



Resources and Governance Scrutiny Committee

Date: Tuesday, 8 October 2019

Time: 10.00 am

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 9.30am 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.**

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Membership of the Resources and Governance Scrutiny Committee

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

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** 5 - 16
To approve as a correct record the minutes of the meeting held on 3 September 2019
- 4a. Minutes of the HR Sub Group** 17 - 24
To receive the minutes of the HR Sub Group held on 31 July 2019
- 4b. Minutes of the Ethical Procurement Sub Group** 25 - 32
To receive the minutes of the Ethical Procurement Sub Group held on 31 July 2019
- 5. ICT update** 33 - 42
Report of the Interim Director of ICT attached

This report provides an update on the proposed reshaping of Council's Information and Data Strategy and includes an update on the resilience of the Council's IT service provision.
- 6. Government Spending Round Announcement 2019** 43 - 50
Report of the Deputy Chief Executive and City Treasurer attached

This report provides an overview of the one year Spending Round announcements made by the Chancellor of the Exchequer on 4 September 2019, and the potential financial implications for the City Council.

- 7. Our Transformation** 51 - 76
Report of the Deputy Chief Executive and City Treasurer and the City Solicitor attached

This report provides a summary of the development of 'Our Transformation', a wider business transformation programme for the organisation, building on the corporate core transformation work already in progress

- 8. Overview Report** 77 - 108
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.

- 9. Exclusion of Press and Public**
The officers consider that the following item(s) contain exempt information as provided for in the Local Government Access to Information Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The Committee is recommended to agree the necessary resolutions excluding the public from the meeting during consideration of this item.
- 10. Management of staff performance and misconduct update**
Report to follow

Information about the Committee

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

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

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

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Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
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Further Information

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

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This agenda was issued on **Monday, 30 September 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

Resources and Governance Scrutiny Committee

Minutes of the meeting held on Tuesday, 3 September 2019

Present:

Councillor Russell (Chair) – in the Chair

Councillors Ahmed Ali, Battle, Clay, Davies, Lanchbury, B Priest, A Simcock, Stanton and Wright

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources

Apologies: Councillor Andrews, Moore, Rowles and Wheeler

RGSC/19/43 Minutes

Decision

To approve the minutes of the meeting held on 16 July 2019 as a correct record

RGSC/19/44 Revenue and Benefits Annual Performance Report 2018/19

The Committee considered a report of the City Treasurer, which provided Members with an overview of the performance of the Council's Council Tax, Benefits and Business Rates service areas for the 2018/19 financial year. The report also provided an update on key areas of work and the welfare reform changes.

The main points and themes within the report included:-

- The annual performance results for the Revenues and Benefits Unit, covering the collection of Council Tax collection, Benefits administration and Business Rates collection;
- Performance data in respect of areas of discretionary support including Discretionary Housing Payments (DHP), Discretionary Council Tax Payment Scheme (DCTPS) and Welfare Provision Scheme, including food poverty grants;
- Summary data on welfare benefit changes including the progress to transfer claims to Universal Credit and those areas of welfare reform administered by the Council, including spare room subsidy (bedroom tax) and Household benefit cap;
- Key issues affecting the Unit and service areas and details the headline performance targets and objectives for the year ahead; and
- Ward deprivation statistics that provided context and background to the ward based information within the report.

Some of the key points that arose from the Committees discussions were:-

- How many empty properties existed where the Council was unaware of who the owner was and how did the Council go about trying to obtain this information;
- How difficult was it to implement Orders for Sale where property owners had failed to pay outstanding Council Tax debts to the Council;
- What happened in instances where owners who had failed to pay Council Tax sold on their properties;
- Did Officers ever undertake unplanned reviews of body camera footage from Enforcement Officers to ensure the Officers were operating appropriately and within the law;
- Were there specific reasons as to why Council Tax collection rate and the amount of Council Tax arrears collected had reduced from 2012/13 onwards;
- What was the Council's stance on pursuing debt owed by those on low income and/or benefits;
- In terms of the information sharing pilot with HMRC for recovering unpaid Council Tax, did the details of 4000 residents passed to HMRC related to just Manchester residents or was this nationally;
- Of the proportion of residents details that the Council had passed to HMRC did they fit a certain demographic or was the sample random
- What safeguarding was in place for people where the Council might have ordinarily identified through the use of Enforcement Officers some kind of vulnerability that it might no longer be able to identify as the Council adopted more automated methods for the collection of unpaid Council Tax, such as the pilot with HMRC;
- How would the model currently used by the Team for tracking down those who owed Council Tax work for those who were not based in the UK for tax purposes;
- Clarification was sought as to number of Council tenures in the city that were in award of discretionary housing payments
- How many families had benefitted from the £75,9990 Discretionary Council Tax Payment that had been awarded to help those with two or more children;
- It was suggested that if Universal Credit claim forms did not require details on the number of children within a household then the Council should lobby the DWP to collect this information;
- Concern was expressed as to the level of rent expected to be paid for dispersed temporary accommodation and it was asked how this level had been set; and
- Did the Council have figures in relation to the level of debt owed to the Council through the use of dispersed temporary accommodation.

The Corporate Revenue Manager advised that in most cases, the Council could only get information relating to property ownership off the Land Registry, however contacting the owner was not always easy as the only detail required by the Land Registry was an owners address. The Council did go through various processes such as credit reference agencies to try and trace the owners of properties. The Council did consider the use of Charging Orders as these could be served on a property, whereas Bankruptcy orders required papers to be served on an individual. He advised that he did not have the figures available in relation to how many properties existed where the Council was unaware of who the owner was but agreed

to look into this and provide the information to Members. In terms of Orders for Sale, it was explained that if this was pursued through a Charging Order, it required a judge to enforce the sale and was therefore not always guaranteed to be granted.

In instances where owners who had failed to pay Council Tax sold on their properties, the Director of Customer Services and Transactions advised that unless there was an order on the property when it sold, the Council could not lay claim to any unpaid Council Tax. Reassurance was given that the Council was relentless in trying to secure any unpaid monies and would look at the use of attachment of earnings orders, write to individuals and if necessary send Enforcement Officers to try and obtain the debt owed to the Council, even if they had moved outside of Manchester. The Director advised that at present the Council did not undertake any 'dip test' of body cameras, however Revenue and Benefits Officers would undertake visits with Enforcement Officers, which in some instances would reveal wider intelligence on families who were in need of support. The Director commented that there would be nothing preventing 'dip tests' to be undertaken and gave a commitment to undertake this and report back in next years report.

The Committee was advised that prior to 2012/13 residents who were on Income Support or equivalent, received Council Tax benefit equivalent to 100% of the Council Tax due. Due to changes in legislation by central government in 2012/13, that abolished Council tax benefit and replaced this with localised Council Tax Support Schemes, the Council no longer received the same level of funding to cover the full cost of Council Tax Support, as such, the Council's Local Council Tax Support Scheme was amended to ensure it remained affordable whilst taking into account other budgetary pressures, which resulted in the requirement for those in receipt of Council Tax support having to pay a contribution towards their Council Tax. This had started at an 8.5% contribution and had risen up to a 17.5% contribution at the present moment. Reassurance was given that the payment plans for those on a low income or benefits were based on their presenting circumstances, available income and level of engagement in order to try and recover the money owed and put them on debt repayment journey.

The Corporate Revenue Manager informed the Committee that the details of 4000 residents passed to HMRC did relate to just Manchester residents and this was broken down into 10 batches of 400, each batch with a different type of debt owed. In terms of safeguarding, the process the pilot had to go through before launching included a presentation to the Board, which included Debt Advice Agencies before it was signed off. The Council was required to send out warning letters to residents advising that they had been provided with their information from HMRC and that it was intended to implement Attachment to Earnings Orders unless they got in touch to make a repayment arrangement. The Council also referred individuals to the Citizens Advice Bureau where vulnerability was identified.

In terms of tracking down individuals who owed Council Tax but who were not based in the UK, it was reported that this was a challenge but if the Council had any contact details including their employers details, attachment of earnings could be considered. If the property was owned by a company then a Winding Up order would be considered.

Officers advised that the reason it appeared that the City had a high number of Council tenures in receipt of discretionary housing payments was due to the way the Council still recorded the payment of a proportion of these tenancies.

It was reported that the £75,990 Discretionary Council Tax Payment that had been awarded to help those with two or more children had helped 324 families across Manchester and the Council continued to work on this area to ensure all families that qualified for this support received appropriate payments.

In terms of dispersed temporary accommodation, it was explained that this type of accommodation was procured to place homeless families whilst a more permanent residency was sought. In effect this was often private landlord accommodation. The Director of Customer Services and Transactions advised that the rental levels were agreed some years ago and were set at a level the Council had committed to in order to secure the properties. It was reported that this had been an area that the Council had been reviewing to see if there was any savings or efficiencies that could be achieved but it was a very complex area to find an appropriate resolution to. The amount paid by the Council used to be recoverable through a government subsidy, however this had reduced and consequently there was now a cost incurred to the Council.

The Director of Homelessness advised that the system for dispersed temporary accommodation was to move away from the use of B&B accommodation and family type hostels. The difficulties the Council faced in securing these properties was due to the demand in the wider housing market and willingness of some landlords to house those who were deemed homeless. He advised that steps were being taken to review this area with a view to drive down costs and provide private rented solutions. He advised that he did not have the data to hand in relation to the level of debt owed to the Council through the use of dispersed temporary accommodation but agreed to provide this information to the Committee.

Decision

The Committee

- (1) Welcomes the update on the performance of the Council's Council Tax, Benefits and Business Rates service areas for the 2018/19 financial year;
- (2) Requests that the Members be provided with a briefing note on the number of properties that existed where the Council was unaware of who the owner was and the action it could take to obtain this information
- (3) Note the commitment from the Director of Customer Services and Transactions that staff will undertake 'dip tests' of Enforcement Officers' body cameras and telephone calls, at the request of the Committee, and that this will be reported back in next years Annual Report;
- (4) Requests that the Director of Homelessness provide a briefing note on the level of debt owed to the Council through the use of dispersed temporary accommodation and that this includes a comparison with Local Housing Allowance rates on a ward basis.

RGSC/19/45 The impact of the Welfare Reform agenda on the Council's finances and its ability to provide support to residents of Manchester

The Committee considered a report of the City Treasurer, which provided Members with an up to date position statement on the roll out of Universal Credit (UC) in the city and the impact on the Council's finances and its ability to provide support to residents of Manchester.

The main points and themes within the report included:-

- The status of Universal Credit in Manchester including claim volumes and the transition from housing benefit to UC Housing element;
- The rise in homelessness in the city and its significant impact on the Council's finances in terms of direct costs, support services and on discretionary budgets;
- The volume and amount Discretionary Housing Payments made;
- The demand and payments from the Welfare Provision Support scheme continued to increase and it was expected that the budget would be overspent by the end of the financial year should the Council carry on receiving requests and approving payments based on the current demand;
- Collection issues, including the impact on Council Tax recovery and rent collection; and
- Details of financial support to the Council to provide support to UC

Officers also provided the Committee with details of work that had been undertaken between the Council, the DWP and Northwards Registered Housing Provider to try and address the payment of rental arrears of tenants.

Some of the key points that arose from the Committees discussions were:-

- Had the Council undertaken any projections in relation to how quickly UC was rolling out and at what point households were likely to tip into homelessness and the impact this was likely to have on the Council's presentation of homeless people;
- There was concern that the total rental arrears had increased by over £1million over the last 12 months within two key housing providers and the ability of the Council to be able to offer sufficient support needed to maintain tenancies; and
- How could the Council maximise direct rental payments to landlords for those tenants on UC.

Officers advised that due to the complexity of UC and its potential impact on homelessness it was very difficult to project the likely number of households that would possibly tip into being made homeless but it was acknowledged that this was a risk factor that the Council was looking at. The Director of Customer Services and Transactions commented that the challenge the Council faced was Government kept changing the date of UC roll out and as a consequence it was difficult to collate certain information. What the Council had done was use its Discretionary Housing Payment to help sustain tenancies and help avoid homelessness and this was aided by having good relationships with the Registered Providers. The Director of Homelessness added that the Council was undertaking a homelessness prevention

pilot in Moss Side as this was an area of the City that had a high proportion of private rented accommodation and UC claimants to test out what could be done to prevent entry into the homelessness system.

The Committee was advised it was the understanding of Officers that Landlords could apply for a direct payment when rental arrears reached a certain level, but this required Landlords to be engaged with their tenants. The Director of Customer Services and Transactions agreed to speak to Registered Providers for more information on this and provide an update to Committee.

Decisions

The Committee

- (1) Notes the report;
- (2) Requests that the Director of Customer Services and Transactions contacts Registered Providers for more information on how they can maximise direct rental payments for those tenants on UC; and
- (3) Requests that all Members of the Council be provided with copies of the report for information.

RGSC/19/46 Discounting compensation payments for Windrush failings for the national Housing Benefit calculation

The Committee considered a report of the City Treasurer, which provided Members with the proposal to use the Council's discretion under section 13A (1) (c) of the Local Government Finance Act 1992 to reduce the Council Tax liabilities for those individuals receiving payments from the Windrush Compensation Scheme from the Home Office.

The main points and themes within the report included:-

- DWP advice was that compensation payments made by the Home Office under the Windrush Compensation Scheme (WCS) and the Windrush Exceptional Payments Scheme should be disregarded for Housing Benefit purposes on an extra-statutory basis with the agreement of HM Treasury;
- Any payments made to claimants in respect of the WCS should be disregarded for the purposes of income or capital calculations indefinitely;
- The Council's current Council Tax Support (CTS) scheme did not include provision to disregard compensation payments from the WCS. This meant that beneficiaries of the WCS could lose some or all entitlement to Council Tax Support because of the compensation they receive;
- It was therefore appropriate that in this situation, scheme changes were made to ensure that the CTS scheme aligned to the new approach determined for the assessment of Housing Benefit.

The report would also be considered by the Executive at its meeting on the 11 September 2019

The Committee unanimously supported the proposals contained within the report and suggested that local MP's be made aware of the proposed changes to the Council's CTSS as it was felt that it would be MP's who would be contacted in terms of Windrush complaints.

Decisions

The Committee:-

- (1) Endorses the recommendation to the Executive as detailed below:-
 - That the Executive is asked to approve the proposal to reduce the liability of a liable person for Council Tax under section 13 A (1) (c) of the Local Government Finance Act for people receiving payments from the Windrush Compensation Scheme.
- (2) Requests that the Executive instruct officers to share the proposal, once approved, with Manchester MP's so that they are aware of the changes.

RGSC/19/47 Overview Report

The Committee considered a report of the Governance and Scrutiny Support Unit which contained key decisions within the Committee's remit, responses to previous recommendations. An item for information was included in the report which provided details of the progress made against motions passed by Full Council in the last 12 months.

Members were also invited to agree the Committee's future work programme.

Some of the key points that arose from the Committees discussions were:-

- Responses to the outstanding recommendations should be provided as soon as possible;
- Further information was requested on the following Register of Key Decisions entries:-
 - Carbon Reduction Programme (2017/06/30C);
 - Manchester Active Annual Contract Renewal 2020 (2019/04/02B);
 - House of Sport (2019/07/26A); and
- Clarification was sought as to whether the Executive was required to give consideration to motions once passed by Full Council

The City Treasurer (Deputy Chief Executive) gave a commitment to ensure response to outstanding recommendations were provided before the Committee next met.

The Executive Member for Finance and Human Resources advised that there was no requirement for the Executive to give consideration to each motion once passed by full Council and the only instance where this would happen would be if there was an ask of the Executive to undertake a course of action which fell within the functions of the Executive. The City Solicitor added the Council motions tracker set out the progress made against motions from the point of view of Officers. It was acknowledged that as Council motions were inherently political by their very nature, it

would not be appropriate that the tracker detailed a reflection of the political elements of any motions.

The Chair proposed that the Committee received a further update on the progress made with Council motions in six months time.

Decisions

The Committee:-

- (1) Notes that updates will be provided on the outstanding recommendations before the next meeting;
- (2) Agrees to receive an update on the progress of motions passed at Full Council in six months time; and
- (3) Agrees the work programme for future meetings

RGSC/19/48 Domestic Violence and Abuse (DV&A) Review (Part A)

The Committee considered a report of the Strategic Director (Neighbourhoods) and the Director of Homelessness, which set out plans for developing and delivering a strategic review into Domestic Violence and Abuse (DV&A) services, and the current procurement being undertaken to support this work.

The Director of Homelessness outlined the main point and themes within the report.

Some of the key points that arose from the Committees discussions were:-

- It was commented that not all Domestic Violence (DV) incidents were necessarily reported;
- Did the Council have a Domestic Violence strategy and if so what were the KPI's;
- Was there equitability in funding and allocated resources allocate to support vulnerable communities, such as LGBT and BAME;
- Decisions around the spend on domestic violence should not be unduly influenced by the desire to avoid the escalating cost of homelessness;
- Clarification was sought as to what was meant by the need for the Council to adopt an ethnographic approach in building a case for change;
- What had been the impact of the loss of supported accommodation which had been brought about due to austerity measures;
- Were people making themselves 'intentionally homeless' when they were actually fleeing DV, and what was being done to mitigate the problems associated with this for those individuals;
- Was there a risk of conflict between the aim in preventing homelessness and the need to help individuals get away from risks of DV;
- Further information was sought on re-locating individuals who had been subject to DV outside of the City and the Greater Manchester region and where there were instances of this, did the Council's outreach workers visit these victims;
- When was it expected that the strategy review would be fully scoped, what were the time scales for starting and finishing;

- There was concern that if it was intended that the strategic review was to keep within the existing financial envelope it was difficult to see what services could be provided that would be significantly better than those currently provided;
- What was the cost of the strategic review and had this been factored into the existing financial envelope; and
- There was a need to be cognisant of the fall in provision and the use of alternative forms of accommodation by those fleeing DV which were often not suitable and presented additional risks to those individuals.

The Director of Homelessness advised that the report set out some of the provision that existed for LGBT and BAME communities. In terms of cases of DV, it was acknowledged that the numbers reported did not necessarily represent the total number of cases that existed and this could be reflected by peoples trust in the Police or local circumstances and a point of the review was to try and get a handle on the extent of DV at a community level so that funding could be distributed equitably.

It was explained that an ethnographic approach required the Council to be open minded and set aside assumptions it may have as to what it thought constituted domestic abuse and instead it needed to build its commissioning strategy on actual evidence as opposed to what it thought was needed.

The Director of Homelessness commented that the loss of any form of supported housing was a tragedy in homelessness prevention terms. Whilst it was important to develop and ensure that there was the capacity available for people to stay as long as they needed to stay in supported accommodation, it was also important to ensure that they were able to move when they were willing to without putting an artificial limit on the length of time someone could stay in supported accommodation. He reported that instances where individuals who were making themselves intentionally homeless due to DV should be exceptionally rare. In a wider sense, there was a need for earlier intervention in order to prevent people getting to the point of presenting as homeless. It was also reported that there shouldn't be a risk of conflict between preventing homelessness and the need to help individuals get away from risks of DV but this would be dependent on the Council's approach. It needed to be recognised that if services were developed based on people's needs and were focussed on outcomes it would be more cost effective for the Council to deliver these services and this was the approach being taken with the review.

The Committee was informed that the Council where necessary, did commission temporary dispersal units outside of Manchester and Greater Manchester if it was in the best interests of an individual's safety and this would be part of any future commissioning process. It was also reported that everyone who was placed in dispersed accommodation had access to a link/support worker who would be able to provide specialist support. He agreed to provide the Committee with information on how quickly this support was accessible by individuals placed in dispersed accommodation.

The Director of Homelessness advised that he did not have the detail to hand in terms of when it was expected that strategy review would be fully scoped but gave a commitment to provide this information to the Committee. There was no named

individual leading on it, although it fell within his purview. In terms of the budget, the review would be working to the existing financial envelope across all the services.

The City Treasurer (Deputy Chief Executive) advised that this review was no different to any other service area in the Council. As the Council was constrained by the resources it had available, any service review would need to be undertaken within the existing financial envelope available. Any particular pressures or issues would be picked up as part of the medium term financial planning process. The Director of Homelessness advised that he would provide information on the cost of the review and projected time scale to Members.

Decisions

The Committee:-

- (1) Notes the report; and
- (2) Requests that the Director of Homelessness provides Members with information on:-
 - How quickly support was accessible by individuals placed in dispersed accommodation;
 - When the strategic review was intended to be fully scoped; and
 - The projected timescale for the strategic review to be completed and anticipated costs.

RGSC/19/49 Exclusion of the Press and Public

Decision

To exclude the public during consideration of the following items which involved consideration of exempt information relating to the financial or business affairs of particular persons and public interest in maintaining the exemption outweighs the public interest in disclosing the information

RGSC/19/50 Domestic Violence and Abuse (DV&A) Review (Part B)

The Committee considered a report of the Strategic Director (Neighbourhoods) and the Director of Homelessness, which provided contract information and contract values in relation to current Domestic Violence and Abuse (DV&A) services procured by the Council.

The Director of Homelessness referred to the main points and themes within the report and answered questions from the Committee.

Decisions

The Committee:-

- (1) Recommends that the Deputy Leader (Councillor S Murphy) and Officers look to ensure the continuation of all Domestic Violence and Abuse services until the strategic review has concluded, including but not limited to those services

where funding is sourced from other agencies and is due to expire in March 2020;

- (2) Recommends that whilst the Committee is cognisant of budgetary pressures, the Deputy Leader (Councillor S Murphy) and Officers undertaking the review do not restrict the review to its current financial envelope;
- (3) Recommends that Officers take on board the concerns of the committee in relation to the delivery of specialised commissioned services; and
- (4) Requests that Members be provided with an update that will provide information on:-
 - When the review will commence and conclude;
 - Who will be involved in the review; and
 - The budget provision afforded to the review

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Overview and Scrutiny Human Resources Sub Group

Minutes of the meeting held on 31 July 2019

Present:

Councillor Russell – in the Chair
Councillors Clay and Stanton

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources
Councillor Akbar, Executive Member for Neighbourhoods
Councillor Craig, Executive Member for Adults, Health and Wellbeing

RGSC/HRSG/19/06 Minutes

Decision

To approve the minutes of the meeting held on 21 February 2019 as a correct record.

RGSC/HRSG/19/07 Adults Workforce

The Sub Group considered the presentation provided by the Executive Director of Adult Social Services.

The Executive Director of Adult Social Services referred to the main points and themes within the presentation which included: -

- An overview of what had been developed so far;
- What was planned;
- An overview of the senior structure;
- Information on the different teams working in the Manchester Local Care Organisation and within Manchester Health and Care Commissioning;
- Information on the teams retained within Manchester City Council;
- Information on the workforce profile;
- Data on the absence rate across the workforce and the work to reduce this;
- Data on performance management and capability conduct;
- Information on the use of resources;
- Spend and the work to reduce agency spend;
- Training and development information;
- B-Heard survey outcomes and response;
- A summary of the key areas of the Adult Improvement Plan; and
- A summary of the challenges, opportunities and good news.

Some of the key points that arose from the Sub Group's discussions were: -

- Further information on the recruitment of permanent staff was sought and how this would impact on the use of agency staff;

- What savings would be achieved by recruiting permanent staff compared to paying agency fees;
- What were the budget arrangements for the funding of the post of Deputy Director of Adult Social Services;
- Information was sought on performance reviews and supervision of staff;
- What was the percentage of Black, Asian and minority ethnic (BAME) staff above Grade 10 and what percentage of staff above Grade 10 were female;
- Information was sought on the arrangements for capability management of staff; and
- Further clarification was sought regarding the role of the Director of Homelessness.

The Executive Director of Adult Social Services stated that the staff were the most valuable asset and she and her team were committed to supporting and developing them. She said that doing so, in collaboration with colleagues in Health, would allow for the recruitment and retention of a workforce that would drive improvements across a range of services and deliver the best outcomes for Manchester residents. She said she took personal responsibility to visit teams and meet with the Team Managers to understand issue and establish communications. She stated that both herself and the Executive Member were accessible to staff and every member of staff received regular communications from the senior management team.

The Executive Director of Adult Social Services commented that the recruitment of permanent staff would reduce the expenditure on agency staff, however she commented that it was important to understand that delays in the recruitment of staff that were due to statutory legal checks meant that agency staff would still be required at times. She further commented that the recruitment of permanent staff would also contribute to addressing capacity issues and pressures experienced in teams. In response to a specific question the Executive Director of Adult Social Services stated that the role of Deputy the Deputy Director of Adult Social Services would be funded from existing budgets.

The Programme Lead (Health and Social Care Integration) commented that in some areas Team Managers had responsibility for over 20 staff and this presented a challenge to complete staff performance reviews and supervision, in addition to their other roles and responsibilities that they were expected to deliver, and plans were in place to address this. She further commented that all care packages would be reviewed to ensure workforce levels met the need, and this would also inform workforce planning.

The Executive Director of Adult Social Services informed Members that 12 Team Managers had recently been recruited to the Neighbourhood Teams, and part of their role would be to ensure staff appraisals and reviews were completed in a timely manner and that practice was consistent across the city. In regard to BAME staff she said that 6% of staff above Grade 10 were BAME, with 72% of the Directorate's workforce being women.

The Head of Workforce Strategy commented that the recording and monitoring of About You discussions was being improved through the introduction of an improved tracking system. He stated that this system would be piloted before being rolled out

across the organisation. The Executive Director of Adult Social Services stated that Internal Audit had also reviewed the existing arrangements for supervision and an action plan had been agreed to strengthen this process.

The Head of HR Operations stated that it was acknowledged that capability was not managed well across the organisation. She added that every allegation of gross misconduct was reviewed in the first instance to check if it was a case of capability or conduct, and work was underway to ensure that informal monitoring of performance was recorded and reported appropriately and consistently as this was not currently captured.

The Head of HR Operations further commented that monitoring of attendance was being reviewed corporately to understand what resources could be utilised to support staff to return to their role or where appropriate, move into another post, supported by training. She further commented that the recruitment of staff would alleviate some of the pressures experienced in teams.

In regard to a specific question regarding premiums paid for agency staff and savings achieved if agency staff were not used The Programme Lead (Health and Social Care Integration) stated that She would confirm this after the meeting. She commented that staff did receive a payment for working unsocial hours and that staffing at unsocial hours was from a mixture of permanent and agency staff, adding that the Care Quality Commission were satisfied with how agency staff had been deployed.

The Executive Director of Adult Social Services informed the Members that the recently appointed Director of Homelessness would be reviewing all homeless services, in conjunction with the Audit Department to ensure the service was delivering the best possible support for some of the most vulnerable citizens in Manchester. She described that this was a strategic post and he would be working with a range of partners, both internal and external to review the provision for homeless people.

The Executive Member for Adults, Health and Wellbeing stated that the decision had been taken to recruit the post of a full time, Director of Homelessness that reported to the Executive Director of Adult Social Services. She confirmed that the Director of Homelessness was an external appointment and he did not report to the Combined Authority. She further commented that there was a commitment to a rolling programme of Social Worker recruitment to address the issue of delays in starting following successful selection due to the pre-employment checks that were required. She further expressed her gratitude to the staff in the HR department who had supported the department around staffing and recruitment.

Decision

To note the presentation.

RGSC/HRSG/19/08 Apprenticeships

The Sub Group considered the presentation that had been submitted for consideration that provided information on the following areas of activity: -

- An overview of the apprenticeship system;
- Data on the apprentice sign ups by Directorate 2018/19;
- Feedback following the National Apprenticeship Week;
- Demographic breakdown of 2018/19 sign ups;
- Levy expenditure to date;
- Highlights from year two;
- Headlines for 2019/20;
- Actions proposed to ensure continued improvement;
- Strengthening the approach with schools;
- Targets for 2019/20 by Directorate;
- Describing the opportunities across Health and Social Care; and
- How apprenticeships are being used to create opportunities for Our Children.

Some of the key points that arose from the Sub Group's discussions were: -

- What was being done to address the challenges experienced with schools and the take up of apprentices;
- Were all of Our Children currently on apprenticeships recruited directly;
- Did we work with the Manchester College to deliver apprenticeships;
- What Social Value was being achieved via apprenticeships; and
- How were apprenticeships advertised.

The Head of Workforce Strategy confirmed that all of Our Children on an apprenticeship programme had been directly recruited, adding that options for the possible development of a pre-apprenticeship/traineeship programme aimed at Our Children, with a link into apprenticeship roles were currently ongoing with the Independent Living Service.

The Head of Workforce Strategy confirmed that the service did work in partnership with the Manchester College to deliver apprenticeships, and this was one of a range of providers. He described that the Levy had been used to scale up the apprenticeship offer at an entry level and develop innovative approaches to higher level programmes.

The Head of Workforce Strategy stated that the majority of Council entry level apprenticeships undertaken by external candidates had been recruited through partnership working with a range of partners, such as Big Life and the Department of Work and Pensions He said that working with these and other partners allowed for conversations to be had with prospective applicants about the training, progression and career opportunities within the Council. He added that conversations were being had with the Communications Team to showcase this message and promote the Council as an attractive employer.

The Interim Director of HROD supported this comment and added that providing meaningful learning and development would help promote the Council as an employer of choice and help with the recruitment and retention of staff.

The Head of Workforce Strategy stated that Manchester was not unique in the relationship and uptake from schools, however conversations were ongoing with Rochdale Council as they were an authority that had a good uptake of apprenticeships from schools.

In response to a Member's request for a breakdown of apprentices by level based on the indices of multiple deprivation, the Head of Workforce Strategy said that this would be provided. He further advised that examples and information in relation to Social Value and apprenticeships would be provided to the Sub Group following the meeting.

Decision

1. To note the presentation.
2. To request that a breakdown of apprentices by level based on the indices of multiple deprivation be circulated to the Sub Group.
3. To request that examples and information in relation to Social Value and apprenticeships be circulated to the Sub Group.

RGSC/HRSG/19/09 Update on the recruitment to vacant senior officer posts

The Sub Group received a verbal update report on the progress that had been made with the recruitment to vacant senior officer posts of the Director of HROD and the Director of ICT.

The Interim Director of HROD informed the Members that a panel would convene on the 8 August to consider the candidates for the post of Director of HROD. She said the candidates would also undergo an assessment that would include the involvement of a number of partners in recognition of the important function of this role. She stated that subject to a candidate being appointed the individual would be in post in approximately three months.

In regard to the post of Director of ICT, the Interim Director of HROD stated that discussions were currently ongoing to agree the future remit of this post to ensure it was fit for purpose going forward. She said that the post would then go out to advert and it was anticipated that the shortlisted candidates would be interviewed in September 2019.

The Executive Member for Finance and Human Resources responded to a question from a Member by stating that it was anticipated that this strategic role would not be split across two posts.

Decision

To note the update.

RGSC/HRSG/19/10 Update on Black, Asian and minority ethnic (BAME) Workforce Review

The Sub Group considered the report of the Head of Workforce Strategy that provided an update on work to review the Council's policy and procedures as they related to race equality. This work was being progressed in the context of data on employee disciplinary cases considered by the Resources and Governance Scrutiny Committee at its February 2019 meeting.

Officers referred to the main points and themes within the report which included: -

- Providing an overview of the Our Manchester Approach to Workforce Equality, Diversity & Inclusion;
- The work undertaken to review Our Manchester Approaches to Ensuring Race Equality; and
- Emerging Key Lines of Enquiry.

Some of the key points that arose from the Sub Group's discussions were: -

- Would Senior Management be interviewed as part of the independent analysis of Council policies and practices;
- How were the staff appointed to undertake the independent analysis chosen;
- Welcoming the inclusion of the definitions of Institutional Racism, noting the importance of recognising these;
- What was being done to enable and increase the progression and promotion of employees from protected groups, in particular BAME and disabled employees, to support diversity at all levels of the organisation; and
- Further analysis of the numbers and factors that contributed to disciplinary cases against BAME staff.

The Head of Workforce Strategy advised that Senior Management would be interviewed as part of the independent analysis of Council policies and practices, commenting that Service Leads and Equalities Champions would be consulted with. He advised that the staff appointed to undertake the independent analysis had been chosen due to their skills and ability to deliver this work, adding that all of the information they collected would be treated with the upmost confidentiality when they returned to their substantive posts within the Health Service.

The Head of Workforce Strategy acknowledged the comments made by a Member regarding the lack of BAME staff at a senior level and commented that it was recognised that more needed to be done to address this. He said that work was ongoing to engage with BAME staff so as to understand the barriers and challenges experienced to progression so that practical and proactive strategies could be developed and co-designed with staff. He stated that it was important that time was taken to undertake this exercise to deliver the required outcomes.

The Executive Member for Neighbourhoods stated that he was confident that the staff appointed to undertake the review were capable of delivering this work. He said

they were approaching this project in an objective manner and engaging with a range of staff at all levels of the organisation, including front line staff.

The Chair commented that the Sub Group would welcome the opportunity to consider the report at an appropriate time following conclusion of the review.

Decision

To note the report.

RGSC/HRSG/19/11 Work Programme

The Sub Group were invited to consider and agree the work programme.

Decision

To agree the work programme.

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Overview and Scrutiny Ethical Procurement and Contract Management Sub Group

Minutes of the meeting held on 31 July 2019

Present:

Councillor Russell (In the Chair)
Councillors Ahmed Ali, Clay, Lanchbury and Reid

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources
Councillor N Murphy, Deputy Leader

RSG/EP/19/08 Minutes

Decision

To approve as a correct record the minutes of the meeting held on 21 February 2019.

RSG/EP/19/09 Update on Modern Slavery

The Sub Group considered the report of the City Treasurer (Deputy Chief Executive) that provided an update on the activities to address Modern Slavery.

The main points and themes within the report included: -

- An update on the amendments to the tender documentation, noting that it was recognised that the contract management arrangements which followed were essential to the effective monitoring of the position and identifying any concerns or issues which might arise;
- Information on the Ethical Procurement Policy;
- Information on the arrangements to safeguard against Modern Slavery within the Procurement Process;
- Noting that the Council had issued an amended Standard Terms and Conditions in June 2019, to include for whistleblowing and the Modern Slavery Act 2015;
- Information on activities delivered to raise awareness of the Modern Slavery Act 2015 through the Council's Ethical Procurement Policy; and
- Providing the voluntary Slavery and Human Trafficking Statement that had been produced, noting that this was a working document which would be reviewed and updated over the next 12 months.

Some of the key points that arose from the Sub Group's discussions were: -

- Which areas of activity were at most risk of Modern Slavery;
- Was there more awareness of Modern Slavery now amongst contractors;

- What work was being delivered at a Greater Manchester (GM) level to address Modern Slavery;
- What action was taken following a report of Modern Slavery; and
- The need to be mindful that there were many different forms of Modern Slavery.

Officers reported that one of the activities most at risk of Modern Slavery was within the construction industry. In recognition of this officers from Capital included in their evaluation of recent tenders for the North West Construction Hub (Medium Value Framework and Small Works Framework) to undertake site visits on tenderers current projects, speaking with managers and operatives, and observe what and where information was made available to those working on site in relation to identifying and reporting modern slavery and whistleblowing arrangements.

The Procurement Manager Level II advised that Modern Slavery and the ethics of the Council were prominent in all contracts so the importance of these was evident to all suppliers. Officers advised that security contracts and cleaning contracts would be reviewed to ensure that this was reflected also.

The Head of Integrated Commissioning and Procurement stated that overall, larger employers who were legally required to, had adopted appropriate policies and procedures in relation to Modern Slavery, and advice and guidance could be provided to smaller businesses on this issue. He also advised that the Local Government Association had produced guidance for use by procurement teams within local authorities.

Officers advised that the Deputy Mayor for Policing, Crime, Criminal Justice and Fire was working with Greater Manchester Police to address Modern Slavery as a specific piece of targeted work. Members were advised that allegations would be investigated and prosecuted by the police as this was a criminal offence, adding that any breaches of the contract would also be investigated and appropriate action taken.

The Sub Group was advised that officers from the procurement team also attended multi agency safeguarding meetings so that they could share and learn of local intelligence that might raise concerns regarding Modern Slavery practices that could then be appropriately investigated.

Following discussion amongst the Sub Group as to what employment practices defined Modern Slavery the Chair advised that Modern Slavery laws were designed to address specific criminal practices and Labour Laws existed to protect employees from other forms of bad practice that workers experienced.

Decisions

The Sub Group endorsed the Slavery and Human Trafficking Statement.

RSG/EP/19/10 Information on the Social Value Policy and how equality outcomes are measured and recorded

The Sub Group considered the report of the City Solicitor that provided an update on the Social Value Policy and how equality outcomes were measured and recorded.

The main points and themes within the report included: -

- Information on the six objectives that were embedded into the procurement process that had been developed to positively impact on equality outcomes;
- Information on the Council's current method for monitoring and measuring Social Value; and
- Information on the work to develop a Social Value Tracker, incorporating the National Themes, Outcomes, and Measures (TOMs) with the flexibility to incorporate bespoke TOMs to Manchester.

Some of the key points that arose from the Sub Group's discussions were: -

- Clarification was sought on how the categories provided in appendix 1 had been agreed;
- Why were the protected characteristic as defined in the Equalities Act 2010 not included in the list;
- How had the relationship changed with contractors in their attitude and understanding of Social Value; and
- When would the data for 2018/19 be available.

The Executive Member for Finance and Human Resources stated that it was important to recognise that the report was a voluntary survey of economic activity and not an equalities survey. Not all organisations completed it. The Executive Member stated that the particular groups identified, such as the over 50s, long term unemployed, ex-services and young people not in employment education or training had been agreed to address specific social and economic issues and barriers.

The Chair recommended that consideration needed to be given to reviewing what was captured and recorded, with particular regard for equality data as social value became embedded in contracts and part of 'business as usual' for the Council. A Member commented that it was important to ensure this was undertaken in an appropriate way so as not to be too onerous on suppliers being asked to complete the survey.

The Procurement Manager informed the Sub Group that Social Value monitoring was currently the responsibility of contract managers and the development of a Social Value Tracker that incorporated the TOMs would standardise this process, noting that the tracker would require suppliers, contractors and service providers to update and upload evidence of delivering their social value commitments throughout the contract period. She stated this tracker was currently in development and would be tested before being rolled out. The Chair stated that the Sub Group would welcome the opportunity to review and comment on the development of the tracker before it went live.

The Social Value Project Manager for Highways stated that the monitor would provide a better data set at a directorate level as the tracker would be a more formal and meaningful system of recording Social Value activity and information. The Procurement Manager added that not every directorate had a dedicated Social Value officer.

The Social Value Project Manager for Highways informed the Members of the positive outcomes delivered in relation to Social Value by engaging in positive conversations with contractors in the Highways Service. She described that engaging with contractors had allowed for a better understanding of what Social Value looked like and what was expected by the Council, especially in regard to priority groups. She described that good practice was promoted and a quarterly newsletter was produced that was issued to all providers, adding that this was very well received and circulated more widely.

In response to a request from a Member, the Head of Integrated Commissioning and Procurement confirmed that the TOMs would be circulated to the Sub Group.

The Head of Corporate Procurement stated that the monitoring and measurement of social value on the Council's revenue spend was undertaken through the annual survey, and this was undertaken retrospectively and the 2018/19 survey would be issued in the near future and the results reported.

Decision

The Sub Group;

1. Recommend that a report on the development and implementation of the Social Value Tracker is submitted for consideration at an appropriate time;
2. Recommend that the Head of Integrated Commissioning and Procurement circulate the National Themes, Outcomes and Measures (TOMs).

RSG/EP/19/11 Our Town Hall – Social Value Update

The Sub Group considered the report of the Director of Capital Programmes that provided an update on how social value was being delivered through the Town Hall Project with a focus on the approach and activity undertaken by the management contractor.

The main points and themes within the report included: -

- Providing an update on the project, noting The Our Town Hall project was currently moving towards the latter stages of the design process, with notice to proceed and the start of construction works expected to begin in early 2020;
- Information on the appointment of the management contract, noting that unique to the Our Town Hall project was that fact that it was explicitly part of the management contractor's role to maximise the number of opportunities created for Manchester residents and businesses to benefit from the project;
- Information on the engagement activities with the supply chain;
- An update on the Council's oversight of procurement;
- How social value was driven through the supply chain, noting that all contractors working on the project must provide a named lead person who was

responsible for ensuring delivery of social value outcomes for their work package;

- An update on the social value delivered to date;
- An update on local spend to date;
- An update on the delivery of qualifications and professional membership;
- Information on school, college and higher education engagement;
- Information on the M Futures programme, noting that this was the flagship higher level apprenticeship scheme for the project and provided a unique opportunity for apprentices to gain broad experience of working in professional roles in construction;
- Information on the number of work placement, time banking and volunteering opportunities;
- Activities around equality and diversity;
- Information on the external evaluation of the social value delivered that had been undertaken by the Centre for Local Economic Strategies (CLES); and
- Next steps.

Some of the key points that arose from the Sub Group's discussions were: -

- Had engagement work been undertaken with organisations such as the Chamber of Commerce and the SME Club (Small to Medium Enterprise);
- What were the outcomes of the Audit assessment of the Lendlease package procurement due diligence process;
- Further detail was sought regarding the reported 50 new qualifications across the project;
- The need to target those Manchester residents from the most deprived areas to offer training and employment opportunities;
- Consideration needed to be given as to how to creatively use volunteering time to deliver projects in the community;
- Health and safety of staff was an important consideration;
- Recognising the perceptions of working within the construction industry it was important to encourage females and Black, Asian and minority ethnic (BAME) residents of Manchester to apply for opportunities presented through the delivery of this project;
- Could Key Performance Indicators (KPI's) be reviewed and amended as the project progressed;
- What training had been provided to enable work package managers and procurement managers to maximise social value within their area;
- Further information was requested on how contractors were selected and who had oversight of this process;
- Of the seven apprentices on the M Futures higher level apprenticeships scheme what percentage of these were BAME and how many were female;
- Consideration should be given to developing specific KPI's in regard to BAME and female employees;
- How confident were officers that Social Value would be achieved and how was this reported and evaluated; and
- Had the project team engaged with Historic England in the design and delivery of the project.

The Work and Skills Project Manager addressed specific questions raised and informed the Sub Group that they had delivered a number of procurement events that had involved the Chamber of Commerce and the Federation of Small Businesses; the Audit inspection had resulted in an opinion of Substantial Assurance and the recommendations made regarding process had been addressed. He further confirmed that the target of 50 apprentices was specific to the higher, level 4 apprenticeships.

The Work and Skills Project Manager further commented that there was a target of 30% of employees who were Manchester residents, however he stated that challenges could be presented due to the unique nature of the project, compared to standard construction projects, but the work was ongoing with Lendlease to deliver this. He further noted the comments regarding targeting the most deprived areas and consideration would be given as to how that data was captured and reported.

The Work and Skills Project Manager stated that the project was working with schools and colleges to promote the project as an opportunity and positive choice for females. He also stated that the M Futures programme was proactively reaching out to schools and Further Education colleges to engage with students, and this activity was supported by a number of female project staff who had acted as ambassadors for women in construction.

The Work and Skills Project Manager advised the Sub Group that they had received 42 applications for the seven higher level apprenticeships scheme, however they had not been appointed as yet so could not provide a breakdown by BAME and gender. He further commented that employers had been asked to put forward diverse interview panels for the upcoming M Futures recruitment.

The Deputy Leader stated that targeted engagement work had been delivered to encourage females to apply for apprenticeships and consider the construction industry as a career option. He said that challenges still existed in relation to this however improvements had been made when compared to the Town Hall Extension project. He said that consideration would be given as to how diversity could be monitored and recorded whilst being mindful of the need to successfully deliver the project.

In regard to the use of volunteering days, the Work and Skills Project Manager said that this programme was in an early stage, however the intention was to use this to establish relationships with local organisations and develop further opportunities. He advised that due to the specialist craft people that would be working on the Town Hall it presented an opportunity for them to volunteer their skills to work on other historic buildings in the city.

The Project Director acknowledged the comment made by a Member in regard to the importance of Health and Wellbeing for all staff, especially in regard to mental health. In response to the question regarding revising KPIs he said that these would be reviewed and adjusted where appropriate for any new contracts as work packages were procured. He further stated that Lendlease had a full time lead officer with responsibility for Social Value. He described that Lendlease had a good model for delivering this and staff had attended Our Manchester training so that they

understood the context in which this project was to be delivered, and this would be cascaded throughout the supply chain.

The Project Director said that a market testing exercise had been undertaken with smaller contractors prior to Lendlease being appointed so that they were assured and encouraged to apply for a contract on a major project and work with a Tier One contractor. He stated that the Executive Procurement Group had oversight of the project, and the Deputy Leader was also kept regularly informed of progress. In addition, the Collaboration Panel met quarterly to monitor performance and review KPIs.

The Project Director stated that the Social Value was embedded in the contracts and that discussions were with CLES to consider the options for recording this using qualitative analysis and sampling.

The Project Director confirmed that the Project Team had worked very closely with Heritage England through the consultation process and they had reported that they were very confident with the design proposals. He stated that a Conservation Officer worked within the team and was fully consulted with and had sign off as the work progressed and this was also supported by rigorous oversight by heritage architects. He further commented that all contractors received a heritage induction session so that they were fully aware of the context and expectations of working on such a unique project.

The Chair recommended that Members of the Sub Group should meet with representatives of Lendlease and that further details of the work packages should be considered by the Sub Group at an appropriate time and that future reports should include information on how contractors complied with the Unite Construction Charter.

Decision

The Sub Group;

1. Recommend that a detailed report on work packages prior to them being finalised, including case studies and information on Trade Union recognition, be submitted at the next meeting, including representatives from LendLease; and
2. Recommend that the Project Director, in consultation with the Deputy Leader consider how the monitoring and recording of diversity within social value can be reported and if specific KPIs can be established to monitor this activity, to be considered at the next meeting.

RSG/EP/19/12 Work Programme

The Subgroup was invited to consider and agree the work programme.

Members requested that at the next meeting the Sub Group consider a report on specific work packages in relation to Social Value and the Our Town Hall Project. This

report would include particular reference to whistleblowing arrangements and Trade Union recognition.

Members requested that following a request from the Neighbourhoods and Environment Scrutiny Committee, a report on the Biffa contract be added to the work programme for consideration at an appropriate time.

Members requested that a report on Ethical Procurement and Security contracts be added to the work programme for consideration at an appropriate time.

Members requested that a report that provided an analysis of the impact of Ethical Procurement on different Council Departments be added to the work programme for consideration at an appropriate time.

Decision

To agree the Work Programme subject to the above amendments.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
8 October 2019

Subject: ICT Update

Report of: Interim Director of ICT

Summary

The Committee to receive a report on the proposed reshaping of Council's Information and Data Strategy and to include an update on the resilience of the Council's IT service provision. The report will be divided into the following sections:

- ICT Resilience
- Data Centre Programme
- Network Refresh Programme
- Telephony replacement
- PSN
- Work to be undertaken to refresh the corporate IT Strategy

Recommendation

Members are requested to note the report.

Wards Affected: All

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	n/a
A highly skilled city: world class and home grown talent sustaining the city's economic success	Through the acquisition of new technologies and services Manchester may attract investment as companies look to get a presence in the city.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	ICT will look to support communities through Social Value initiatives with new and existing suppliers.
A liveable and low carbon city: a destination of choice to live, visit, work	ICT will look to support carbon reduction through the use of technology as well as suppliers who demonstrate good practice.

A connected city: world class infrastructure and connectivity to drive growth	ICT is upgrading all council buildings with fit for purpose network and WiFi.
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Contact Officers:

Name: Ian Grant
Position: Interim Director of ICT
Telephone: 0161 234 5998
Email: ian.grant@manchester.gov.uk

Background documents (available for public inspection):

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

- Our ICT Strategy 2016-2019
- ICT Investment Plan
- PSN certificate

1.0 Introduction

- 1.1 The Manchester ICT service is progressing well with the planned ICT strategy for 2019/20. 2019/20 is a challenging year including a significant amount of work around the resilience for Manchester's IT network and service, including the Data Centre project as well as the replacement on one of the Council's core systems with the migration of MiCare to Liquid Logic.
- 1.2 The report will focus on key projects that are critical to providing this resilience to Manchester. The Data Centre project will increase the availability of critical business services, the Network Refresh programme will provide a new Wide Area Network (WAN) giving a fit for purpose network which delivers adequate and appropriate speed and capacity for all sites. Replacing telephony and contact centre services will ensure the continuation of the core business requirement to provide telephony connectivity for all Council departments. Sitting alongside these three programmes is the Public Services Network PSN compliance work which covers operational security, authentication and access control, boundary protection and interfaces, protecting data at rest and in transit, user and administrator separation of data, and security testing. As the move to Liquid Logic is a major development in 2019/20 there will also be a short update on how the work has progressed. Finally, there will be an update on the work to develop the next iteration of the ICT Strategy.

2.0 Update on the ICT Service

PSN

- 2.1 The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.
- 2.2 The Council was deemed by the Cabinet Office to be PSN compliant in May 2019.
- 2.3 As part of the ongoing process ICT are currently remediating the latest reported critical and high priority issues, with compliance projects in-flight to address these in readiness for the next submission. There is ongoing communication with the Cabinet Office to demonstrate current progress to-date and against remediation activities.
- 2.4 This continuous approach is the best way to prepare and support the Council's PSN submission in April 2020 and beyond.

Update on resilience and key projects

- 2.5 The priority for ICT is the provision of fit for purpose, designed to be secure and resilient technology to enable the delivery of better public services. This includes investing in new delivery models and technical infrastructures to support business processes in ways that are secure, effective and robust. The ambition is to transform the experience of people interacting with and working within the Council.

- 2.6 Considerable progress has been made over the past 3 years and the targeted investments made recently has moved the Council from a position of having virtually no resilience and constant outages to a much more stable network and, for the first time, a disaster recovery option. This work continues through the data centre programme, which is highlighted below.
- 2.7 ICT enables the vast majority of the activities that are performed in MCC buildings across the city. From a member of staff working at their desk, the security systems that protect our buildings and people, the Wi-Fi used by the public, electronic wayfinding signs, the heating and lighting systems; all rely on ICT network hardware and connectivity. This network is in the process of being transformed to better enable the Council's new ways of working. This is primarily through two programmes of work: Data Centre Programme and the Network Refresh Programme.

Data Centre Programme

- 2.8 The Council currently manages its own data centre, the majority of its technology infrastructure resides in this facility at the Sharp Project. Manchester Creative Digital Assets Ltd who manage the location are keen to repurpose the Data Centre space occupied by the Council, and a single data centre represents a single point of failure.
- 2.9 The approved ICT Data Centre Strategy outlines the replacement of our existing core infrastructure and single data centre to a new solution hosted across two data centres, provisioned through UKFast Ltd to provide hosting for both live and disaster recovery scenarios. The Data Centre Programme has been initiated to deliver an 'active/active' Data Centre design, splitting core infrastructure across two sites and removing the single point of failure risk.
- 2.10 The key outcomes of the Data Centre Programme are:
- The increased availability of critical business applications/services and the ICT infrastructure
 - Remove single points of failure
 - Reduction in service outages
 - Increased resilience of key applications
 - Reduce revenue cost associated with data centre facility
 - Allow for the repurposing of Sharp Data Centre facility
 - Releasing ICT support staff to focus on service delivery, not data centre support
 - Reduce carbon emissions
- 2.11 The Data Centre Programme previously reported a Sharp exit date of December 2019. The revised exit date is currently February 2020, however, significant planning is underway between the Council and its partners to exit sooner.
- 2.12 The revised timescale allows for the Network Design and Implementation Project to fully consider the additional design considerations and multiple sign-

off documentation which was required before cabling work and build could commence. An external organisation was also commissioned to undertake a review of the network designs to provide assurance that the suppliers responsible for the network deliverables will deliver a fully technical working solution. Their report has been received and the outcome is positive as it confirms that the overall design aligns with industry standards and there is high confidence on the hardware selected and deployed to the new data centres; which is designed to cope with failure and outages. It noted that they had good confidence that the designed solution will be more than fit for purpose in a disaster recovery situation.

- 2.13 In order to deliver the project within agreed timescales some of the data centre migration of applications and services will now take place during the working week and weekends and not be limited to out of hours/weekend migrations. This will be in agreement with the services affected and following an assessment of risk and business requirements.

The Network Refresh Programme (NRP)

- 2.14 The Network Refresh Programme consists of the following projects:
- Wide Area Network (WAN) Refresh - this provides the connectivity between Council buildings,
 - Network Infrastructure Local Area Network (LAN) Refresh Project - this provides connectivity to Councils systems within Council buildings
 - WiFi Project - a new Corporate WiFi solution to every MCC site including:
 - Daisy WiFi (BusyBee) extension and replacement
 - GovRoam (tactical solution, and strategic solution)
 - Corporate/public/guest WiFi
- 2.15 This work will be carried out through 2019 - 2021 and is critical for the ongoing performance and resilience of the networks operating within MCC. It will be the first total refresh of the entire infrastructure.
- 2.16 The Wide Area Network (WAN) refresh project will provide a fit for purpose network which delivers adequate and appropriate capacity and speed for all sites, together with the resilience, and security to transport services such as Telephony and Wi-Fi. WAN provision will also be flexible and can scale bandwidth in response to changes in the MCC estate.
- 2.17 The Local Area Network (LAN) project will provide the modern network infrastructure that will support the council's workforce, services and collaboration with partners. As part of this project WiFi will be provided as standard in every MCC site on our network. WiFi supports corporate, public, and guest connections; the service will be consistent across the MCC estate.
- 2.18 At a high level, the new capabilities delivered by this programme will allow the following outcomes and benefits to be achieved:
- Enable flexible and partner working

- An infrastructure that supports emerging technologies
- Improved network security across MCC buildings, addressing long-standing issues and areas of vulnerability.
- New cabling systems will have a lifetime of approximately 15-20 years.
- A standard solution for design and configuration of our network equipment across the MCC estate

2.19 The total Programme Value is £8.6m and the programme is scheduled to complete in Summer 2021.

Telephony and Contact Centre

2.20 The current core telephony and contact centre systems become end of life March 2020 due to the manufacturer withdrawing support. After this, support will be from the maintainer, BT, but will be on a 'best endeavours' basis, which represents a high risk to MCC. This is due to the manufacturer withdrawing production of new spare parts. BT have indicated that maintenance services will be available beyond the current contract end date of March 2020 but only for an initial 12 month period. ICT has undertaken a tender exercise for a replacement system and the evaluation is near completion. Supplier due diligence will be carried out and it is expected that a contract will be signed with our new supplier in November 2019. Implementation is planned to commence early in 2020 following the prerequisite design and planning activities.

2.21 Replacing telephony and contact centre services will ensure the continuation of the core business requirement to provide telephony connectivity for all Council departments as well ensuring supplier support and maintenance. It will deliver enhanced capability to support a flexible and modern workforce in line with our Our Ways of Working strategy alongside the delivery of a new stable, intuitive contact centre environment. The new service will support considerable business change with the benefits being experienced by all users of the new platform across the Council.

Liquidlogic Programme

2.22 Frameworki (known within MCC as Micare), supplied by Core Logic, has been MCC's Children's and Adults case management system since October 2008. After some work to consider Core Logic in 2015 the project was restarted with a full option appraisal. As a result the Liquidlogic suite of systems was identified as being most suitable against MCC's requirements, following a procurement exercise.

2.23 The project to implement the Liquidlogic commenced in October 2017. This is a complex and large scale change; the kind that organisations would undertake once every 10-20 years.

2.24 The scope of the project included 6 systems:

- The Liquidlogic Adults System (Case Management)

- The Liquidlogic Childrens System (Case Management)
- The Liquidlogic Early Help Module (Multi Agency Safeguarding Teams and Preventative support services)
- The Oxford Computer Consultants (OCC) Finance System for Adults – Controcc
- The Oxford Computer Consultants Finance System for Childrens – Controcc
- The Oxford Computer Consultants Provider Portal (Method via which external placement/service providers contracted to the Council can submit their invoices)
- The Business Case included the following resource provision:
 - Liquidlogic and OCC professional services to implement the new systems.
 - ICT Revolutions - data migration specialists: a key resource given the complexities of migrating social care data, as recognised with the failed Mosaic project.
 - ICT, Children's, Adults and Finance resource: to support internal aspects of the project, including: Project Management, Business Analysis, Application Support and subject matter experts.

2.25 The change programme can be described as having three components:

- System implementation and the start of the business change required to go-live with the new systems.
- Ongoing business change activity to embed the systems within our organisation.
- Continuous improvement to ensure best practice use of Liquidlogic is in place across our organisations.

2.27 The Liquidlogic suite of systems have been operational since 23rd July 2019. The focus is now on embedding the systems within the organisation and continuing the business change activity required to align both business service process and systems; leveraging the opportunities that they bring. The new system will require more rigorous data recording in social care and is also highlighting areas where business processes can be streamlined.

2.28 Among the benefits the new systems will deliver are:

- Less time at the desk typing into systems
- Transparency regarding the costs of care
- Improved insight regarding case progression and compliance to practice and statutory standards
- A better quality of service delivery to citizens via oversight and improved case management tools.

2.29 The implementation of Liquidlogic provides a strong foundation to build upon. This provides an opportunity to integrate with other systems, such as health, and support Manchester's service integration agenda.

IT Strategy Refresh

- 2.30 The current IT Strategy 2016-19 expires this year and needs to be refreshed to ensure that the Council has a modern and fit for purpose IT provision, designed around the corporate needs of the Council to deliver services and initiatives to residents of Manchester. The current strategy is appended as a link on page 2 of this report and has shaped the Council's investment in IT, including replacing Lotus Notes, PSN compliance, Blackberry replacement, the Data Centre project, Liquid Logic, rationalisation and roll out of new printing devices. Since the 2016/19 Strategy there have been considerable advances in technology, the development of the Corporate Plan for the Council, significant progress with health and social care integration and the development of the Our Transformation programme which is also included on this Committee's agenda.
- 2.31 The interim Director of ICT is leading this work and reviewed the principle corporate strategy documents, including Our Manchester and the Corporate Plan. This will help shape the outcomes of the new strategy around enablement of those ambitions
- 2.32 The above work will continue and be supplemented by a series of inclusive processes that will bring the buy-in and input from all levels of the organisation. This will ensure the detail for the next 3 to 5 years for Manchester is fully explored as an essential element which will provide the scope and breadth of the support and enablement approaches required from both the IT service and the technology.
- 2.33 The final strategy will be designed as a statement of intent and objectives, specifying real world tangible deliverables that are designed solely for the good of Manchester and its residents. It will shape the capital investment in technology, applications and new approaches for the Council eg SAP strategy as well as ensuring these technologies and partners support the desire to become a zero carbon city by 2038. It will speak to the ongoing and essential partnerships with MHCC and MLCO to foster closer working relationships, practices and seamless collaboration.
- 2.34 To ensure maximum buy-in it will be plain English, focused on enabling Manchester's ambitions and will become the 'rules of engagement' setting data and information standards and future innovation and ways of working. It is expected that the strategy will be ready in draft form by early November. Once ratified the IT Strategy will form one of the key documents alongside the Corporate Plan, People Strategy, revised MTFP and Capital Strategy for the council.
- 2.35 The first draft of this strategy will be circulated November 2019.

3.0 ICT Finance Update

Revenue Budget Position

- 3.1 The ICT current year revenue budget is £13.48m and this is net of the £0.605m savings that were approved as part of the budget process. As at the end of August (Period 5) ICT are forecasting an underspend of £420k. This is largely due to net savings on staffing costs of c£300k which is largely from vacant posts.

Capital Budget Position

- 3.2 The revised 2019/20 ICT investment plan budget is £11.5m, and the current year forecast spend is £8m, the table below provides a breakdown of the investment programme across both the current financial year and the life of the programme.

Project	19/20 Approved Budget £m's	19/20 Revised Budget £m's	19/20 Forecast £m's	19/20 Variance £m's	All Years Budget £m's	All Years Forecast £m's
New Social Care System	0.5	1.7	1.7	0	3.7	3.7
Data Centre Programme	1.9	2.7	2.7	0	3.2	3.2
Communications Room	0.1	0.6	0.3	(0.3)	6.5	6.5
End User Experience	0	2.3	0.2	(2.1)	4.2	4.2
Data Centre Programme	0.7	0.7	0.5	(0.2)	0.9	0.9
EYES Project	0	0.6	0.6	0	2.2	2.2
ICT Unallocated Capital	8.8	0	0	0	23.8	23.8
Other Projects	2.0	2.9	2.0	(0.9)	13.7	13.7
Total ICT Investment	14	11.5	8.0	3.5	58.2	58.2

4.0 Conclusion

- 4.1 The ICT Service continues to focus on delivering value to the Council and ensuring we have the right technology and systems to support what we do for our residents. The state of the infrastructure and investment profile over the preceding years meant that the current strategy (Our ICT Strategy 2016 -19) contained a huge amount of work and ambition which focussed around: getting the basics in place - infrastructure, resilience, and disaster recovery. In addition, it prioritised working on our core systems including the recent migration to Liquidlogic which is a market leader for social care platforms in the UK.
- 4.2 The ongoing work and the refreshed strategy will continue this essential programme and will include, for example, supporting our workforce through an end-user devices refresh programme to remove dated and unproductive equipment that has reached the end of useful and productive life; this programme will support mobile working in a number of service areas across the Council.

- 4.3 As the Service matures it will transition from the current getting the “basics right” model to a more proactive, customer centric organisation with a clear goal to enable Manchester City Council to continue to meet its objectives to be a world-class City. This transition will require a fresh look at the whole service and include project delivery and commissioning, service operations and technology support, design and technical authority, and assessing the skills gap requirements for the journey to a truly agile, enabling service.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 8 October 2019
Executive - 16 October 2019

Subject: Spending Round Announcement 2019

Report of: Deputy Chief Executive and City Treasurer

Summary

This report provides an overview of the one year Spending Round announcements made by the Chancellor of the Exchequer on 4 September 2019, and the potential financial implications for the City Council.

Recommendations

Members are asked to note the report.

Wards Affected: All

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

The Spending Round announcement by the Chancellor on 4 September covers the funding proposals for a range of public sector services. Whilst there is reference to some specific initiatives in respect of reducing carbon emissions, the details are not yet available. It is expected that these will be provided as part of the Local Government Finance Settlement which is expected in December 2019.

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	This report considers the impact of the Government's recent Spending Round announcements on the Council's budget strategy for 2020/21. The budget will underpin meeting the Council's priorities in support of the Our Manchester Strategy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	This report considers the impact of the Government's recent Spending Round announcements on the Council's budget strategy for 2020/21. The budget will underpin meeting the Council's priorities in support of the Our Manchester Strategy.
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): None

1 Introduction

- 1.1 On 4 September 2019 the Chancellor announced the spending plans for the next financial year in the 2019 Spending Round. Whilst the announcement does not provide any detail on individual local authority changes, this note sets out those commitments which may impact on the City Council's budget position and gives an overview of some of the other public spending pledges which may impact on Local Government.
- 1.2 The full details of the specific funding allocations to each local authority will be detailed in the provisional Local Government Finance Settlement which is expected to be announced in December. Where indicative City Council amounts are quoted below these are based on an assumption that the distribution will be in line with current methodologies, therefore are subject to change.

2 Background

- 2.1 Over the past decade the Government has reduced public funding significantly. Local authorities have been particularly adversely affected by the level of funding cuts, the Local Government Association (LGA) estimates that between 2010 and 2020 councils will have lost almost 60p out of every £1 the Government had provided for services.
- 2.2 Further to this, the EU referendum has meant that, since 2016, much of the focus of Government has been diverted to Brexit and consequently many anticipated reforms have been delayed such as the Social Care Green paper, the business rates system reforms and the Fair Funding review which has led to significant uncertainty of future funding beyond 2020/21. Indeed, the original expectation was that in 2019 there would be a three-year spending review to provide an indication of likely spending for 2020-2023, however, this has been reduced to a one-year spending round, with the multi-year review now expected to take place during 2020.
- 2.3 Underpinning the position, the Chancellor announced that government borrowing had reduced and is down to 1.1% of gross domestic product (GDP), enabling the government to spend more on the UK's public services in a sustainable way. This has led to this spending review being the first since 2002 where no department faces a cut to its day to day budget. The benefits of this increased spending varies widely between departments, the total uplift in departmental spending over previous plans is worth about £13.4bn of which the local government settlement totals c£3.5bn.
- 2.4 However, the scale of extra funding announced for 2020/21 means that it is possible that Treasury will break the fiscal rules to keep borrowing below 2% of GDP next year. The fiscal forecasts produced by the Office for Budget Responsibility will be announced as part of the Autumn budget (expected early November). This will give the Chancellor the opportunity to revisit the fiscal rules and future borrowing and spending plans and may lead to further announcements.

- 2.5 Whilst this report sets out the headline announcements and possible implications for Manchester, it is acknowledged that funding still remains uncertain after 2020/21 due, predominantly, to the government's spending and policy priorities, fair funding and business rates reforms, the Brexit position and whether there is a general election.

3 Impact on Local Government Finance

Brexit

- 3.1 This Spending Round confirms £2bn of core funding provided to departments for Brexit in 2019/20 will be continued into 2020/21 to be used to help pay for the costs of establishing a new relationship with the EU. The announcement brings the total spent on planning for and delivering Brexit since the 2016 referendum to more than £8.3 billion.
- 3.2 To date (up to the announcements made in August), Manchester has been allocated £0.6m to prepare for leaving the EU which includes specific funding for authorities with a local port. Alongside this a further £0.2m has been made available to support the GM Local Resilience Forum. In line with the requirements of the funding Manchester now has a nominated Brexit Lead Officer.

Settlement Funding Assessment

- 3.3 The Business Rates baseline funding level¹ is to increase by CPI inflation in 2020/21, based on the September 2019 percentage increase. This is expected to be 1.8% and would provide £0.3bn nationally with Manchester's increase estimated at £3.2m from 2020/21. It is also expected that Revenue Support Grant (RSG) will be inflated, which would equate to a further £1m for Manchester.
- 3.4 Devolution Deals are to continue in 2020/21 and 100% business rates retention pilots, which include Greater Manchester, have been confirmed for next year. The Greater Manchester pilot has been in place since 2017/18 with 50% of the benefits transferred to GMCA for specific approved purposes benefiting the wider region. The 75% pilots which commenced in 2019/20 have been discontinued. The City Council no longer receives RSG as this was rolled into Business Rates as part of the 100% retention pilot, therefore, it is expected that there will be a reduction to the tariff payment to Government to recognise the additional funding.
- 3.5 Both the Fair Funding review which will set out the revised resource allocations for each Local Authority and the proposed business rates reset and reform proposals are to be delayed by one year from 2020/21 to 2021/22.

¹ Baseline Funding Level is the government's estimate of the amount of business rates required to be retained by the Local Authority. This is compared to the government's estimate of the authority's business rates baseline, with the difference determining the authority's top up or tariff.

Health and Social Care

- 3.6 The Chancellor announced significant increases in funding to health and social care, raising their resources by 3.1% in real terms. Elements of the settlement are set out below.
- 3.7 An additional £1.5bn will be provided for adult and children's social care. This will be made up of £1.0bn of new grant money for adult and children's social care as well as the ability for Local Authorities to raise £0.5bn through a 2% Council Tax precept. This is in addition to the existing £2.5bn of social care grants which will continue.
- 3.8 Should the new grant funding be allocated based on the Adults Relative Needs Formula, which is in line with allocations in 2019/20, this would provide Manchester with estimated funding of c£11m. However, the distribution methodology has not yet been confirmed, and may consider alternatives such as taking into account the ability of each Local Authority to raise Council Tax through the adults precept or including, in part, the Children's Relative Needs Formula. It is likely that both of the latter would benefit Manchester.
- 3.9 Government will consult on the 2% precept referendum principle that will enable councils to access the further £0.5bn for adult social care. This could raise an estimated £3.3m in Manchester if applied in full.
- 3.10 Local authorities will receive additional resources through an increase in the NHS contribution to adult social care via the Better Care Fund, which will increase by 3.4% in real terms, in line with the overall NHS long-term settlement, resulting in an additional c£0.8m Better Care Fund allocation for Manchester. Additionally, the Public Health Grant is due to increase by 1% in real terms next year, it is not clear at this point how it will be applied. The City Council no longer receives a separate Public Health Grant as this was rolled into Business Rates as part of the 100% retention pilot, therefore, it is expected that there will be a reduction to the tariff payment to Government to recognise the additional funding.

Homelessness

- 3.11 An additional £54m to reduce homeless and rough sleeping in 2020/21, including improving the use of support services to address the significant needs of rough sleepers, has been announced. This brings the total funding to £422m. There is no information currently available regarding individual allocations. If the additional funding was provided on the same basis as the allocation of the 2019/20 Rough Sleepers Initiative Grant, Manchester would receive £0.8m, being 1.46% of total funding.

Education

- 3.12 Schools are to receive a three-year resource settlement, which will be more in line with previous Local Government Finance Settlements. The Spending Round announced that Education funding will increase by £7.1bn by 2022/23. In

2020/21 education funding is to rise in line with the CPI rate of inflation, expected to be c1.8% and funding per pupil is to rise to a minimum of £5k for secondary school pupils and a minimum of £4k for primary schools pupils. Manchester pupils already receive funding above these levels.

- 3.13 £1.5bn of funding is to be made available to compensate schools for the increased cost of employer pensions contributions; (including compensation payments). An additional £700m (11% increase) Special Education Need and Disability (SEND) funding is to be provided to support children and young people with special educational needs to ensure all receive a high-quality education and reach their potential. Based on current DSG allocations, Manchester would receive £7.2m additional funding in 2020/21.
- 3.14 Early Years funding is to rise by £66m to fund the increase in the hourly rate paid to childcare providers through the Government's free hours offers. Manchester is expected to receive £0.66m to fund the c1.8% increase in hourly pay.
- 3.15 Troubled Families funding, which transforms the way public services are delivered to support families with complex needs, is set to continue in 2020/21. If the current funding levels continue Manchester is expected to receive £2.0m.
- 3.16 Other announcements include a new youth investment fund which will help deliver more youth centres, £400m investment in 16-19 education funding and £10m additional funding for English as a second language provision.

New Homes Bonus

- 3.17 No changes to the scheme have been announced. The budget position assumes the continuation of the funding at the 2019/20 level of £8.2m.

Transport

- 3.18 There will be continued support for the development of major transport projects. This includes progressing work on the Leeds to Manchester route of Northern Powerhouse Rail and the East West rail links in the Oxford to Cambridge Arc.
- 3.19 An additional £200m allocation to transforming bus services, to deliver ultra-low emission buses and on demand services has been announced.

Department for Work and Pensions

- 3.20 There will be a 1.9% increase in real terms to the department's resource budget from 2019/20 to 2020/21. This includes an additional £40m funding for Discretionary Housing Payments to tackle affordability pressures in the private rented sector in England and Wales. If this is allocated on the same basis as the 2019/20 government contribution for Discretionary Housing Payments the council can expect to receive c£0.629m.

Council Tax

- 3.21 It has been confirmed that the core precept referendum limit for Local Authorities will be 2% for 2020/21, which is less than the 3% limit on increases to the Council tax in the previous year.
- 3.22 The ability to raise the adult social element of the council tax was only confirmed for 2019/20. It has now been announced that there will be a consultation to allow Councils to increase the adult social care precept element by 2% in 2020/21. This would equate to £3.3m for Manchester.

Health

- 3.23 The NHS is to receive an additional cash increase of £33.9bn a year by 2023/24 when compared to the 2018/19 budgets. There will be a 3.4% real terms increase in the Health Education England budget. This will include an additional £150m for Continuing Professional Development, providing a £1,000 central training budget for each nurse, midwife and allied health professional over three years, as well as increased funding for wider education and training budgets to support delivery of the NHS Long Term Plan.
- 3.24 Additional funding to deliver the government's commitment to upgrade outdated facilities and equipment in 20 hospitals – sharing an £854m pot of new funding. This is alongside a £1bn boost to NHS capital spending in 2019/20 to allow existing upgrades to proceed and to tackle the most urgent infrastructure projects.
- 3.25 The government will invest £250m in artificial intelligence, including £78m in 2020/21, to help solve some of healthcare's toughest challenges, including earlier cancer detection and discovering new treatments. The Department for Health and Social Care will receive a new multi-year capital settlement at the next capital review.

Other Grants

- 3.26 £24m additional funding has been announced for the Building Safety Programme to support the new building safety regime and help prevent a tragedy like Grenfell happening again.
- 3.27 A total of £241m from the Towns Fund in 2020/21 to support the regeneration of high streets, town centres and local economies has also been announced.

Public Value Framework

- 3.28 The Government is embedding a new Public Value Framework to maximise the value the government delivers with the money it spends, based on the recommendations of Sir Michael Barber's report "Delivering better outcomes for citizens". These reforms mean future government spending decisions, including the multi-year spending review next year, will be shaped by a greater focus on outcomes.

3.29 In addition, the government wants to ensure the public sector is set up to deliver better outcomes where those outcomes rely on more than one part of the public sector. This Spending Round confirms a fund of £0.2bn in 2020/21 to pilot innovative approaches to cross-public sector working. The aim is to build a better evidence base and test how joint working between two or more public sector organisations can improve outcomes and deliver better value for money.

4 Conclusion

- 4.1 This report sets out the main impact of the changes for Local Authorities announced in the Spending round for 2020/21. As stated in the introduction no details of individual local authority allocations have been released, a technical consultation is expected by the end of the month which will set out the policy choices around the distribution options. The proposed allocations will then be included in the provisional Local Government Finance Settlement which is expected in December.
- 4.2 Overall it is a more positive picture than it has been in recent years and the additional funding is welcomed, however the funding commitments are for one year only and uncertainty remains for longer-term planning. The proposed use of the funding will be reported as part of the Council's Budget Strategy for 2020/21. There remains considerable medium term risks around the levels of public spending overall (to be determined in the 2020 spending review - delayed from this year), the distribution of funding across local government (through the Fair Funding review) and the impact of anticipated business rates reforms and reset.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
8 October 2019

Subject: Our Transformation

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

Summary

This report provides a summary of the development of 'Our Transformation', a wider business transformation programme for the organisation, building on the corporate core transformation work already in progress.

A more detailed set of slides accompanies this report.

Recommendation

The Committee are asked to note and comment on the contents of this report and attached slides.

Wards Affected: All

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

Our Zero-Carbon target for the city will be considered as a key driver for 'Our Transformation' with work on each workstream to consider environmental impact and in particular potential for reducing our organisational footprint in areas as diverse as use of digital over paper based technologies and staff travel.

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	Our Transformation is a key part of the Council's contribution to delivering the Our Manchester Strategy, enabling the organisation to be set up to deliver the priorities in the Corporate Plan through changing how we work, reducing bureaucracy and increasing our capacity to respond, whilst working accurately and getting it 'right first time'.
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	By maximising our ways of working and embedding new technology the organisation will be able to free up capacity to continue to play a key role in

A liveable and low carbon city: a destination of choice to live, visit, work	delivering all of the Our Manchester Strategy outcomes.
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.

1.0 Introduction

- 1.1 This paper provides a brief overview of 'Our Transformation' programme, as an introduction to the more detailed slides attached.
- 1.2 The creation of 'Our Transformation' follows work to review and evolve the Corporate Core Transformation Programme reflecting work carried out with officers and Executive members. This is to ensure that the programme is designed to deliver more radical change and be considered as a whole organisation approach. The work also takes into account the feedback from last year's Bheard survey and follow up work where the message has consistently been that as an organisation we have become too bureaucratic.
- 1.3 The slides attached describe how we propose to:
- Scale up the work which had initially focused on the corporate core
 - Provide governance and assurance
 - Communicate and engage with the whole Council on the work

2.0 Background

- 2.1 This work is a key driver in supporting the organisation to achieve its goal of being a 'well managed Council', one of the seven key priorities set out in our Corporate Plan.
- 2.2 The intention to widen this work, beyond the corporate core is:
- to ensure that the organisation is set up to deliver the priorities in the Corporate Plan through changing how we work, reducing bureaucracy and increasing our capacity to respond, whilst working accurately and getting it 'right first time'
 - to ensure everything is effective as it can be which will naturally bring efficiencies, increase productivity and reduce failure demand
 - to make sure we are all equipped, enabled and encouraged to work in ways which support delivery of the Corporate Plan, through the Our Manchester approach and behaviours, with a particular focus on the core
- 2.3 The key workstreams already underway, focused on the corporate core, will continue but building on the case for change will evolve into a wider suite of programmes and workstreams, which help to drive a more ambitious vision.
- 2.4 The slides also describe the approach to:
- Governance
 - Resourcing
 - Communications and engagement
- 2.5 More detail is also provided on a number of key priority pieces of work which are underway including:

- 2.6 Finalising a more detailed case for change. This will set out longer term programme milestones for the next three years and beyond. This will also provide the basis for some of the future savings that the council may have to deliver in the next three years.
- 2.7 Establishing an Accountability Framework for the organisation. With the severe budget cuts the council has faced a number of processes and sign offs have developed and the impact has been to move away from clearly setting out what a manager is empowered to do and what decisions can be made and how they will be supported and held to account. Whilst this sounds straightforward it is a significant cultural change for the organisation and will also require for example our management development programmes to be reviewed and updated.
- 2.8 Business Process Management - as set out above many of our processes have become too cumbersome with too many sign offs. A considerable amount of process redesign is required to streamline how we work and to realign decision making with the point of responsibility. The first process that is being reviewed is recruitment and joiners, movers, leaders. The work will focus on the process that managers and our workforce have to go through rather than on the functions in the core that carry them out.
- 2.9 Digital enablers - currently there are still a number of manual processes as well as a number of ICT systems in the Core, which need updating, or moving to more up to date versions before they go out of support. More generally there is a significant opportunity to digitise how we work. A procurement for a replacement intranet is underway which will also allow us to work in a more collaborative way in ensuring we have a fit for purpose, cost effective solution with intuitive functionality and universal access for all staff. The opportunities in this area are significant.
- 2.10 Our Ways of Working (OWOW) - the work will continue to build on the well established OWOW programme to support more effective and agile working across the organisation with focused effort on services managed outside of the city centre complex and ensuring that we are flexible in our approach to flexible working. This will also be supported by the roll out of the agreed and funded End User Device programme so everyone has access to the right technology to enable them to carry out their role effectively.
- 2.11 Digital Experience Programme – this work is focused on how we engage and interact with residents and ensuring we do this in a way which maximises our use of technology, and addresses some of our legacy technology issue
- 2.12 With the bringing together of the Corporate Core under the leadership of the Deputy Chief Executive and City Treasurer and City Solicitor work has also been carried out to improve how we work across functions in the Core and ensure there is no duplication.

3.0 Delivery of Savings

3.1 The Our Transformation Programme has an approved £500k savings target for 2019/20 and will be expected to deliver further savings going forward as part of the next Medium Term Financial Plan. Following the workshops a work plan has been developed that will review how functions work together across the Core in order to deliver the savings on an ongoing basis. Whilst this work is being developed the £500k in year saving has been covered through staff savings from across the Core due to ongoing vacancies.

4.0 Engagement and resourcing

4.1 Internal engagement to date on the programme of work has been very positive with a session at Senior Leaders Group dedicated to seeking feedback and encouraging involvement in the work from across the organisation.

4.2 Following the session a 'call to action' has led to a large number of individuals in a cross section of roles to come forward to be involved in the work on a 'scrum and sprint' basis. This resourcing model will ensure that we:

- Support developmental opportunities across the organisation
- Gain perspective from people both driving and using our processes
- Create opportunities to engage via these individuals with services on an ongoing basis

4.3 The Leadership Summit scheduled for 14 October will also be used to engage with our wider leadership, including in particular on the Accountability Framework referenced above.

5.0 Recommendations

5.1 The Committee are asked to consider and comment on the report and attached slides.

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Our Transformation

**Update to Resources and Governance Overview and Scrutiny Committee
8th October 2019**

Introduction and overview

The purpose of this presentation is to provide an update to Resources and Governance Scrutiny Committee on Our Transformation.

This follows work to review and evolve the Corporate Core Transformation Programme, reflecting previous comments of SMT, SLG and Executive Members. This work is aiming to ensure that the programme is designed to deliver more radical change and be considered as a whole organisation approach.

The slides describe how we propose to:

- Scale up this work delivering business change for the organisation
- Provide governance and assurance
- Communicate and engage with the whole Council on the work

More detail is also provided on a number of key priority pieces of work which are underway

Scaling Up

What are we trying to achieve?

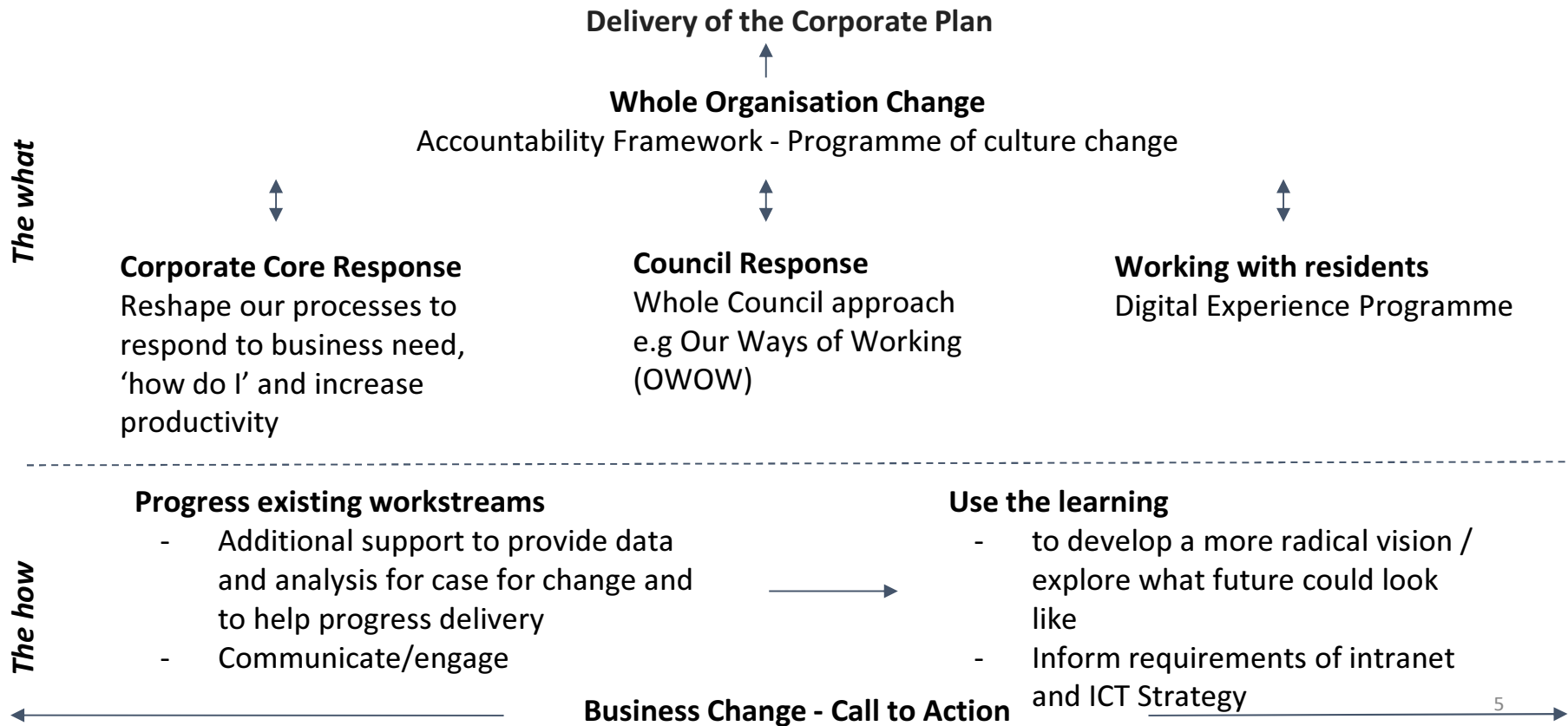
This work is a key driver in supporting the organisation to achieve its goal of being a ‘well managed Council’ one of the seven key priorities set out in our Corporate Plan.

The work has previously been focused primarily on the corporate core, but there is now a recognition that the scope should be broadened to a wider business transformation approach:

- to ensure that the organisation is set up to deliver the priorities in the Corporate Plan through changing how we work, reducing bureaucracy and increasing our capacity to respond, whilst working accurately and getting it ‘right first time’
- to ensure everything is effective as it can be which will naturally bring efficiencies, increase productivity and reduce failure demand
- to make sure we are all equipped, enabled and encouraged to work in ways which support delivery of the Corporate Plan, through the Our Manchester approach and behaviours, with a particular focus on the core

With many uncertainties on the horizon, from national government to local demands, we need to really think about the way we do things - Our Transformation is being set up to challenge our thinking and help to drive this work forward.

A wider approach to business transformation



Existing programme workstreams

The existing programme workstreams are captured below. Whilst the structure of the programme will evolve to reflect the wider organisational focus, further detail on the priority areas is captured later in the slides

<p>Workstream 1 <u>Leadership and governance/decision making</u> Lead - Jacqui Dennis and Janice Gotts <i>Including:</i></p> <ul style="list-style-type: none"> Decision making - increased delegated decision making, building enablement and trust through a new co-designed accountability and decision making framework Reports and reporting - maximum length, ensuring good decision making Meetings management - fewer, more productive meetings with clear decision making 	<p>Workstream 2 <u>Our approach to delivering our corporate priorities</u> Lead - James Binks <i>Including:</i></p> <ul style="list-style-type: none"> How we manage corporate plan priorities through effective business and service planning How we use performance information to drive activity How we prioritise project work coming in from directorates and resource that work, and how we de-prioritise How we collaborate across teams on projects and utilise a range of expertise minimising duplication 	<p>Workstream 3 <u>Self service and internal transactions</u> Lead - Ian Grant <i>Including:</i></p> <ul style="list-style-type: none"> Develop a new approach with 'Joiners, Movers, Leavers' Corporate approach to Business Process Management (BPM) How we manage work through a collaboration platform
<p>Workstream 4 - Our Ways of Working Lead: Shawna Gleeson <i>Including:</i></p> <ul style="list-style-type: none"> Further role out of OWOW as an enabler, maximising the benefits from improved processes and ICT enablers and continued rationalisation of our use of estate Creating a flexible working approach which meets the needs of our diverse workforce Development of the intranet to facilitate self service Relationship with Digital Experience Programme 		<p>Workstream 5 - Communications and engagement Lead: Jen Green <i>Including:</i></p> <ul style="list-style-type: none"> Agreeing a set of principles for how we communicate Agreeing a narrative for the work Rolling out a programme of comms/engagement supporting delivery

Progress to date

- 'Bite-size Constitution' to be launched soon
- Staff induction programme in place, including new digital based learning for new staff prior to joining and ongoing during first 3 months of employment, and further work on offer for senior leaders (e.g. buddying)
- Streamlined business planning approach in place
- Progress on Our Ways of Working including:
 - Work underway in Etrop Court to move all staff to agile working
 - Work started with Education Passenger Assistants to move to digital based pupil allocation
 - Review of role profiles underway, to include our commitment to flexibility, and to make more user friendly and meaningful for managers and candidates
- Meetings management audit complete and new tools developed for testing
- Working with Members - Scrutiny and Reports group strengthening process and approach to Scrutiny
- Corporate Plan Monitor introduced, reporting quarterly on delivery to corporate plan priorities
- Review of existing approach to projects across core to understand opportunities for joining up/streamlining and use of consistent project management methodology
- Action tracker in place and flow of work from SMT into other governance managed

Resourcing model

In order to scale up this work and drive the wider objectives described at slide 4, it has been recognised that there is a need to involve a wider cross section of managers and officers from across the organisation in providing essential capacity to deliver the workstreams and additional emerging work

Senior Leadership Group (SLG) at its most recent meeting discussed the option of seeking volunteers from across the organisation at a variety of levels who could be involved in time limited scrum and sprint teams or groups working on specific priorities. A reach-out followed the meeting to all Head of Service which has had a very positive response with more than 25 volunteers coming forward

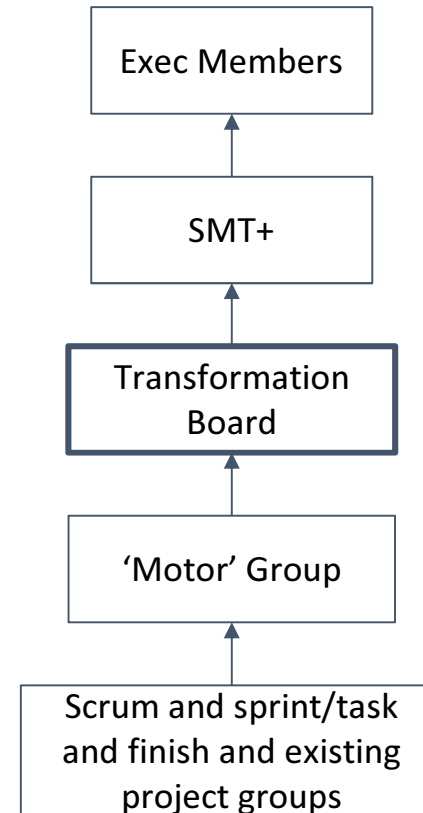
These, and any further volunteers, will be brought together in mid-late October for a kick off session where workstreams and priorities will be explored further, scrum and sprint ways of working agreed and work allocated.

Internal governance

Proposed governance

A programme chaired by the Deputy Chief Executive and City Solicitor with workstream leads has been overseeing the work to date. With the broadening of the programme a Transformation Board has been established with senior representation from across the Council. Regular updates will be provided to the lead Executive Member and to Executive members.

In the spirit of avoiding more meetings, existing meetings have been reviewed and repurposed to ensure we are not creating additional forums.



Communications and engagement

Outline narrative - what is it?

It is about changing how we work as an organisation to ensure we can deliver our corporate priorities

It is about the things we can do here and now to improve

+ It is also about more radical, longer term change where it is needed

It is focused on our corporate core as the part of the organisation which enables the organisation to function

+ It is about all of us

It will mean working smarter with an eye to digital approaches as a way of helping us to work more effectively

It is underpinned by the Our Manchester approach and behaviours

Communications and engagement outline plan

Aim: to ensure the Council's workforce are informed and engaged in Our Transformation Programme. Engagement is already well underway building on a series of workshops held and has been well received by the Councils senior leadership group. The comms will roll out to all staff following the councils leadership summit (involving every manager above G10) on 14 October.

Objectives

- To provide timely and accurate messages to support the workforce's understanding of the programme
- To share best practice and outcomes to demonstrate transparency and build trust
- To engage targeted audiences using relevant and accessible channels and techniques
- Promote staff influence and outcomes/best practice
- To provide professional advice and guidance to manage expectations and relationships

Approach

- Finalise detailed communications and engagement plan
- Develop the narrative and draft key messages to be embedded as part of the programme providing consistency
- Support stakeholder mapping and aligning engagement activity including use of internal 'teams' to drive the work and champions/activators
- Maximise the use of online and offline communications channels and explore the need for new ones in-order to inform and engage
- Thread Our Manchester and align Corporate Plan messages into comms activity
- Produce creative tools and materials using the Our Manchester branding
- Audit activity and monitor impact - revise activity based on insight

Timeline

- Suggest a phased approach to activity influenced by the overall programme aims, audiences and milestones
- Existing broadcast and event timescales within the programme period will be factored into the comms plan and maximised including Leadership Summit (14th October)

Priority pieces of work

Priority pieces of work - (1) Case for change

A four week piece of work to be completed by mid October

This will clearly set out the case for change for the repurposed programme of work. This will be evidence based drawing on:

- MCC data, material from previous workshops and engagement including with DMTs
- Wider benchmarking
- Case studies and comparable approaches/evaluation from other authorities
- Analysis of 'what works' and what could work in Manchester's context

To date the work includes:

- Context for the case for change, connecting the Our Manchester strategy with the priorities of Our Corporate Plan
- The 'as is' state - drawing on our own and comparable data to understand opportunities and potential for transformation
- Exploration of immediate work to strengthen our corporate core in particular as an enabler to wider business transformation
- Exploration of more fundamental transformation underpinned by enabling digital technologies and new ways of working
- Road map setting out the sequencing of change, activities required and benefits realisation

This work will collectively feed into the budget setting process for 2020/21 and beyond

Priority pieces of work - (2) Accountability Framework

There is a recognition that a key part of this work is the creation of a wider 'accountability framework' (working title) to assist us all in delivering our roles to the best of our ability through:

- Bringing to life the Our Manchester behaviours in a tangible way
- Empowering and enabling managers to make decisions at the most appropriate level - creating a high trust environment and giving our people control
- Making a strong link between responsibility and accountability by describing what the organisation expects and providing the freedom to deliver
- Creating clarity, consistency and fairness of expectations
- Releasing capacity and improves effectiveness
- Defining the role of the corporate core in supporting managers
- Supporting a learning organisation - encouraging innovation and creativity
- Focusing on the outcomes we are trying to achieve for Manchester and its residents

Priority pieces of work - (2) Accountability Framework

The intention is to:

- Create a handbook or guide which describes the expectations
- Build a common language and narrative which is embedded into everything we do, with senior leaders leading by example
- Embed the approach into the constitution, how performance is managed, training our leaders and managers, the pay policy and much more
- Shape the wider OD programme for the organisation around it
- Inform our approach to business process management (and vice versa, see overleaf)

The plan is to build this through:

- Co-design and engagement across the organisation, building on the wider approach to 'scrum and sprint' and a tailored workshop at the Leadership Summit on 14th October
- Oversight from strengthened Governance and Assurance Group with directorate representation (and into new wider programme board)
- Engagement and leadership from SMT
- ...Using an OD approach and resources

This work is being led by the Interim Director of HROD

Priority pieces of work - (3) Business Process Management - 'JML' and recruitment

Work is underway to 'test' our approach to business process management through looking at two interconnected processes with different features:

- Recruitment - as an often cited example of a process with multiple sign-off/decision points at the wrong level in the organisation
- Joiners, movers and leavers - as a series of currently separate but interdependent processes which are managed in a number of 'places' in the organisation via several systems with associated complexity and confusion
- Maximising potential of current systems with an eye to automation

This work is being led by the Interim Director of ICT with support from Reform and Innovation & HROD

Priority pieces of work - (4) Digital enablers and wider approach to OWOW

A key part of the work is about joining up the work on various digital and technology enablers to support our people to work as effectively as possible. This will focus on digital as a key enabler to transform our delivery, leading on from the case for change, clarity on objectives and how we want to work as an organisation.

Whilst part of the ICT Strategy, these key enablers need to be driven by the business and underpinned by our wider approach. Early critical work (in progress at various stages) includes:

- Intranet - new platform
- Maximising benefits from collaboration platform
- Telephony replacement and maximisation
- End user device strategy and how we support agile and flexible working

Work is underway to connect this clearly up with the wider ongoing work on Our Ways of Working.

Priority pieces of work - (5) Digital Experience Programme

What it means for the Council:

- Ensure we provide the opportunity for MCC to transform how we interact and engage with residents and partners
- Digital experience programme is to address technology issues across the council

Objective:

- Improved Outcomes - We will make Manchester City Council a digital public services organisation that provides our residents, businesses and partners an easy to use, fully integrated set of digital public services which reduce our internal demand costs and increase customer satisfaction. At a practical level this will mean residents engaging in a streamlined access point to our services rather than multiple portals, forms and accounts
- Enabling Effective Partnerships - We will make our digital public services work for our partners by connecting different parts of our organisation together and allowing effective collaboration between ourselves and our partners.

Motivation:

- Critical pieces of technology are now out of support or will go out of support soon
- Doing nothing risks our ability to engage with our citizens, businesses and partners

Strategic alignment:

The Digital Experience Programme will be the delivery arm of Manchester's Digital Strategy. It will be a collaborative approach with each of our services to review, simplify and digitise our customer journeys.

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
8 October 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.

Wards Affected: All

Contact Officer:

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

Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

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

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

Date	Item	Recommendation	Action	Contact Officer
7 March 2019	RGSC/19/20 Our Manchester - financial impact on decision making and business planning	To recommend that analysis of the development and empowerment of those front line staff who regularly engage with residents, across a range of services is undertaken.	The Our Manchester Internal Officer Group is currently looking at this issue and will produce a response for the November meeting of the Committee	James Binks

18 June 2019	RGSC/19/30 Update on Highways Maintenance Capital projects	To request that the Director of Operations (Highways) provides the Committee with information as to whether the seven contractors have Trade Union recognition	A briefing note was circulated to Committee Members on 30 September 2019.	Steve Robinson
18 June 2019	RGSC/19/30 Update on Highways Maintenance Capital projects	To request that Committee Members are informed when a report on the former contractor for the Regent Road improvement works is taken to either the Audit or Neighbourhood and Environment Scrutiny Committee	A report is scheduled to be submitted to the Audit Committee on 15 October 2019	Tom Powell/Carol Culley
16 July 2019	RGSC/19/38 Revenue Budget Outturn 2018/19	To request that Members are provided with a briefing note on the number of vacancies that exist across all Directorates, including the grade of these positions and how long they have been vacant	A briefing note was circulated to Committee Members on 30 September 2019.	Janice Gotts/Shawwna Gleeson

16 July 2019	RGSC/19/39 Global Revenue Budget Monitoring to the end of May 2019	To request that the Executive Member for Finance and Human Resources provides Members with details of the contract between Redgate Holdings and the Council in respect of in-year allocations	A briefing note was circulated to Committee Members on 30 September 2019..	Janice Gotts/Heather Coates
3 Sept 2019	RGSC/19/44 Revenue and Benefits Annual Report	To request that the Members be provided with a briefing note on the number of properties that existed where the Council was unaware of who the owner was and the action it could take to obtain this information	A response this recommendation will be provided in due course.	Julie Price
3 Sept 2019	RGSC/19/44 Revenue and Benefits Annual Report	To request the Director of Homelessness provide a briefing note on the level of debt owed to the Council through the use of dispersed temporary accommodation and that this includes a comparison with Local Housing Allowance rates on a ward basis.	The Director of Homelessness has confirmed he will produce a response for the November meeting of the Committee	Mike Wright

3 Sept 2019	RGSC/19/45 The impact of the Welfare Reform agenda on the Council's finances and its ability to provide support to residents of Manchester	To request that the Director of Customer Services and Transactions contacts Registered Providers for more information on how they can maximise direct rental payments for those tenants on UC	A response this recommendation will be provided in due course.	Julie Price
3 Sept 2019	RGSC19/48&50 Domestic Violence and Abuse Review	<p>To request that the Director of Homelessness provides Members with information on:-</p> <ul style="list-style-type: none"> • how quickly support was accessible by individuals placed in dispersed accommodation; • when the strategic review was intended to be fully scoped; and • the projected timescale for the strategic review to be completed and anticipated costs. • Who will be involved in the review; and • The budget provision afforded to the review 	The Director of Homelessness has confirmed he will produce a response for the November meeting of the Committee	Mike Wright Fiona Worrall Nicola Rea

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 30 September 2019, 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.

Chief Executive

Corporate Core					
Subject/Decision	Decision Maker	Decision Due Date	Consultation	Background Documents	Officer Contact
National Taekwondo Centre 2018/10/19A Enter into a 39 year lease with Sport Taekwondo UK	Chief Executive	Not before 1st Nov 2018		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk

Ltd for areas within the building.					
<p>TC821 - Framework for the supply of Desktop Hardware 2019/03/01A</p> <p>The Council is looking for a supplier not only for the supply of desktop hardware and peripherals but to also support in the development and deployment of the ongoing end user device strategy.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Apr 2019		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk
<p>Collyhurst Regeneration Ref: 15/005</p> <p>The approval of capital expenditure for land and buildings in Collyhurst.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Eddie Smith, Strategic Director (Development) e.smith@manchester.gov.uk
<p>Leisure Services - External Ref: 2016/02/01C</p> <p>The approval of capital expenditure on external Leisure Services land and buildings.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Lee Preston l.preston2@manchester.gov.uk

<p>Capital Investment in schools Ref: 2016/02/01D</p> <p>The approval of capital expenditure in relation to the creation of school places through new builds or expansions.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Business Case</p>	<p>Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk</p>
<p>Carbon Reduction Programme Ref:2017/06/30C</p> <p>The Approval of Capital Spend in order to achieve a reduction in carbon emissions.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Business Case</p>	<p>Richard Munns r.munns@manchester.gov.uk</p>
<p>Estates Transformation Ref:2017/06/30D</p> <p>The approval of capital spend to ensure that the operational estate is fit for purpose.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Business Case</p>	<p>Richard Munns r.munns@manchester.gov.uk</p>
<p>Silver Offices Refurbishment (located at One Central Park) Ref: 2017/07/18B</p> <p>Capital expenditure approval for the cost of refurbishment works at part</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Reports to the Executive and Full Council dated 28 June 2017</p>	<p>Ken Richards k.richards@manchester.gov.uk</p>

of the facility.					
<p>TC969 - Provision of LAN AND WLAN 2019/03/01E</p> <p>MCC requires a delivery partner to refresh the hardware in the Comms Rooms and to design, test and implement a fit for purpose Software Defined LAN and Wifi.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st May 2019		Report and Recommendation	Andrew Blore a.blore@manchester.gov.uk
<p>TC986 - SAP SUPPORT AND MAINTENANCE 2019/03/01F</p> <p>To provide support to the SAP team in order to resolve incidents.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st May 2019		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk
<p>Provision of Telephony / Unified Communications 2019/03/01G</p> <p>To seek approval to award a contract to a single supplier for the provision of Telephony / Unified Communications across the Council.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st May 2019		Confidential Contract Report with Recommendations	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk

<p>Wide Area Network provision 2019/03/01L</p> <p>To appoint a supplier to provide our Wide Area Network Solution.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 29th Mar 2019</p>		<p>Report and Recommendation.</p>	<p>Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk</p>
<p>Marginal Viability - Housing Infrastructure Fund, New Victoria Site 2019/03/01N</p> <p>The approval of capital expenditure of £10.5m awarded via the Government's Housing Infrastructure Marginal Viability Fund to enable delivery of a key strategic residential and commercial development scheme at New Victoria, developing 520 new homes in total.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Apr 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Eddie Smith, Strategic Director (Development) e.smith@manchester.gov.uk</p>
<p>Heron House 2019/03/01P</p> <p>Disposal by Leasehold of office accommodation at Heron House.</p>	<p>Chief Executive</p>	<p>Not before 1st Apr 2019</p>		<p>Briefing Note and Heads of Terms</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>

<p>Manchester Active Annual Contract Renewal 2020 2019/04/02B</p> <p>To consider the renewal of the contract for the delivery of the Manchester Sport and Leisure Strategy.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Jan 2020</p>		<p>Contract report and performance report for the 2019/20 annual contract.</p>	<p>Rebecca Livesey r.livesey@mcractive.com</p>
<p>TC447 - Contract for a Bill Payment Service via Post Office Counters (and other Outlets) 2019/04/12B</p> <p>To appoint a supplier to provide a Bill Payment Service via Post Office Counters (and other Outlets).</p>	<p>Deputy Chief Executive, City Treasurer (Deputy Chief Executive)</p>	<p>Not before 12th May 2019</p>		<p>Report and Recommendation</p>	<p>Julie Price j.price2@manchester.gov.uk,</p>
<p>To report on changes to the Council's Allocations Scheme. 2019/04/25D</p> <p>To agree the changes to the Allocations Scheme.</p>	<p>Executive</p>	<p>16 Oct 2019</p>		<p>Revised Allocations Scheme</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>

<p>The Manchester College property, Ashley Lane, Moston. 2019/05/21A</p> <p>Approval of Capital Expenditure for the acquisition of the property and future demolition.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 21st Jun 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Nick Mason n.mason@manchester.gov.uk</p>
<p>Strategic land and buildings acquisition 2019/06/03B</p> <p>The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 3rd Jul 2019</p>		<p>Checkpoint 4 Business Case & Briefing Note</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>
<p>Strategic land and buildings acquisition 2019/06/03C</p> <p>The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2020</p>		<p>Checkpoint 4 Business Case & Briefing Note</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>

<p>Early Years & Education System (EYES) Implementation</p> <p>The approval of capital and revenue expenditure for the implementation of the Liquidlogic EYES module and migration of data from the current system (ONE provided by Capita) to EYES</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Jul 2019</p>		<p>Checkpoint 4 business case</p>	<p>Ross Milhench r.milhench@manchester.gov.uk</p>
<p>House of Sport (2019/07/26A)</p> <p>Remodelling of the Regional Athletics Arena/National Squash Centre to incorporate and accommodate the relocation of sports and related institutions to be known as the House of Sport.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 3rd Oct 2019</p>		<p>Report to Executive (Eastlands Regeneration Framework – 13.12.17, 25.07.18 (update), 25.07.19) Eastlands Update Executive Report – 11.09.19 & Full Council 02.10.19</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>
<p>Manchester Regional Arena - Indoor & Outdoor Athletics Track Replacement (2019/08/01A)</p> <p>The approval of capital</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 30th Sep 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Neil Fairlamb N.Fairlamb@manchester.gov.uk</p>

expenditure for the refurbishment works on both the indoor and outdoor athletics tracks at Manchester Regional Arena.					
<p>CCTV System Replacement (2019/08/19A)</p> <p>To appoint a supplier to replace the Council's CCTV operating system and associated storage servers.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Contract Report with recommendation	Danny Holden d.holden1@manchester.gov.uk
<p>Fire Risk Assessment (FRA) in Low Rise Properties, retirement properties and offices (2019/09/12A)</p> <p>The approval of capital expenditure for works identified from FRAs completed by consultants on low rise flats and low rise retirement blocks managed by Northwards Housing, as well as office accommodation.</p>	City Treasurer (Deputy Chief Executive)	Not before 11th Oct 2019		Checkpoint 4 Business Case	Martin Oldfield m.oldfield@manchester.gov.uk

<p>OTH - Early Works (3) prior to Notice to Proceed (2019/09/12B)</p> <p>Approval to spend Capital Budget on Early Works</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 11th Oct 2019</p>		<p>Business Case Early Works (3) prior to Notice To Proceed</p>	<p>Jared Allen j.allen4@manchester.gov.uk</p>
<p>Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's Housing Group (2019/09/23A)</p> <p>The approval of £2m capital expenditure from the Housing Affordability Fund for Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's, to acquire, refurbish and sell empty homes/stock surplus to requirement to first time buyers/owner occupiers.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 22nd Oct 2019</p>		<p>Checkpoint 4</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>
<p>Commercial Wharf Lease and Refurbishment (2019/09/24A)</p> <p>To enter into a lease for a term of 5 years and to complete a refurbishment of the property</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 31st Oct 2019</p>		<p>Draft Lease document and Checkpoint application</p>	<p>Julie Heslop julie.heslop@manchester.gov.uk</p>

Highways					
<p>A6 Stockport Road 2019/03/01K</p> <p>The approval of capital expenditure to provide additional lane width to the A6 Stockport Road and a cycle bus stop bypass.</p>	City Treasurer (Deputy Chief Executive)	Not before 29th Mar 2019		Checkpoint 4 Business Case	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk
<p>Hyde Road A57 Pinch Point Widening 0 2019/06/19A</p> <p>The approval of capital expenditure for the purpose of removing a pinch point in traffic flow on Hyde Road. The width of the carriageway will increase to accommodate two lanes of traffic.</p>	City Treasurer (Deputy Chief Executive)	Not before 19th Jul 2019		Checkpoint 4 Business Case	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk
<p>Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/08/07B)</p> <p>To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Contract Report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk

Plant Vehicles and equipment.					
<p>Framework for The Supply of Dense Bituminous Macadam (DBM) & Associated Products TC012 (2019/08/29B)</p> <p>To appoint more than one supplier to a framework for the supply Dense Bituminous Macadam (DBM) & Associated Products</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Report and Recommendation	Robert Kelk, Procurement Manager r.kelk@manchester.gov.uk
<p>Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/09/03B)</p> <p>To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential contract report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk
<p>Highways Maintenance Defect Repairs TC1039 (2019/09/03C)</p> <p>To seek approval to award</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential contract report with recommendation	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk

<p>a Contract to one supplier to undertake a backlog of all current highway defect repairs</p>					
<p>Surfacing of Carriageways - TC040 (2019/09/11B)</p> <p>To seek approval to award a Framework agreement to 3 suppliers to undertake the re-surfacing of carriageways within the Manchester boundaries.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 2nd Dec 2019</p>		<p>Confidential Contract Report with Recommendation</p>	<p>Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk</p>
<p>Proprietary treatments to Carriageways & Footways TC041 (2019/09/11D)</p> <p>To seek approval to award a Framework agreement to 4 suppliers to provide proprietary treatments to carriageways and footways within the Manchester boundaries</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 2nd Dec 2019</p>		<p>Confidential contract report and recommendation</p>	<p>Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk</p>

Children and Families					
<p>Extra Care - Russell Road LGBT Project 2019/03/01H</p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Checkpoint 4 Business Case	Steve Sheen s.sheen@manchester.gov.uk
<p>Extra Care - Millwright Street Project 2018/03/01I</p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Checkpoint 4 Business Case	Steve Sheen s.sheen@manchester.gov.uk
Adults Social Care and Health					
<p>TC1041 - TEC Phase 1 - Falls protection / Panic Alarm and GPS Tracking (2019/08/23A)</p> <p>To appoint a supplier to provide falls protection /</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk

panic alarms with GPS Tracking.					
<p>TC1042 - TEC Phase 1 - Movement and Environmental Sensors that analyse and sense those at risk of falling (2019/08/23B)</p> <p>To appoint a supplier to provide movement and environmental sensors that analyse and sense those at risk of falling</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1043 - TEC Phase 1 - Movement and Environmental Sensors that analyse movement patterns (2019/08/23C)</p> <p>To appoint a supplier to provide movement and environmental sensors that analyse movement patterns.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1044 - TEC Phase 1 - Movement and sensors that allows remote physio (2019/08/23D)</p> <p>To appoint a supplier to</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk

provide movement sensors to allow remote physio					
<p>TC1045 - TEC Phase 1 - Falls Prevention (2019/08/23E)</p> <p>To appoint a supplier to provide specialist ICT equipment that prevents falls in the home</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p>TC1046 - TEC Phase 1 - TEC Digital Platform (2019/08/23F)</p> <p>To appoint a supplier to create a central database to collate and analyse the data received from the TEC devices.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
Education and Skills					
<p>Q20347 Consultant for EYES data Migration. 2019/04/25A</p> <p>Contract is to support Manchester City Council with the migration of their Education Management System away from Capita</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Jun 2019		Report and Recommendation	John Nickson j.nickson@manchester.gov.uk

One towards the Liquidlogic EYES solution.				
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Decisions that were taken before the publication of this report are marked * (none)

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

**Tuesday 8 October 2019, 10.00am
(Report deadline Friday 27 September 2019)**

Theme – ICT update, Corporate Core Transformation Programme and Management of staff performance/misconduct

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
ICT update	To provide an update on work around resiliency for Manchester's IT network and service, including the Data Centre project, and to outline the work being undertaken to refresh the corporate IT strategy	Cllr Ollerhead (Exec Member for Finance and HR)	Ian Grant	
Government Spending Review	To receive a report that outlines the key headlines following the announcement of the Governments 1 year Spending Review on 9 August 2019	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley/Janice Gotts	
Corporate Core Transformation Programme update	To receive an update on the progress of the Council's Corporate Core Transformation programme.	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley	
Management of staff performance and misconduct update	To receive an update on how the Council manages staff performance and underperformance, and the steps that are taken to address misconduct	Cllr Ollerhead (Exec Member for Finance and HR)	Helen Grantham	

	by staff. This report will include data on staff suspensions.			
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Tuesday 5 November 2019, 10.00am
(Report deadline Friday 25 October 2019)**

Theme – Property and Asset Management

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Corporate Property Annual Report	To receive the Corporate Property Annual Report, which is to include:- <ul style="list-style-type: none"> • Scrutiny of the Council's Asset Management strategy (whole life cycle cost and maintenance including public real) • Governance of land transfers and Community Asset Transfers 	Cllr Ollerhead (Exec Member for Finance and HR)	Eddie Smith Richard Munns	
Section 106 and the Councils associated financial obligations - update	To receive a report that provides an update on:- <ul style="list-style-type: none"> • 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; 	Cllr Stogia (Exec Member for Environment, Planning and Transport)	Eddie Smith Julie Roscoe	

	<ul style="list-style-type: none"> • Consideration of the use of CIL within the City Centre 			
The Factory Project – update	To receive an update on the progress of The Factory project against the agreed costs	Councillor Leese (Leader)	Eddie Smith Jared Allen	Committee to undertake a site visit to the site prior to the meeting
Progress of spend against the Northern Gateway and Eastern Gateway programmes	To receive a report on the progress of spend against the Northern Gateway and Eastern Gateway programmes	Councillor Leese (Leader) Cllr Ollerhead (Exec Member for Finance and HR)	Eddie Smith Carol Culley	
Capital Requirements and Anticipated Borrowing	<p>To receive a report on how much the Council has self- borrowed over the last 3 years to fund the capital programme.</p> <p>The report will cover:-</p> <ul style="list-style-type: none"> • What our annual repayments to ourselves have been; • What our current expectations are for capital borrowing going forward; • What the approximate interest rate expectations are; • What the durations of the loans are likely to be; and • How those repayments are likely to 	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley Janice Gotts	

	look for the next 5-10 years			
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Tuesday 3 December 2019, 10.00am (Report deadline Friday 22 November 2019)

Theme – To be determined

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Tuesday 7 January 2020, 10.00am (Report deadline Friday 20 December 2019)

Theme – To be determined

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
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
Income Generation	<p>To receive a more detailed report on income generation across key areas of the Council and include:-</p> <ul style="list-style-type: none"> • responses to queries around the shortfall in actual income for 2018/19 and the projected level of income to be generated in 2019/20 for Legal and Democratic Services; • future opportunities connected to innovative income opportunities; • distinctions between the amount of income generated from cores services the Council provides for social reasons and those it provides solely to make profit; and • what other local authorities are doing around income generation which the Council could possibly look to emulate 	Cllr Ollerhead (Exec Member for Finance)	Carol Culley Fiona Ledden	<p>Date to be confirmed</p> <p>Requested at RGSC meeting on 16 July 2019</p> <p>(see minute RGSC/19/40)</p>
Council Communications themed meeting	<p>To include:-</p> <ul style="list-style-type: none"> • Review of the Council's communications plan for 2019/20; • Review of the Council's Christmas 2019 Communications plan; • The Council's approach to consultation with Manchester residents; 	<p>Councillor Nigel Murphy (Deputy Leader)</p> <p>Cllr Ollerhead (Exec Member for Finance)</p>	<p>Jen Green Fiona Ledden Carol Culley Janice Gotts Kate Waterhouse</p>	<p>Date to be confirmed</p> <p>Potentially December 2019</p>

	<ul style="list-style-type: none"> • The Council's approach to consultation with Manchester residents on its budget process for 2020 and beyond; and • Update on how successful the Council has been communicating with staff on the requirements of GDPR. 	and HR)		
HR Workforce themed meeting	<p>To include:-</p> <ul style="list-style-type: none"> • Scrutiny of equalities within the workforce; • BHeard survey 2018 results and outcomes; and • Case and performance management (including the management of staff suspension) 	Cllr Ollerhead (Exec Member for Finance and HR)	Helen Grantham	<p>Date to be confirmed</p> <p>Potentially February 2020</p>
The Council's Budget and Business Planning Process for 2020/21 and beyond	<p>To include:-</p> <ul style="list-style-type: none"> • An update on national process (Spending Review, Autumn Statement and Finance Settlement, Fairer Funding and Business Rates Reform); • Lobbying work carried out by the council; • Review of business plans/proposals under the committee's remit, • The Council Tax and Business Rates key decision reports; and • The equalities impact of council budget decisions. 	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley Janice Gotts	Date to be confirmed
State of the City 2019	To receive the State of the City report 2019	Cllr Leese (Leader)	TBC	Date to be confirmed
GMCA Governance and Public Sector Reform	To receive an update on what is being delivered for the City through these arrangements	Cllr Leese (Leader)	TBC	Date to be confirmed

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