City Treasurer	November 2018	Confidential High Value Report 2018 (will be attached at Key Decision stage once outcome of process is known)	Name: Jared Allen Position: Director of Capital Programmes and Property Tel no: 0161 219 6213 Email address:j.allen@manchester.gov.uk Name: John Finlay Position: Capital Programme Procurement Manager Email: j.finlay@manchester.gov.uk 0161 219 6213
ICT Capital Investment Ref: 2018/05/1C	The approval of capital spend for the purpose of ICT Capital Investment	City Treasurer	May 2018 or later	Gateway 5 & Business Case	Bob Brown 234 5998 Bob.brown@manchester.gov.uk
Civic Quarter Heat Network Contract 2018/06/22A	To award and enter into the necessary arrangements to deliver the Civic	City Treasurer and Strategic Director	July 2018	Legal documentation and arrangements to effect the delivery	Name: Paul Hindle Position: Head of Finance Tel no: 0161 234 3025 Email

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
	Quarter Heat Network (CQHN) including all corporate, commercial, contractual, delivery and operational arrangements together with all necessary property arrangements and all ancillary agreements. Approval of the business plan, business case and any funding arrangements	(Development) and the City Solicitor		of the CQHN together with Executive reports – Item 8, 21 st March 2018 and Item 4 - 10 th January 2018, business case, business plan, and Contract Report setting out the terms of the arrangements.	address:p.hindle@manchester.gov.uk
Data Centre Network Provision and Implementation 2018/08/01C	To seek approval to award a contract for the data centre network provision including implementation	City Treasurer/Chief Information Officer	October 2018	Confidential Contract Report with recommendation.	Bob Brown Chief Information Officer Tel: 0161 234 5998 bob.brown@manchester.gov.uk Chris Johnson Senior Procurement Officer Tel: 0161 234 3085 c.johnson1@manchester.gov.uk
Our Town Hall- Appointment of the Management Contractor. 2018/09/07A	Appointment of the Management Contractor	The City Treasurer	Nov 18	Executive Report 8 th March 2017 – Manchester Town Hall and Albert Square-Out Town Hall Resources and	Jared Allen Director of Capital Programmes Tel: 0161 234 5683 Mobile: 07866 989671 email: j.allen4@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
				Governance Report 6 th September 18- OTH Management Contractor Update OTH - Contract Report for the appointment of the Management Contractor	
Our Town Hall- Management Contractor- Fees and Preliminaries 2018/09/07/B	Approval to spend the Management Contractors Fee and Preliminaries	The City Treasurer	Nov 18	Executive Report 8th March 2017 – Manchester Town Hall and Albert Square-Out Town Hall Resources and Governance Report 6th September 18- OTH Management Contractor Update OTH - Contract Report for the appointment of the Management Contractor	Jared Allen Director of Capital Programmes Tel: 0161 234 5683 Mobile: 07866 989671 email: j.allen4@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Framework Agreement for the Provision of Office Furniture 2018/09/07/C	To seek approval to award a framework of up to 5 suppliers for the provision of office furniture	Strategic Director (Development) and the City Treasurer	October 2018	Report and Recommendation	Samantha Wilson Senior Procurement Officer samantha.wilson@manchester.gov.uk 0161 234 4368
Extra Care – Burnage Lane 2018/09/24A	The approval of a capital contribution towards the development of a 56 unit affordable rent scheme as part of the City's Extra Care programme.	City Treasurer	January 2019 or later	Business Case	Steve Sheen 234 4115 s.sheen@manchester.gov.uk
TC969 – Provision of Comms Room Phase 2 Project and Delivery 2018/09/24C	MCC requires a delivery partner to refresh the hardware in the Comms Rooms and to design, test and implement a fit for purpose Software Defined LAN.	City Treasurer	December 18 onwards	Report and Recommendation	Andrew Blore ICT Strategic Business Partner 0161 234 1882 a.blore@manchester.gov.uk
Alexandra House 2018/09/28A	The approval of capital spend on the refurbishment of the office building and underground car park.	City Treasurer	October 2018 or later	Business Case	Eddie Smith 0161 234 4821 e.smith@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
West Gorton Park 2018/09/28B	The approval of capital spend on the design and creation of a new community park.	City Treasurer	October 2018 or later	Business Case	Eddie Smith 0161 234 4821 e.smith@manchester.gov.uk
Replace On Street Parking Pay and Display Machines 2018/09/28C	The approval of capital spend on the replacing of pay and display machines to allow for newer payment types.	City Treasurer	October 2018 or later	Business Case	Steve Robinson 0161 234 4828 Steve.robinson@manchester.gov.uk
Peterloo Memorial 2018/10/04D	The approval of capital expenditure in relation to the creation of the Peterloo Memorial.	City Treasurer	December 2018 or later	Checkpoint 4 Business Case	Dave Carty d.carty@manchester.gov.uk 0161 234 5908
Award of Print Contract for Elections and Registration 2018/10/04E	To appoint a supplier to provide print services for Elections and Registration materials for a period of 2 years with the ability to extend for a further 2 years, dependent on performance and delivery. The intended commencement date of the contract is January 2019.	City Solicitor	November 2018	Tender Responses and sample materials submitted by bidders as part of the competitive tendering process (being managed by STaR procurement on behalf of AGMA authorities)	Emma Burnett Head of Electoral Services e.burnett@manchester.gov.uk 0161 234 3146 Clare Travers Electoral Services Team Manager c.travers@manchester.gov.uk 0161 219 6949

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Metroshuttle Funding 2018/10/05A	To finalise and agree the terms for a new funding agreement with Transport for Greater Manchester for the City Council funding contribution towards the Metroshuttle costs.	City Treasurer and City Solicitor in consultation with Lead Member for Finance and Human Resources	Nov 18	Funding agreement and Executive Report	Name: Paul Hindle Position: Head of Finance Email:- p.hindle@manchester.gov.uk Telephone:0161 234 3025 Name: Richard Elliot Position: Head of City Policy Email: r.elliott@manchester.gov.uk Telephone: 0161 219 6494
Supply, installation, and maintenance of Pay and Display ticket machines 2018/10/11A	To seek approval to award a Contract to 1 supplier to Supply, install, and provide maintenance of all Pay and Display ticket machines across the city centre	City Treasurer & Deputy Chief Executive	Dec 2018	Confidential Contract Report with recommendation	Daniel Holden Contracts Manager Tel: 07534 956491 d.holden@manchester.gov.uk Stephen Polese Procurement Officer 0161 234 3265 s.polese@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Our Town Hall –Early Works 2018/10/11B	Approval to spend the Capital Budget for Early Works estimated at £2.39m	The City Treasurer	October 2018	Business Case for Early Works submitted to Capital Strategic Board -September 2018	Jared Allen Director of Capital Programmes Tel: 0161 234 5683 Mobile: 07866 989671 email: j.allen4@manchester.gov.uk
TC986 – SAP SUPPORT AND MAINTENANCE 2018/10/11D	To provide support to the SAP team in order to resolve incidents	City Treasurer	November 18 Onwards	Report and Recommendation	Alexander Forbes Programme Manager (ICT Corporate Core) a.forbes@manchester.gov.uk 0161 234 1820 Robert Kelk Procurement Manager Corporate Procurement r.kelk@manchester.gov.uk 0161 245 7897
House and Institute of Sport 2018/10/17A	To undertake feasibility works around the National Squash Centre and Athletics Arena in advance of development of MMU – Institute of Sport and Council’s House of Sport. Feasibility works £1.5m (Council contribution £450k, MMU £1.05m).	The City Treasurer	October 2018	Report to Executive: Eastlands Regeneration Framework - 13.12.17 & 25.07.18 (update).	Name: Richard Cohen Position: Senior Development Surveyor Tel no: 234 3019 Email address: r.cohen@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Northwards Housing Replacement of Prepayment Meters in High Rise Blocks 2018/10/17B	The approval of capital spend on the upgrading of obsolete heat and prepayment meters in high rise blocks	City Treasurer	November 2018 or later	Business Case	Ian Runacres 0161 234 4953
TC718 – Microsoft Licenses and Support 2018/10/26A	To appoint a Microsoft Licensing Solutions Partner to work with the Council regarding its Microsoft software and licensing estate	City Treasurer	November 18 onwards	Report and Recommendation	Stephen Knight ICT Service Management 07903 272363 r.kelk@manchester.gov.uk Robert Kelk Procurement Manager 0161 245 7897 r.kelk@manchester.gov.uk
North West Construction Hub Medium Value Framework (2019-2023) Reprocurement 2018/11/02A	Approval to appoint contractors to the North West Construction Hub Medium Value Framework 2019, for the delivery of construction projects of a value between £2m – £10m split as follows: Lot 1 – Cumbria, £2m - £5m Lot 2 – Lancashire, £2m - £5m	City Treasurer	March 2019	Confidential Medium Value Report 2019 (will be attached at Key Decision stage once outcome of process is known)	Name: Jared Allen Position: Director of Capital Programmes and Property Tel no: 0161 219 6213 Email address:j.allen@manchester.gov.uk Name: John Finlay Position: Capital Programme Procurement Manager Email: j.finlay@manchester.gov.uk 0161 219 6213

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
	<p>Lot 3 – Greater Manchester, £2m - £5m</p> <p>Lot 4 – Merseyside, £2m - £5m</p> <p>Lot 5 – Cheshire, £2m - £5m</p> <p>Lot 6 – North West, £5m - £10m for public sector organisations within the North West of England.</p>				
<p>Adult Social Care Winter Funding 2018</p> <p>2018/11/20A</p>	<p>Deployment of £2.7m of funding to schemes</p>	<p>Executive</p>	<p>12 Dec 2018</p>	<p>Report</p>	<p>Name: Simon Finch Position: Head of Finance Tel no: 07939/132452 Email address: s.finch@manchester.gov.uk</p>
<p>Council Tax Base</p> <p>2018/11/20</p>	<p>To set the 2019/20 Council Tax Base</p>	<p>City Treasurer, in consultation with the Executive Member for Finance and Human Resources</p>	<p>31/01/2019</p>	<p>Council Tax Base report</p>	<p>Name: Julie Hardman Position: Group Finance Lead Strategic Revenue Budget & Financial Accountancy Tel no: 234 4025 Email address: julie.hardman@manchester.gov.uk</p>

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Business Rates Base 2018/11/20C	To set the 2019/20 Business Rates Base	City Treasurer, in consultation with the Executive Member for Finance and Human Resources	31/01/2019	Business Rates Base report	Name: Julie Hardman Position: Group Finance Lead Strategic Revenue Budget & Financial Accountancy Tel no: 234 4025 Email address: julie.hardman@manchester.gov.uk
Council Tax 18/19 Balance 2018/11/20D	Agree the estimated council tax surplus or deficit	City Treasurer, in consultation with the Executive Member for Finance and Human Resources	15/01/2019	Council Tax balance report	Name: Julie Hardman Position: Group Finance Lead Strategic Revenue Budget & Financial Accountancy Tel no: 234 4025 Email address: julie.hardman@manchester.gov.uk
Business Rates 18/19 balance 2018/11/20E	Agree the estimated business rates surplus or deficit	City Treasurer, in consultation with the Executive Member for Finance and Human Resources	15/01/2019	Business Rates balance report	Name: Julie Hardman Position: Group Finance Lead Strategic Revenue Budget & Financial Accountancy Tel no: 234 4025 Email address: julie.hardman@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Smallworks Construction Framework (2019) 2018/11/20J	Approval to appoint contractors to the Smallworks Construction Framework, for the delivery of construction projects of a value between £2k - £500k for Manchester City Council and other public bodies as outlined in the OJEU notice for a duration of 3 years with the option to extend for a further 1 year.	City Treasurer	April 2019	Confidential Smallworks Construction Framework Tender Report (2019) (will be attached at Key Decision stage once outcome of process is known)	Name: Jared Allen Position: Director of Capital Programmes and Property Tel no: 0161 219 6213 Email address:j.allen@manchester.gov.uk ----- Name: John Finlay Position: Capital Programme Procurement Manager Email: j.finlay@manchester.gov.uk 0161 219 6213
Refurbishment of the Exchange Square Water Feature 2018/12/20A	To agree the release of capital from Borrowings to enable the letting of a contract to fund the refurbishment of the Exchange Square Water Feature.	City Treasurer	January 2019	- Contract note - Checkpoint 1 report. - Document that confirms how the contract will be let	Name: Steve Robinson Position: Director of Operations (Highways) Tel no: 0161 234 4828 Email address: steve.robinson@manchester.gov.uk

Decisions that were taken before the publication of this report are marked * (none)

3. Resources and Governance Scrutiny Committee - Work Programme – January 2019

Thursday 10 January 2019, 2.00pm ** DUE TO CHRISTMAS BREAK PLEASE CAN AS MANY REPORTS AS POSSIBLE BE SUBMITTED BY FRIDAY 21 DECEMBER ** (Actual report deadline - Monday 31 December 2018)				
Item	Purpose	Lead Executive Member	Strategic Director/ Lead Officer	Comments
Financial Settlement	To receive a report on the financial settlement for the Council for the 2019/20 financial year	Councillor Ollerhead (Executive Member for Finance and HR)	Carol Culley Janice Gotts	
Management of staff performance and misconduct	To receive a report on how the Council manages staff performance and underperformance, and the steps that are taken to address misconduct by staff. This report will include data on staff suspensions.	Councillor Ollerhead (Executive Member for Finance and HR)	Lynne Ridsdale	Part B report
Modern Slavery and Living Wage	To receive a report on the Council's position in regards to Modern Slavery and an update on progress that has been made towards consideration of becoming an accredited Living Wage employer	Councillor Ollerhead (Executive Member for Finance and HR)	Ian Brown Carol Culley	

Delivering the Our Manchester Strategy	This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Leader, Deputy Leader (in respect of skills) and the Executive Member for Housing and Regeneration.	Councillor Ollerhead (Executive Member for Finance and HR)	Cllr Ollerhead	
Overview report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Thursday 7 February 2019, 2.00pm (Report deadline Tuesday 29 January 2019)				
Item	Purpose	Lead Executive Member	Strategic Director/ Lead Officer	Comments
Refreshed budget and business plans	<p>The Committee will consider the refreshed budget and business plans for Corporate Core, following consideration of original proposals at its December 2018 meeting.</p> <p>To include details on HROD budget savings</p>	Councillor Ollerhead (Executive Member for Finance and HR)	Carol Culley	
Our Manchester – financial Impact on decision making and Business Plan	To receive a report on the evaluation of Our Manchester and how this is helping to deliver the required Council savings targets and the effect that it will have on the Council's future budget process	Councillor Ollerhead (Executive Member for Finance and HR)	Sara Todd Carol Culley	
Financial Impact of Welfare Reforms	To receive a report that describes the impact of welfare reforms on the Council's finances in its ability to provide support to residents of Manchester.	Councillor Ollerhead (Executive Member for Finance and HR)	Carol Culley Julie Price	

Results on changes to the Council Tax charges levied for tax on empty properties	To receive a further report following the consultation period on the final proposals in relation to Council Tax charges for tax on empty properties.	Councillor Ollerhead (Executive Member for Finance and HR)	Julie Price	See December 2018
Overview report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Monday 25 February 2019, 10.00am – BUDGET MEETING
(Report deadline Thursday 14 February 2019)**

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Budget Reports	<p>To receive an update on the Councils Budget options prior to submission to the Executive and Full Council.</p> <p>To include an update on the Global Revenue and Monitoring position</p> <p>To include business plans for all other Directorates as an appendix</p>	Councillor Ollerhead (Executive Member for Finance and HR)	Carol Culley	
Review of the Council's Christmas 2018 communications	To receive a report that reviews the level of success the Council's Christmas 2018 communications	Councillor Nigel Murphy (Deputy Leader)	Jen Green	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Thursday 7 March 2019, 2.00pm
(Report deadline Thursday 14 February 2019)**

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
HROD update report	Details to be determined by the Chair in consultation with the Director of HROD	Councillor Ollerhead (Executive Member for Finance and HR)	Lynne Ridsdale	
Update on Capital Projects	To receive an update on the progress with the following Capital projects against the agreed costs:- <ul style="list-style-type: none"> • Manchester College • The Factory • Central Retail Park • Life Sciences Development 	Councillor Leese (Leader) Councillor Ollerhead (Executive Member for Finance and Human Resources)	Carol Culley Eddie Smith Jared Allen	
Update on Highways Maintenance Capital projects	To receive a report on the progress of Capital projects within Highways Maintenance, against the agreed costs	Cllr Stogia (Executive Member for Highways, Planning and Transport) Councillor	Steve Robinson Carol Culley	

		Ollerhead (Executive Member for Finance and Human Resources)		
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Items to be Scheduled (Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings)				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Our Manchester – financial Impact on decision making and Business Plan	To receive a report on the evaluation of Our Manchester and how this is helping to deliver the required Council savings targets and the effect that it will have on the Council's future budget process	Councillor Ollerhead (Executive Member for Finance and HR)	Sara Todd Carol Culley	
Global Revenue Budget Monitoring	To receive an update on the forecasted financial position for 2017/18 through to 2018/19	Councillor Ollerhead (Executive Member for Finance and Human Resources)	Carol Culley Janice Gotts	This will be considered as part of the suite of reports at the Budget meeting of 25 February 2019.
Section 106 and the Councils associated financial obligations - update	To receive a further update that includes:- The governance arrangements in the delivery of S106 agreements; Progress made following the Council motion passed in March 2018 on Transparent Viability Assessments; Practical examples of the delivery and spend of S106 funding The structure of consultation with Ward Councillors; Consideration of the use of CIL within the City Centre	Councillor Nigel Murphy (Deputy Leader)	Eddie Smith Julie Roscoe	Date to be confirmed

The Factory Project – update	To receive an update on the progress of The Factory project against the agreed costs	Councillor Leese (Leader)	Eddie Smith Carol Culley	To receive this update every quarter
The Council's Communication Plan 2019/20	To receive a draft of the Council's proposed communications plan for 2019/20	Councillor Nigel Murphy (Deputy Leader)	Jen Green	Provisionally scheduled for May 2019
The Council's approach to consultation	To receive a report on the Council's approach to consultation with Manchester residents	Councillor Nigel Murphy (Deputy Leader)	Jen Green Kate Waterhouse	Provisionally scheduled for September 2019 as part of a communication themed meeting
The Council's proposed communications strategy for setting its budget for 2020 onwards	To receive a report that outlines how the Council intends to communicate and consult with Manchester residents on its budget process for 2020 and beyond	Councillor Nigel Murphy (Deputy Leader) Councillor Ollerhead (Executive Member for Finance and Human Resources)	Jen Green Carol Culley Janice Gotts	Provisionally scheduled for September 2019 as part of a communication themed meeting
Update on progress made with GDPR communications	To receive a report that provides an update on how successful the Council has been in communicating with staff on the requirements of GDPR		Jen Green Fiona Ledden	Provisionally scheduled for September 2019

				as part of a communication themed meeting
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