



Resources and Governance Scrutiny Committee

Date: Tuesday, 5 November 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

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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 - 14

To approve as a correct record the minutes of the meeting held on 8 October 2019.

4a. Minutes of the Human Resources Sub Group

15 - 20

To note the minutes of the Human Resources Sub Group meeting of 15 October 2019.

5. Corporate Property Annual Report - to follow

6. Annual Section 106 Monitoring Report

21 - 52

Report of the Strategic Director (Growth and Development)

This report provides an update on the Council's Section 106 (s106) activity for the municipal year (2018/19). Together with the appendices it provides an update on the management and administration of planning obligations and sets out the progress on unspent funds.

7. The Factory Project - update - to follow

8. Northern Gateway and Eastern Gateway programmes - update - to follow

9. Capital Requirements and Anticipated Borrowing

53 - 64

Report of the Deputy Chief Executive and City Treasurer

This report informs Members of the Council's capital financing position, forecast borrowing, and the impact on the Council's balance sheet and revenue budget. The report also reviews the changes to PWLB borrowing rates announced in October.

10. Overview Report

65 - 100

Report of the Governance and Scrutiny Support Unit.

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

Information about the Committee

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

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

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

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Joanne Roney OBE
Chief Executive
Level 3, Town Hall Extension,
Albert Square,
Manchester, M60 2LA

Further Information

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

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

This agenda was issued on **Monday, 28 October 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

Resources and Governance Scrutiny Committee

Minutes of the meeting held on Tuesday, 8 October 2019

Present:

Councillor Russell (Chair) – in the Chair

Councillors Andrews, Clay, Davies, Lanchbury, Moore, B Priest, A Simcock and Stanton

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources

Apologies: Councillor Ahmed Ali, Battle, Rowles, Wheeler and Wright

RGSC/19/51 Minutes

Decision

To approve the minutes of the meeting held on the 3 September 2019 as a correct record.

RGSC/19/52 Minutes of the HR Sub Group

Decision

To note the minutes of the meeting held on the 31 July 2019 as a correct record.

RGSC/19/53 Minutes of the Ethical Procurement Sub Group

Decision

To note the minutes of the meeting held on the 31 July 2019 as a correct record.

RGSC/19/54 ICT update

The Committee considered a report of the Interim Director of ICT, which informed members on the proposed reshaping of Council's Information and Data Strategy and included an update on the resilience of the Council's IT service provision.

The main points and themes within the report included:-

- The Council had been deemed by the Cabinet Office to be PSN compliant in May 2019 and there was ongoing communication with the Cabinet Office to demonstrate current progress to date and against remediation activities;
- An update on ICT resilience and key projects;
- Progress that was being made with the Council's Data Centre Programme, which aimed to replace the existing core infrastructure and single data centre to a new solution hosted across two data centres;

- Work that was to be undertaken under the Network Refresh Programme, which was critical for the ongoing performance and resilience of the networks operating within the Council and would be the first total refresh of the entire infrastructure;
- The requirement to replace the current core telephony and contact centre systems due to the manufacturer withdrawing support as of the end of March 2020;
- The implementation of Liquid Logic, which had replaced the Council's previous Children's and Adults case management system;
- The need to refresh the current IT Strategy, which would be focused on enabling Manchester's ambitions and would set data and information standards and future innovation and ways of working; and
- The ICT revenue and capital budget positions

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

- More information was sought on the repurposing of the Sharp Data Centre;
- Will the new Data Centres be located on two separate sites to address any issues should one site stop working;
- What was the overlap period between the Sharp Data Centre and the new Data Centres being used;
- In terms of the partnership agreement with UK Fast, what was the level of hand off to the Council in so much as was the Council purely renting space in their facility, renting infrastructure from them or taking a complete platform from them;
- What was the duration of the agreement with UK Fast and would the agreement scale up and down in size subject to technological advancements, such as cloud based storage;
- Was the re-accreditation for PSN in April 2020 on target to be met;
- Were there specific risks identified in the re-accreditation for PSN associated to the under resourcing of staff;
- Given that Liquid Logic had only been in operation since July, it was suggested that the Committee received a future report on its implementation how it was being utilised and the benefits that were being derived from its use;
- Based on his experience, how did the Interim Director of ICT view Manchester's ICT provision when compared to other local authorities;
- How long was the Interim Director of ICT contracted to work with the Council and what progress was being made with filling the role on a permanent basis;
- When was the Council's telephony system last updated and when was notice received from the current provider that they would be withdrawing support;
- Did the Council take into consideration ICT resilience of private sector organisations when it was required for the Council to work in partnership;
- Was the Council able to attract the right type of candidates to the existing vacant posts;
- How many vacant posts currently exist and how many apprentices were employed with the Council's ICT department;
- What was the gender profile and BAME split of staff within ICT; and
- In the view of the Interim Director of ICT, what was not going as well as expected

The Interim Director of ICT advised that his service area had very little involvement with the repurposing of the Sharp Centre, with the only ask of his service being to vacate the building and decommission the current content and remove all of the racking. The Deputy Chief Executive and City Treasurer commented that it was the Strategic Director (Development and Growth) that was leading on the future use of the premises. It was reported that the Council's new Data Centre provider, UK Fast Ltd, had created two bespoke sites which were three miles apart and all of the technology stack that was in Sharp had been duplicated across the two sites. The investment that had been made in 2018 had created a technology infrastructure that was designed to be resilient and have multiple fail over points to ensure that it continued to keep operating if any part failed. All applications would be mirrored across both sites and it was estimated should anything fail following the switch over, the maximum length of data loss that would occur would be 180 seconds, which compared favourably to the current 24 hour plus data loss risk. The Committee was advised that at the end of October the Council would be testing the network design of the new Data Centres and then there would be a 12 week migration programme split across the end of 2019 and January 2020. It was anticipated that disruption to Council business would be minimised to a couple of hours per migration and per move and the move would be undertaken by a specialist organisation to contribute to this mitigation.

The Interim Director of ICT advised that the Council was renting the space and the management of the space from UK Fast. In essence this meant that it would be Council owned infrastructure which would be installed by UK Fast and then they would be responsible for all necessary communications with other providers such as BT. He also explained that as the Council was renting a number of racks, it was at the Council's gift as to whether these were filled or not and the duration of the agreement was five years. The current IT Strategy required consideration of cloud based storage first which in the last two years had moved to a position of cloud based storage only, however, this presented a risk to the Council in terms of revenue spend. The new IT Strategy would also require consideration of cloud based storage first, but only where appropriate.

The Committee was advised that in previous years, PSN accreditation had been treated as a once a year activity. The Council had now adopted a "throughout the year" approach to PSN and had already run the penetration and security tests and identified a number of high risk issues to address before next year's submission. He advised that PSN compliancy was not based on the Council's assessment of high or low level risks, but rather it was based on PSN networks assessment, so anything identified as high or critical the Council was required to address this and by spreading this review across the year, as opposed to a once a year activity had, the aim was to minimise this risk.

The Interim Director of ICT advised that in relation to Liquid Logic, it was intended that all lessons learnt from the implementation of this software would be captured and reported back. He advised that if Committee was minded to receive a report on this then this would be possible, he suggested that this would possibly be available in the next three to four months but not provide a precise date without consulting with the Strategic Director (Children and Educational Services) first. He added that there was

still a large piece of work that was ongoing in terms of business change and new way of working to ensure that Liquid Logic was fully embedded in the workforce.

The Chair suggested that, if possible, a report on “work in progress” around Liquid Logic could be considered at the Committee’s meeting in December 2019

The Interim Director of ICT reported that he had been a professional Interim Director for ICT for 10 years and having worked with a number of local authorities, Manchester’s ICT appetite was greater than any other Council he had worked with and its ambition was remarkable for a local authority. He added that Officers had been set a number of challenges to match this ambition. He added that his initial contract was until the end of November 2019 but had been extended to the end of March 2020. The Deputy Chief Executive and City Treasurer reported that the role profile was being finalised before going to advert.

In terms of the telephony system, The Interim Director of ICT was unable to give a precise answer, but in terms of the technology being used, it was at least 20 years old and the support had been withdrawn as the manufacturer had stopped producing new spare parts. The telephony project had been in existence for at least two years. In terms of the Contact Centre System, this too was coming to its end of life. He agreed to provide the Committee with a more detailed briefing note on this issue.

When selecting partners to work alongside with, the Council was required to undertake an amount of due diligence to ensure they were themselves protected in terms of viability and had measures in place to ensure they had business continuity.

In terms of attracting the right calibre of people, it was reported that any public organisation struggled to attract high end resources due to the associated high costs. Recent appointments had required the payment of market rate supplements, the downside of this had been that these supplements were only temporary. Therefore there was need to improve the promotion of the non-financial benefits that working for the Council had. The Interim Director of ICT added that there were currently 14 vacant posts within the service, the majority were being recruited to and a number of these had been vacant prior to his commencement of employment with the Council in May 2019. He added that he was challenging his management team in terms of the existing vacancies as to whether they still required appointing to. In terms of apprenticeships, it was reported that there were two apprentices in post and one current vacancy that was being appointed to. In terms of the gender profile and BAME split of staff within ICT it was reported that this information would need to be provided to Members outside of the meeting

Finally, in terms of what was not going as well as expected, the Interim Director of ICT stated that in an organisation the size of the Council, there would be a lot of challenges in its ICT service in delivering what was required. There was nothing of any major significance to report however it was noted that there was a possible risk of the telephony project being stalled if progress did not continue at an appropriate pace.

Decision

The Committee:-

- (1) Notes the report; and
- (2) Requests a report to a future meeting on the implementation of Liquid Logic including how it was being utilised and the benefits that were being derived from its use.

RGSC/19/55 Government Spending Round Announcement 2019

The Committee considered a report of the Deputy Chief Executive and City Treasurer, which provided 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.

The Deputy Chief Executive and City Treasurer briefly outlined the main points and themes within the report, which included:-

- As a consequence of the current position with central government the full spending review and anticipated reforms associated with the Fairer Funding and Business Rates retention had been delayed for a further year which had led to significant uncertainty of future funding beyond 2020/21;
- In Local Government terms, the announcement was the most positive recently and was described as a 4.3% real term growth (taking into account the council tax referendum and social care precept allowed increases), however, the additional grant funding was not confirmed beyond 2020/21 and there remained considerable risks around the levels of public spending overall, the distribution of funding across local government and between geographical areas, and the impact of anticipated business rates reforms and reset after 2020/21;
- The main elements of the Chancellor's announcement on Local Government finances and where applicable, specifically how this related to Manchester included:-
 - Council tax referendum threshold set at 2% plus an additional precept of 2% for Adult Social Care;
 - The distribution of the social care grant had taken into account the local council tax base which was favourable to Manchester; and
 - The Greater Manchester 100% Business Rate pilot would continue for a further year.
- The detail of the announcements would be confirmed in the Local Government Finance Settlement due in early December. Local authority allocations for the increased social care grant had recently been published, which set out the policy choices around the distribution options;
- Budget reports were planned for Scrutiny in January and February 2020; and
- Going forward, there would be a need to review the requirements of the new Public Value Framework included in the Spending Round announcement, which meant there would be a greater focus on linking outcomes to use of resources.

The report was also scheduled to be considered by the Executive at its meeting on 16 October 2019.

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

- Clarification was sought that the education resource settlement was for three years, given that that all other announcements were only for one year;
- Did Officers know whether the Fair Funding Review would be taking Greater Manchester into account or was it safe to assume that the region could continue on 100% Business Rate retention;
- Were there any areas in the Chancellors announcement that were not as expected;
- Were there any potential schemes that the Council could put forward in order to try and secure some of the £0.2bn that was being made available by Government to deliver better outcomes where those outcomes relied on more than one part of the public sector; and
- Clarification was sought as to whether a number of domestic violence and FGM initiatives which were currently funded by central government would continue to receive central government funding beyond March 2020.

The Deputy Chief Executive and City Treasurer advised that the Council did not know at the current moment whether the 100% Business Rate retention pilot would continue beyond 2020/21. In terms of the education resource announcement, it was confirmed that this would be for three years but this would include a move to the national formula and it set out thresholds for funding, which some of the Schools in Manchester were already at. In relation to the Fairer Funding Formula and the Spending Review there were key points around the social care grant, area cost adjustments and deprivation that the Council would wish to keep lobbying government over the course of the year.

The Committee was advised that the increase in Social Care funding was higher than expected. There was still a degree of uncertainty as to whether everything that was proposed in the Chancellors announcement would come through in the financial settlement and that the spending round only addressed current and forward-looking pressures.

The Deputy Chief Executive and City Treasurer advised that at present, details around the proposed £0.2bn grant funding were unknown and it was unclear whether any of this would come direct to Manchester or to Greater Manchester. It was also explained that the Spending Round Announcement provided a high level funding picture and the finer details in terms of individual grant programmes could not yet be determined until the financial settlement had been received.

The Executive Member for Finance and Human Resources commented that the additional funding for Social Care was welcomed.

Decision

The Committee notes the report

RGSC/19/56 Our Transformation

The Committee considered a report of the Deputy Chief Executive and City Treasurer and the City Solicitor, which provided 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. The report was also supplemented by a more detailed presentation.

The main points and themes within the report and presentation included:-

- The creation of 'Our Transformation' followed work to review and evolve the Corporate Core Transformation Programme to ensure that the programme was designed to deliver more radical change and be considered as a whole organisation approach;
- The work also took into account the feedback from last year's Bheard survey and follow up work where the message had consistently been that as an organisation, the Council had become too bureaucratic;
- The work was a key driver in supporting the Council to achieve its goal of being a 'well managed Council', one of the seven key priorities set out in its Corporate Plan;
- Details on a number of key priority pieces of work which were underway;
- Proposals to scale up the work which had initially focused on the corporate core, provide governance and assurance and communicate and engage with the whole Council on the work
- The Our Transformation Programme had an approved £500k savings target for 2019/20 and would be expected to deliver further savings going forward as part of the next Medium Term Financial Plan;
- Internal engagement to date on the programme of work had been positive with a session at Senior Leaders Group dedicated to seeking feedback and encouraging involvement in the work from across the organisation;
- Following the session a 'call to action' had led to a large number of individuals in a cross section of roles to come forward to be involved in the work; and
- The Leadership Summit scheduled for 14 October would also be used to engage with the Council's wider leadership, including in particular on the Accountability Framework.

The Executive Member for Finance and Human Resources commented that this was the start of a large fundamental piece of work that had the potential to change how the Council operated and requested Committee to bear this in mind in its scrutiny of item

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

- Members would have benefitted from examples of what was encompassed within the report to illustrate what the potential difference this piece of work could achieve;
- The objectives of this piece of work appeared to be very inward facing and there was concern that there was no reference to actual outcomes that this piece of work aimed to achieve and how these would improve service delivery to Manchester residents;

- There was a risk that part of the proposals around enhancing the digital experience could be interpreted that the only way residents could engage with the Council in the future was via the internet which would not be seen as empowering but rather limiting;
- Members did not have a sense as to how the Our Manchester approach was integrating with Manchester residents;
- It was felt that the terminology being used within these proposals was not Plain English and as a result unclear to residents as to what the Council was trying to achieve;
- Given the reduction to the Council's workforce, there was concern that staff had the capacity within their own duties to volunteer 1-2 working days of their time to contribute to the key priority pieces of work;
- Was there any incentive for staff to volunteer to work on these priority areas;
- It was still not clear to Members what was meant by the term Our Ways of Working and how this linked to the Our Manchester approach;
- What value was the Our Manchester approach adding to Council services for residents
- Clarification was sought in relation to reference to the creation of a bite size constitution;
- It was felt that the decision making process was currently too lengthy and bureaucratic and there was a silo mentality across departments in terms of communicating decisions;
- It was suggested that Members would benefit from being provided with two flow charts, one detailing how decisions were currently made and the other detailing how this process would be improved as a result of this work;
- It was felt that in terms of the Accountability Framework, a number of the desired outcomes around Managers delivering their roles to the best of their abilities should already be in place;
- Was the Council's HR function engaged with this piece of work;
- What was the role of the Chief Executive within these proposals; and
- What would success look like.

The Deputy Chief Executive and City Treasurer noted the concerns raised in relation to the focus of the report and lack of reference to actual outcomes that this piece of work aimed to achieve. She explained that a lot of the focus of this work would be around how the Council ensured it was a 'well managed and well run' Council so that it could deliver services more effectively. It was suggested that a future report could come to the Committee centred around some of the key priority pieces of work with a focus on outcomes and engagement. It was commented that if the Council did not focus on some of its internal processes, it would not be possible to enable managers and front line serves to work as effectively as possible.

The Committee was advised that an update to a previous recommendation made by the Committee in regards to the Our Manchester approach (minute RGSC/19/20 refers) would be provided to the Committee at its meeting in November. It was also suggested that the Committee received an update at a future meeting on the progress that was being made with how the Our Manchester approach was integrating with Manchester residents and the value it was adding to Council services.

The Committee was advised that the request for volunteers to take part in the key priority pieces of work had been sent to Heads of Service and it was for them to identify capacity with their teams to take part. There were no financial incentives to staff volunteering to take part in these pieces of work, however, these were being offered as personal development opportunities. It was also an opportunity for individuals to tailor and amend areas of work that were causing difficulties in their roles.

The City Solicitor provided the rationale for the creation of a bite sized constitution and gave examples of how this could be used by staff. She also acknowledged the point around the current decision making process being too lengthy and bureaucratic. As part of this work, the Council's Senior Management Team was working closely to address any issues connected to a silo mentality and this was part of the reason of evolving the transformation programme across the whole organisation rather than restricting it to just the Corporate Core.

The Deputy Chief Executive and City Treasurer advised that in the past when the Council had been required to make substantial savings there had been a genuine need for the Council to have tight control around its decision making. There was now an opportunity to take a step back and review how resources were being used and what was most appropriate.

It was conformed that HR were fully engaged with this piece of work and in relation to the role of the Chief Executive in this process, she had overall responsibility for the delivery of the Council's Corporate Plan, with one of the priorities within the plan being the delivering a 'well managed council'. The Deputy Chief Executive and City Treasurer proposed that the Committee received a further report in around six months' time with more detail on progress, including practical examples of the difference being made.

Decision

The Committee:-

- (1) Notes the report; and
- (2) Agrees to receive a progress report at a future meeting, which will include practical examples of the difference being made as part of this piece of work

RGSC/19/57 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. Members were also invited to agree the Committee's future work programme.

In relation to previous recommendations made by the Committee, responses had been received to the majority of these which pre-dated the Committee's September 2019 meeting, and where appropriate, briefing notes had been circulated to Committee Members

A suggestion was made that the Committee might be interested in scrutinising the value for money of temporary accommodation for those who were made homeless

Decision

The Committee:-

- (1) Notes that where appropriate, briefing notes had been circulated to Committee Members in relation a number of outstanding recommendations; and
- (2) Agrees the work programme for future meetings, noting the suggestion put forward for inclusion on a future work programme.

RGSC/19/58 Exclusion of 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/19/59 Management of staff performance and misconduct update (Part B)

Further to minute RGSC/19/16, the Committee considered a report of the Interim Director of HROD, which provided Members with an update on of the Council's approach to managing staff performance and misconduct in line with the organisation's agreed policies.

The report provided case numbers, key issues and trends in relation to the Council's Disciplinary and Capability policies as well as broader information on the work of HROD to strengthen the organisation's approach to people management.

The Head of HR Operations referred to the main points and themes within the report and alongside the Head of Workforce Strategy responded to questions from the Committee.

Decision

The Committee:-

- (1) Notes the report;
- (2) Agrees that the HR Sub Group receive reports on Legal Services HR Plan and the completion of Return to Works at a future meeting.

Overview and Scrutiny Human Resources Sub Group

Minutes of the meeting held on 15 October 2019

Present:

Councillor Russell – in the Chair
Councillors Clay, Rowles and Stanton

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources
Councillor Bridges, Executive Member for Children and Schools

RGSC/HRSG/19/12 Minutes

Decision

To approve the minutes of the meeting held on 31 July 2019 as a correct record.

RGSC/HRSG/19/13 Children's Services

The Sub Group considered the presentation provided by the Strategic Director Children's and Education Services.

The Strategic Director Children's and Education Services referred to the main points and themes within the presentation which included: -

- An overview of Children's Services Structure and Teams;
- A description of the various teams and their respective remit;
- A description of the nine service priorities to meet identified risks and challenges and to maximise available opportunities;
- How this work and activity supported the Corporate Plan;
- A profile of the workforce and how this resource was utilised across the service;
- Data on the use of agency staff and the work to reduce agency spend;
- An overview of workforce development;
- An update on activities to support apprenticeships;
- Data on days lost as a result of staff absence and the work to address this;
- Data on the number of capability and conduct cases;
- Feedback from the b-Heard survey and the response to the feedback received; and
- Describing the identified challenges, opportunities and achievements.

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

- What were the numbers of BAME staff at grade 10 or above;
- Did the service have enough capacity and was the service structure appropriate;
- What was the approach taken to undertaking exit interviews to understand the reasons staff left the service;

- What were the predominant reasons for staff leaving and was there any analysis of where staff went to;
- Was the use of consultants on the senior management team normal practice;
- Consideration needed to be given to the overall employment package to attract social workers to work for Manchester, such as the terms of employment and progression opportunities;
- Had consideration been given to adopting a policy of retention payments for newly qualified social workers to encourage them to remain working for Manchester once they had gained experience;
- More activities needed to be undertaken to engage with local schools and colleges to promote social work as a viable and attractive career option and to encourage local talent, further commenting that would address the issue of social workers leaving Manchester once experienced to return to their original home area;
- Apprenticeships should be used to support the future work force planning of social workers; and
- The importance of recognising that social workers dealt with very challenging case work, noting that the main reason for absence was Stress/Depression.

The Strategic Director Children's and Education Services responded to Members comments by stating that the capacity of the service was regularly reviewed, stating that it was important that the correct ratio of managers to staff was established to ensure that staff were adequately supported. In respect of social worker retention, he stated that there was no issue with recruiting newly qualified social workers, however the challenge came once they had gained experience. He said that staff were encouraged to engage in exit interviews with Team Managers, however they were not mandatory. He informed the Members that the predominant reason for experienced social work staff leaving was for them to return to their original home area, adding that this was a positive reason, and the experience obtained by working in Manchester made experienced social workers very attractive for other employers, and the market and demand was currently such that Social workers had a lot of options as to where they chose to practice. He also stated that agency pay rates were also an attractive offer for experienced staff.

The Strategic Director Children's and Education Services commented that consideration was being given to address the issue of experienced social workers leaving the Authority. He said that it was important that the stability of social workers and teams was maintained to reduce potential risk and maintain confidence, build effective relationships and deliver support to young people. He further commented that by establishing and retaining teams would also reduce the spend on agency staff.

The Strategic Director Children's and Education Services stated that he was confident that improvements had been made across social work teams, in terms of both caseloads, the ratio of managers to staff, morale and a sense of team spirit. He stated that whilst this was welcomed this was constantly reviewed and opportunities for improvements were always considered, adding that Ofsted also considered such factors when undertaking inspections. He further commented that he did not support the notion of retention payments for newly qualified staff, adding that in his experience staff left as soon as such payments ceased and staff should be

encouraged and supported to remain working in Manchester because they were committed to Manchester, its values and delivering improvements for Manchester citizens.

In response to a comment from the Chair regarding the importance of informal methods of recognition and gestures to ensure staff felt valued, similar to that used in other industries the Head of Workforce Strategy stated that whilst there was no formal corporate policy, Managers were encouraged to do this. The Strategic Director Children's and Education Services commented that the staff awards and recognition offer had been improved and he was considering ways to celebrate the achievements of newly qualified social workers, adding that small gestures and behaviours by managers and leaders were equally as important to ensure the correct message and values were relayed to staff.

The Strategic Director Children's and Education Services acknowledged the question regarding the number so BAME staff employed at grade 10 and above. He stated that it was recognised that this needed to be addressed and BAME staff development and mentoring programmes had been established and the directorate continued to challenge itself regarding this area of activity.

The Head of HR Operations commented that the approach to social work recruitment was currently being reviewed across Greater Manchester as the recruitment and retention trends experienced in Manchester were not unique, adding that the benchmarking data used for this review process and pay grade information would be circulated to Members following the meeting.

The Interim Director of HROD commented that it was recognised that the issue of future workforce planning across the wider Health and Social Care landscape needed to be addressed and consideration was being given to how to do this. In response to the discussion regarding the use of exit interviews and the low response rate to this offer she stated that she would take the action away from this meeting to consider how this could be improved.

The Strategic Director Children's and Education Services informed the Members that the issue of succession planning was being discussed with The Greater Manchester Social Work Academy. He added that Care Leavers were being encouraged to consider social work as a career and noted the comments that attracting home grown talent would address the issue of workers returning to their original home town. He added that opportunities for developing and promoting the number of apprentice social workers were being discussed, adding that it was important to acknowledge the importance of getting the correct balance of experienced and newly qualified staff in teams to ensure the correct support and mentoring could be appropriately given.

The Interim Director of HROD referred to the discussion regarding staff absences and stress, noting the increased awareness in the city of trauma. She informed Members that in addition to the informal support offered by colleagues and managers within teams, staff could also access specialist commissioned support and counselling. She stated that this was usually available for six sessions, however this could be extended if required, adding that the contract for this service was currently

under review. She further commented that options for wider resilience training across the whole directorate were being considered.

The Executive Member for Children and Schools said that capacity within teams was challenged when experienced staff were required to work on specific projects and transformation work. He informed the Members that he regularly visited teams to meet and discuss issues with staff to understand any concerns or emerging issues. He said these were invaluable opportunities for staff to talk openly with him, adding that this practice was also replicated by senior managers across the service, ensuring that they were visible and accessible to staff.

Decision

To note the presentation.

RGSC/HRSG/19/14 MPeople update: Redeployment

The Sub Group considered the report of the Head of HR Operations that provided Members with an overview of the refreshed approach to the Council's practice to supporting staff to identify alternative roles within the organisation when displaced through either organisational structure changes or for medical reasons.

The main points and themes within the report which included: -

- Providing a background and overview of the MPeople approach that had been developed jointly with the Trade Unions and agreed by Personnel Committee in November 2010;
- Information on the review of the MPeople approach that had commenced in September 2017;
- Information on the key features of the refreshed approach agreed following this review;
- Progress to date;
- Current position by Directorate; and
- Next steps.

The Members welcomed the report and commented that they fully supported the approach adopted.

Decision

To note the report.

RGSC/HRSG/19/15 Overview of Council vacancies

The Sub Group considered the report of the Head of HR Operations that provided Members with an overview of current vacancies across the Council.

The Head of HR Operations referred to the main points and themes within the report which included: -

- Information and data relating to current vacancies;
- Information on whether posts were being actively recruited to; and
- How long posts had been vacant for.

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

- Clarification was sought regarding the definition of a true vacancy, commenting that consideration needed to be given to terminology used to assist the lay reader;
- Consideration needed to be given to providing context for the data provided within reports, including a breakdown by grade, levels of sickness and employee capability cases per directorate;
- Information and analysis of factors relating to staff retention would assist the understanding of this subject;
- What were the circumstances that required the services of an Executive Search partner and what was the cost of employing those services;
- Further information was sought on the time taken in respect of the Parks Service redesign;
- Recognising the impact that vacancies had on existing staff and teams in terms of managing workloads; and
- Further information was sought on the use of agency staff to cover and unfilled vacancies, this to include where and when used and costs.

In regard to the comments from Members regarding additional data and analysis, the Chair stated that officers had provided the information that had been requested and she would discuss with officers the scope and content of any future update report.

The Interim Director of HROD informed the Members that the term true vacancy was used to describe those posts that were not actively being recruited to or being held. The reasons for these were various, including historical issues regarding the recruitment to social worker posts and ICT positions; the complex nature of the organisation and the range of functions undertaken, including seasonal work and the timing of income and grant funding for posts. Members were informed that these vacancies were regularly reviewed and vacancies over 12 months old would be challenged to ensure they were still valid.

In response to the time taken for the redesign of the Parks service, the Head of HR Operations acknowledged that both this and the Highways service redesign were outliers. Members commented that a summary of all redesigns and lessons learnt be provided. The Interim Director of HROD stated that the reasons for the time taken to deliver service redesigns could be complex and varied and that she would speak to the Strategic Director (Neighbourhoods) to understand the reasons and feed back to the Members.

The Interim Director of HROD advised that Executive Search partners would only be employed as a last resort when all other avenues for recruiting to the post had been exhausted and used for specific specialist roles. She said that she would analyse

how long staff recruited using this method remained with the Council and feed this back to the Members.

Decision

To note the report.

RGSC/HRSG/19/16 Work Programme

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

The Chair informed the Members that following discussion with officers regarding the timing of reports she had agreed to defer the 'Outcomes of the BAME review' report from the meeting of 26 November to the 25 February 2020 meeting.

The Chair recommended that a report on the Legal Services Department be included for consideration at the meeting of the 26 November. The Sub Group endorsed this recommendation.

Decision

To agree the work programme subject to the above amendments.

Manchester City Council Report for Information

Report to: Resources and Governance Scrutiny Committee - 5 November 2019

Subject: Annual S106 Monitoring Report

Report of: Strategic Director – Growth and Development

Summary

The purpose of the report is to update the Committee on the Council's Section 106 (s106) activity for the municipal year (2018/19). Together with the appendices it provides an update on the management and administration of planning obligations and sets out the progress on unspent funds.

In accordance with the outcome of the consideration of the monitoring report presented to Committee at its meeting on 8 November 2018, the report also provides information on:

- The governance arrangements in the delivery of s106 agreements,
- Progress on transparent viability assessments,
- Practical examples of the delivery and spend of funding,
- Consultation with Ward members; and
- The consideration of the use of Community Infrastructure Levy (CIL) within the city centre.

Recommendations

Members 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
Consideration of planning applications includes how development proposals contribute to reducing emissions and improve air quality. This includes measures to be incorporated into scheme design and/or other mitigation measures. This are likely to be covered by condition although they could also be subject to a planning S106 agreement. Of note are the obligations requiring contributions to new public realm, environmental improvements, tree planting and proposals to enhance our Parks.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The planning system plays a key role in the delivery of outcomes to support economic growth and sustainable neighbourhoods. This includes the use of S106 obligations.
A highly skilled city: world class and home grown talent sustaining the city's economic success	See above
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Through supporting growth and new homes, the planning process seeks to provide opportunities for Manchester residents to raise individual and collective aspirations
A liveable and low carbon city: a destination of choice to live, visit, work	The planning system strives to deliver environments and development that responds to the Councils climate change and quality agenda.
A connected city: world class infrastructure and connectivity to drive growth	See above

Contact Officers:

Name: Eddie Smith
 Position: Strategic Director Growth and Development
 Telephone: 0161 234 3030
 E-mail: e.smith@manchester.gov.uk

Name: Julie Roscoe
 Position: Director of Planning, Building Control and Licensing
 Telephone: 0161 234 4552
 E-mail: j.roscoe@manchester.gov.uk

Name: Richard Elliott
 Position: Head of Local Plan and Infrastructure
 Telephone: 0161 219 6494
 E-mail: r.elliott@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.

S106 Monitoring Report to Resources and Governance – November 2018
 Planning and Viability Report to Executive – May 2018

1.0 Introduction

- 1.1 The planning process in Manchester supports the delivery of key objectives for the city and focusses on securing necessary outcomes through the legislative framework. Planning Obligations, which are part of this process are included within s106 Agreements to seek to mitigate impact of a proposed development where it is not possible to do so by condition. Such agreements are legally binding and are entered into between a local planning authority and the owners and developers of land on which planning permission is sought. S106 Agreements may include obligations to undertake work and/or obligations to make a payment. The Council monitor compliance with the obligations.
- 1.2 Significant environmental and other benefits are delivered through the planning application process which does not involve the need to enter into a s106 agreement. For instance, at Circle Square a major open space and a landscaped river side walkway are being delivered as part and parcel of the planning approval. Major areas of open space are being created at Great Jackson Street and a new city centre park will be created at Mayfield through the same process. The monetary value of these is substantial but they do not appear within the s106 schedule, having been negotiated and embedded into the planning consent and conditions. In the same way local labour agreements are also now routinely covered by a planning condition.
- 1.3 Where an agreement is necessary this will set out the timetable for compliance for each obligation, what the contribution is to be spent on and the timeframe in which the Council must spend it. Developers are required to notify the council when they reach key stages of a development. Where these stages trigger payment of a financial obligation, an invoice is issued for the amount due. There are usually provisions in the s106 agreement for this amount to be index linked.
- 1.4 The signing of an agreement does not guarantee any related financial contribution will be received. As they are to mitigate impacts of development they are only paid if a development occurs and the triggers have been reached. A proportion of planning permissions are never implemented, consequently a proportion of expected contributions will fall away. Where a development does proceed, it may be several years before obligations are triggered.

2.0 S106 Agreements

- 2.1 The proposed obligations form part of the assessment of a planning application. An agreement is negotiated in accordance with the relevant legal and policy framework by the local planning authority.
- 2.2 Planning officers must therefore consider the Community Infrastructure Levy Regulations 2010 (CIL Regulations), the National Planning Policy Framework (NPPF) and the development plan (the Core Strategy)

- 2.3 Regulation 122 of the CIL Regulations stipulates a planning obligation may only constitute a reason for granting planning permission if it meets all of the following tests:
- a) It is necessary to make the development acceptable in planning terms
 - b) it is directly related to the development; and
 - c) It is fairly and reasonably related in scale and kind to the development.
- 2.4 Paragraph 56 of the NPPF reiterates the three tests in the CIL Regulations. Furthermore, it confirms that planning obligations should only be used where it is not possible to address unacceptable impacts through a condition. Recent amendments to the NPPF have clarified that where up-to-date policies have set out the contributions expected from development, planning applications that comply with them should be assumed to be viable and it is for the applicant to demonstrate otherwise. The weight to be given to a viability assessment prepared by the applicant is for the local planning authority having regard to all the circumstances, including whether the plan and the viability evidence underpinning it is up to date (paragraph 57).
- 2.5 The existing policy in the Core Strategy states that where needs arise as a result of development, the Council will seek to secure planning obligations in line with the CIL Regulations or successor regulations/guidance. With priority assessed on a site by site basis it further states that contributions may be sought for amongst others, affordable housing, education, public realm and the enhancement of environmental value. It also clarifies that in drawing up planning obligations a high priority will be given to the regeneration objectives set out in the frameworks for each area.
- 2.6 Having regard to the Regulations and national policy, it informs that in determining the nature and scale of any planning obligation, specific site conditions and other material considerations including viability, redevelopment of previously developed land or mitigation of contamination may be taken into account.

3.0 Viability

- 3.1 Although the focus of the monitoring report is on s106 activity, questions have previously arisen over the part viability plays in the process. This will be a key factor in determining the approach to CIL (which is referenced elsewhere in the report) but as noted in the report to the Committee in November 2018 (and 2.6 above) viability also plays a major role in the application decision making process.
- 3.2 Developers will seek to challenge the level of contribution sought by local planning authorities on the basis of viability. Members may recall that viability assessments in Manchester have been requested upfront when a planning application is being validated for some time; however, until October 2018, developers would submit viability assessments in confidence on the grounds that they contained commercially sensitive information.

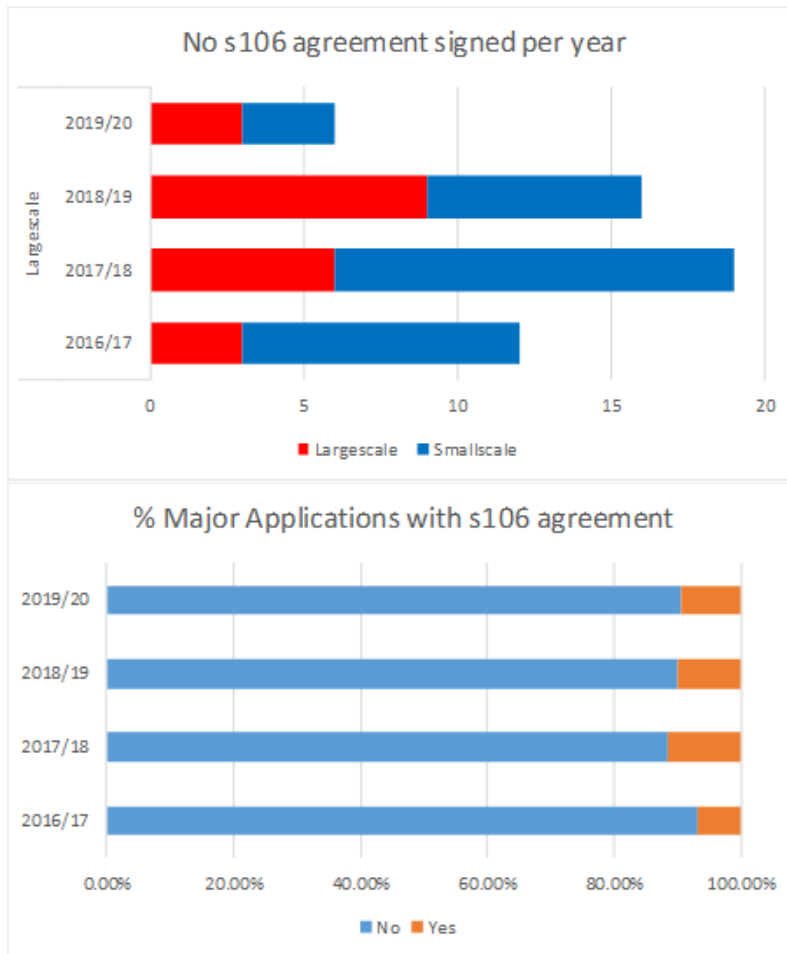
- 3.3 This approach had led to criticism and concern about the robustness in the process and that developments were not providing appropriate contributions.
- 3.4 Following a review of the planning validation checklist (which included consultation with stakeholders) all viability assessments submitted as part of an application are released into the public domain and key headlines and figures are set out in the planning officer's report. The assessments are externally evaluated by professional development surveyors; their analysis is then reviewed by the Council's Head of Development who provides the final sign off. Where a reduced contribution is justified, the s106 agreement will include a mechanism to allow a review of viability at identified stages in the development process to allow the Council to capture any uplift.
- 3.5 The changes to the validation checklist, coupled with the amendments to the NPPF referred to elsewhere in this report, has negated the need to produce an extensive Supplementary Planning Document (SPD) on the matter in advance of the review of the development plan (as suggested in last year's monitoring report).
- 3.6 A draft SPD has, however, been produced which:
- Clarifies the planning process and the importance of pre application advice on the affordable housing requirement;
 - Reiterates the validation process and the requirement for an Affordable Housing Statement (including its content)
 - Provides detailed advice on the viability assessment form and content
 - Embeds the requirement for future viability testing; and,
 - Establishes the expectation that the developer meets the Council's and its advisor's reasonable costs for assessing viability.
- 3.7 The status of an SPD is to add further detail to policies in the development plan and cannot change policy itself. An SPD is capable of being a material planning consideration, but is not itself part of the development plan. The SPD is only therefore intending to focus on process.

4.0 S106 Agreement Activity 2018/19

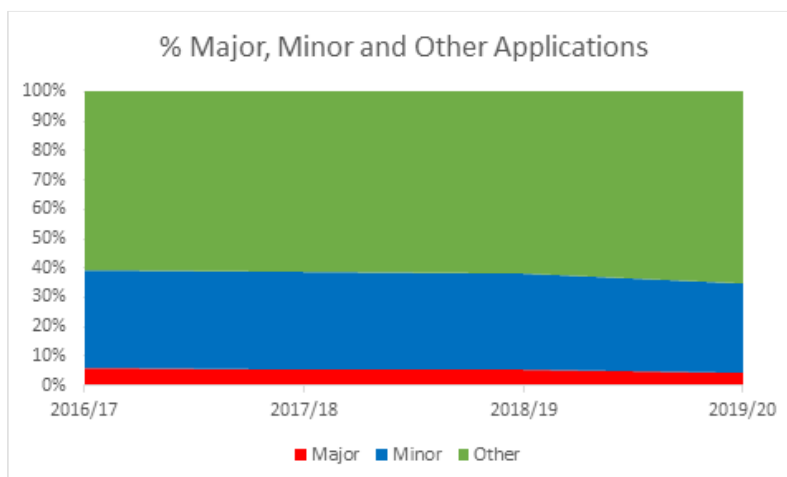
Agreements signed

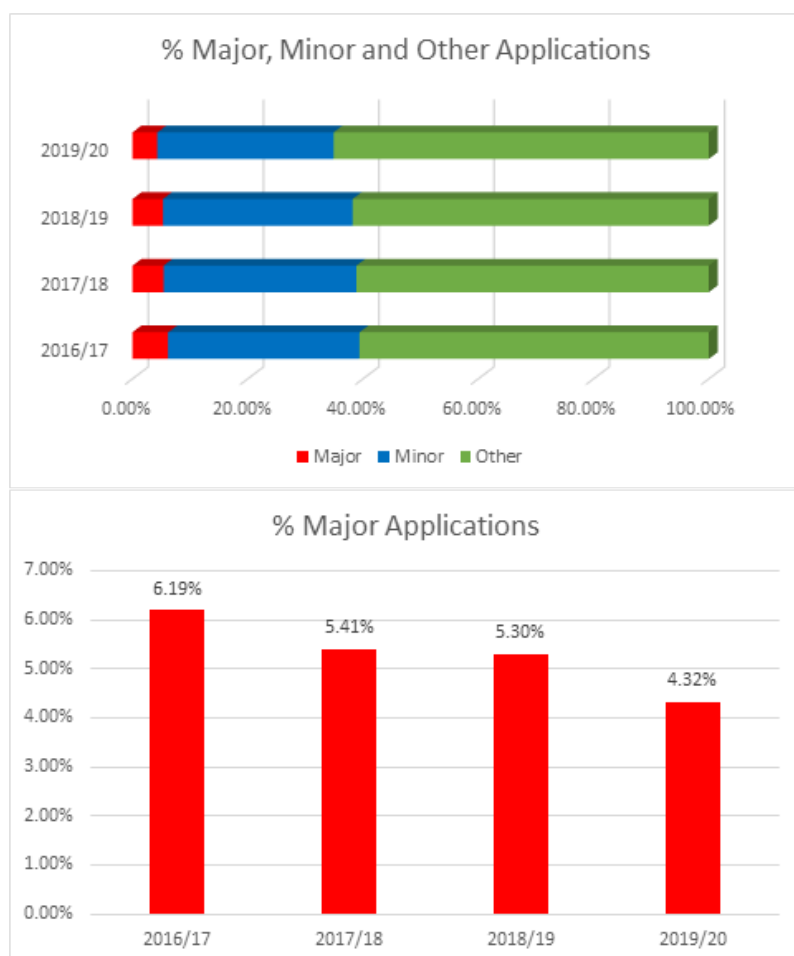
- 4.1 During the financial year 2018/19, 16 S106 agreements were completed

This is generally consistent with the previous year. The graphs below set out the historic trend in the city.



The graphs below provide information on applications by type received; the significance of this is that it would be highly unusual for S106 agreements to be linked with minor or other applications. The profile of the city is that major applications, around 5 % of all schemes received, has remained relatively stable over recent years although there has been a slight dip from 2016/17.





S106 agreements completed during this period include:

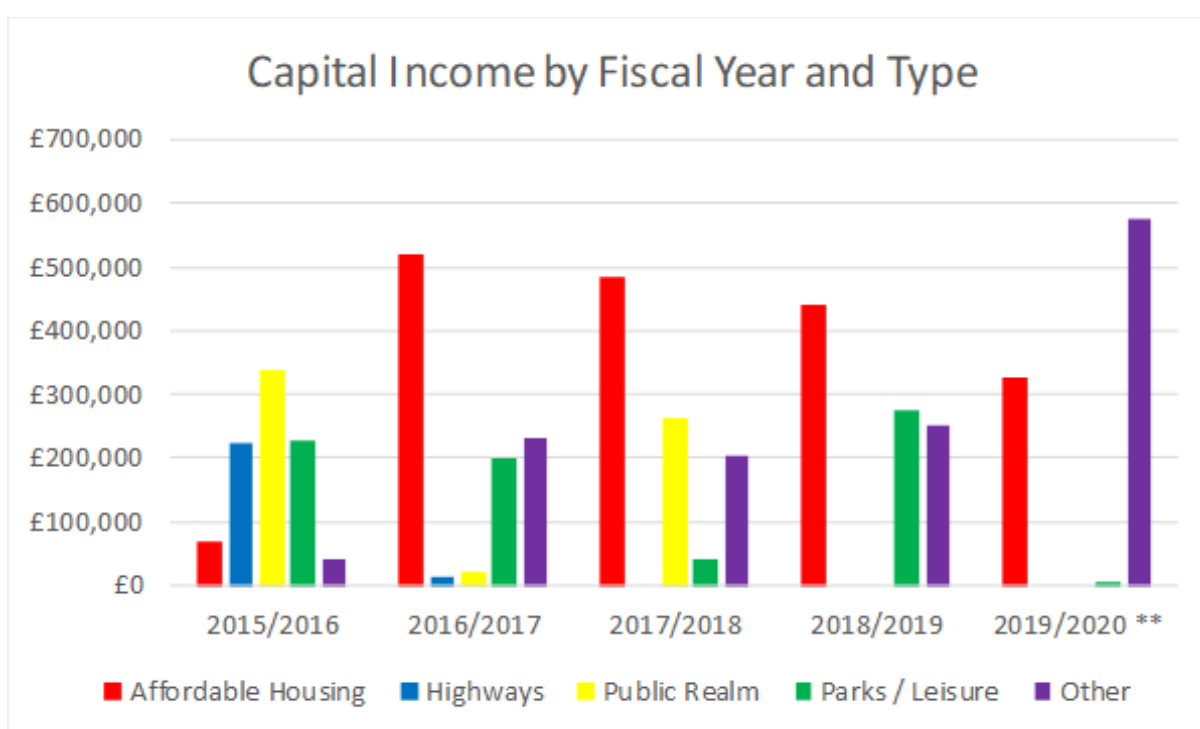
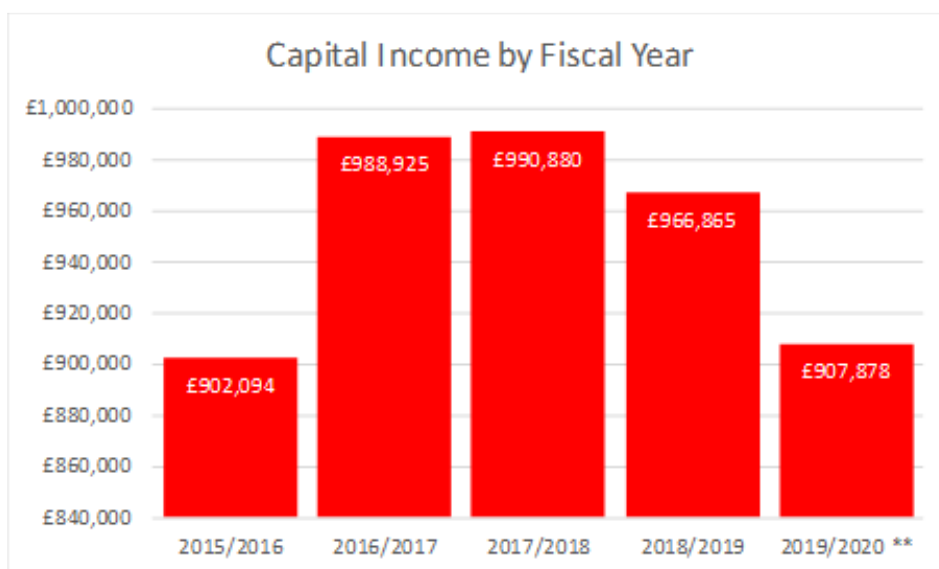
Ward	Planning App	Location	Obligation	Total
Cheetham	118831/F O/2018	Former Boddingtons Brewery Site Dutton Street Manchester M3 1LE	Highways / Environmental Improvements	£ 500,000.00
Crumpsall	118538/O O/2017	North Manchester Business Park Land Off Brightside Road Manchester	Affordable Housing	£ 450,000.00
Deansgate	114664/F O/2016	Land Bounded By Jacksons Row, Bootle Street, Southmill Street & 201 Deansgate Manchester M2 5GU	Affordable Housing	£ 2,230,000.00
Deansgate	119380/F O/2018	1-5 New Wakefield Street Manchester M1 5NP	Environmental Improvements/ infrastructure/ affordable housing	£ 500,000.00

Deansgate	119806/F O/2018	Land Bounded By Chester Road, Mancunian Way And Former Bridgewater Canal Offices Manchester	Medical (or Affordable Housing), Environmental Improvements, Highways,	£ 1,340,000.00
Deansgate	120067/F O/2018	Charlotte House 10 Charlotte Street Manchester M1 4FL	infrastructure	£70,000.00
Didsbury East	119242/F O/2018	825 Wilmslow Road Manchester M20 2SN	Affordable Housing	£ 300,000.00
Didsbury West	115035/J O/2017	Spire Hospital Barlow Moor Road Manchester M20 2AF	Parks and Leisure	£ 15,625.00
Hulme	113473/F O/2016	Thorncross Close Off Ellesmere Street Manchester M15 4LU	Affordable Housing	£ 500,000.00
Hulme	118625/F O/2017	Land Bounded By Dinton Street, Cornbrook Road, Chester Road And Trentham Street Manchester M15 4FX	Affordable Housing	£ 150,000.00
Hulme	121351/J O/2018	Talbot Mills 44 Ellesmere Street Manchester M15 4JY	Revised Application, Revised Development, Revised Planning Permission	n/a
Moston	113376/J O/2016	FC United Of Manchester Broadhurst Park 310 Lightbowne Road Manchester M40 0F	Non Financial	n/a
Piccadilly	117058/F U/2017	53 Marshall Street Manchester M4 5FU	Environmental Improvements	£ 40,000.00
Piccadilly	117059/F O/2017	32 Mason Street Manchester M4 5EY	Environmental Improvements	£ 37,500.00
Piccadilly	118120/F O/2017	Land Bounded By Thompson Street / Mason Street / Bendix Street And Rochdale Road Manchester	Affordable Housing / Public Realm	£ 550,000.00
Piccadilly	120881/F O/2018	23 New Mount Street Manchester M4 4DE	Affordable Housing	£ 400,000.00

Total £7,083,125.00

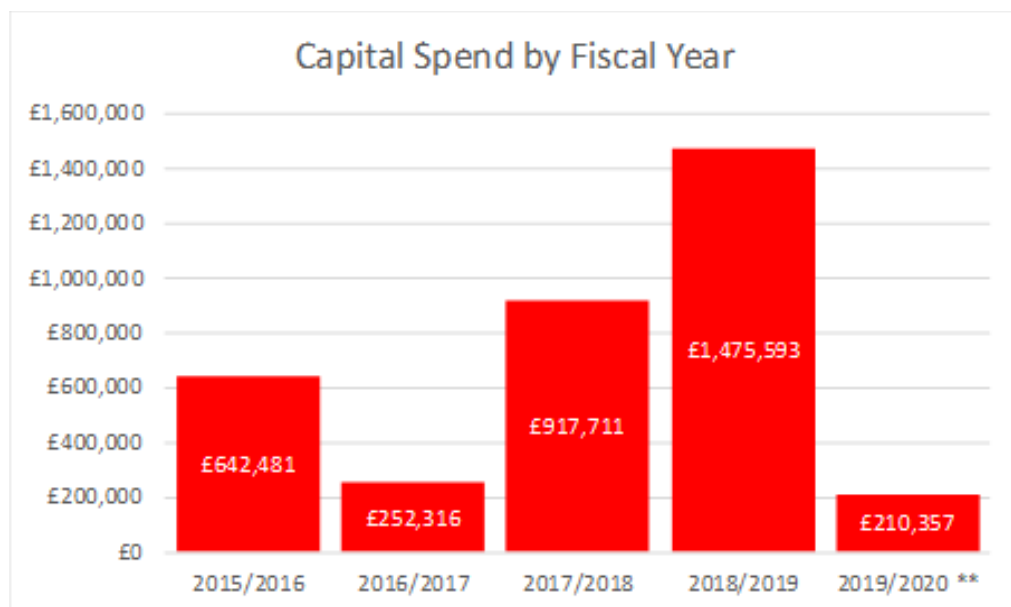
Financial contributions received

- 4.2 A total of £966,865 was received in S106 financial contributions which is generally consistent with the previous financial year. To date income collected in the current fiscal year is £907,878.



S106 spending/transfers in 2018/19

- 4.3 £1.4m has been spent or transferred over this period. There is significant planned expenditure towards major long term schemes, most notably affordable housing and environmental improvements/public realm.



Current S106 balances

- 4.4 As a result of income and expenditure set out above and on-going work to develop future spending plans, current S106 balances are:

Money held in account £6.5 m

Specific plans in place (spend commenced/reserved and committed *) £4.6m

Contribution transferred into Housing Affordability Fund £1.4m

Funds awaiting to be reserved £0.5m

*£545k is awaiting transfer into the Housing Affordability Fund

Of the funds waiting to be reserved, a significant proportion have been received in the last 12 months; some of the contributions having only been received in the last three months.

- 4.5 It is also noted the current balance does not include £150k received from Transport for Greater Manchester (TfGM) for tree planting in the city centre, in lieu of a S106 agreement for Second City Crossing (granted under an Act of Parliament). The money sits alongside the s106 account. A schedule of S106 agreements is attached at appendix 1.
- 4.6 The number of agreements signed during this period is less than the previous year (which saw 19 agreements completed), but the monetary value of the obligations is significant. If the schemes are delivered, a significant amount of this money would be transferred to the Council's Housing Affordability Fund (HAF), which brings together a range of funding sources to support the delivery of affordable homes. £1.4m has already been transferred from active agreements and a further £545k is due to be transferred.
- 4.7 The Council is also using its own land and capital receipts in lieu of a s106 agreement as a key driver to deliver new affordable homes. 600k has been

received from a capital receipt for a scheme in south Manchester and a policy compliant financial contribution was initially to be secured from the capital receipt on the implementation of the proposal for St Michaels in the city centre. This will now be delivered through a s106 undertaking and is detailed in the list of agreements completed during 2018/19.

- 4.8 No refunds have been made during this period. There is, however, one financial obligation which is being pursued. This relates to a development at Silverwood on Barlow Moor Road and a sum of £34k.
- 4.9 The schedule of s106 agreements in appendix 1 includes a risk rating. The reasons for a rating will vary. One obligation is highlighted as a possible red risk; however, this is not due to the time scale for spend but is a flag to officers to clarify the project (a project had previously been identified but progress is not known). A second obligation relates to Silverwood referenced in 4.8 above where money is owed. There are also several 'amber' ratings but again this is less about the timing of potential spend (one has 8 years remaining) but is to flag up the fact that project leads need to be identified or officers having to check whether a trigger has been met.

Examples of Spend

Riverside Park Play Area S106

This project was to update/replace a number of items of play equipment (and associated works) in Riverside Park Play Area as identified by the obligations within the S106 agreement with a total fund £75,000.00

The 'Riverside Park' and play area was first developed in 2008 with the full support of local members and the new friends of Riverside Park. The site is situated in Northenden close to Mill Lane and is the only play provision within the ward. The area was the site of a mill and at the time had a number of antisocial behaviour problems. To date the Riverside Park has become an integral part of the community and well used by passing visitors and local residents which in turn supports the local shops and trade within the area.

The project delivered to the existing ward and park contributes to the neighbourhood offer for family activities and for visitors and will continue to contribute to a better quality of life and well-being of residents of Manchester. The scope of works (design / items of equipment) were developed in conjunction with local members, friends of Riverside Park and the neighbourhood team. The chosen contractors delivered a community workshop to develop and agree the new play space as part of the social value with additional planting to be completed on the community opening event planned for October 2019.

The works were procured in partnership with the MCC procurement team and the Council's parks operational team have overseen the project throughout whilst keeping community stakeholders informed. This is a joined up approach delivering shared outcomes in an efficient and meaningful way.

Park/recreation and leisure project S106

Over £600k had been secured from three separate agreements in the Ardwick area (previously in different wards). The associated obligations taken together are to deliver improvements to and around Whitworth Park, new tress, public realm, highway improvements and general environmental improvements.

Projects and work within the scope of the agreements have been implemented over a period of time. The final projects include:

Further work to Whitworth Park - there has been an ongoing consultation to update the park plan, which in turn sets out investment priorities. This has now been completed and the scope of works have been agreed to include; improvements to the play area, improvements to the paths and park infrastructure and a joined up piece of work with the Gallery to provide a power supply to a cabin which has been located on site to enable a gardening and growing project.

Works to the Active Lifestyles Centre, part of the wider environmental/park and leisure improvements project are now on site. The works includes renovating 3 small sided soccer pitches with new carpet, wall and fence lines whilst also updating the floodlights. The works are due to finish in December 2019; as part of the reopening there will be a community event, sponsored by the contractor as part of their social value package.

5.0 Member Engagement

- 5.1 Member engagement was raised at the meeting in November 2018 in the context of planning agreements. There are three aspects to this – at the time of the planning application, secondly, once money is received and finally at the time of spend.
- 5.2 Pre application discussions are an important part of the planning process. Although they are not mandatory they are always recommended and encouraged, providing an early insight into a proposal for members and neighbours. Negotiations on a proposal are carried out by officers, having regard to the policy framework and technical issues, members are often involved in the process. This can also take place as part of the Ward Coordination process.
- 5.3 Once formally submitted, an application will appear on a weekly list which is cascaded to all members and formal consultation and notification undertaken. In particular cases where Ward Councillors have requested to be kept updated on a scheme the case officer will e mail to inform of an applications submission.
- 5.4 The requirement for a S106 agreement may already have been identified at pre application stage (in the event the application is approved) and draft heads of terms provided as part of the suite of planning documents in the public domain.

- 5.5 Regardless of whether heads of terms have been submitted, this would be the time to raise comments and questions around the need for an agreement with officers, bearing in mind the legal and policy tests set out earlier in this report. This is not uncommon and officers are happy to meet to talk through issues involved.
- 5.6 Once money has been received, the planning service informs those responsible for delivering the associated works that the process for spend can begin. One of the matters the new Advisory Group (see below) is to review is how members are engaged once the money has been received and the relevant service to deliver a project notified.
- 5.7 An example of how engagement has successfully delivered a project involves the introduction of age friendly benches in Whalley Range which was delivered through S106 money. Instrumental and key to this was the involvement of the Ward members and the local community.

Twelve new age-friendly benches have now been installed across the local area; the locations for the benches were carefully chosen to be between shops, on the way to the local park and local facilities. A short film has been created showing how older people in the ward worked with the Council to install the benches which can be found on twitter

In addition to the benches a financial contribution was used to carry out improvements to the local highway network, taken together this has successfully provided an uplift in area.

6.0 S106 Governance arrangements

- 6.1 The receipt and spend of money secured through S106 agreements has to be fully auditable and there is a need for procedures which allow for robust approval and spend of financial contributions.
- 6.2 In order to comply with 122 of the CIL regulations s106 agreements typically identify a specific project of a relatively narrow range of projects on which contributions may be spent. Such projects are identified through the planning process, in discussion with key consultees, to provide direct and appropriate mitigation for the impacts of the development. Spending decisions must accord with the provisions of the s106 agreement and there is limited scope to redirect monies towards alternative projects at a later date.
- 6.3 As already noted s106 agreements therefore include clauses stating when the funds will be paid (by reference to a trigger in the development phase) and for what purpose they will be used, usually project or location specific. There is also provision for the return of contributions if they remain unspent or uncommitted after an agreed period of time, (this can vary depending on the nature of the contribution). Contributions cannot be spent on any other project and will only become available for spending once a development has commenced on site. This can cause complications for projects where a

possible contribution from an agreement has been identified and adds to the importance of tracking payments and development.

- 6.4 A dedicated S106 Advisory Group has recently been set up to review spend, track process and help to unblock any issues. This is led by the Director of Planning and includes Strategic leads from:

- Neighbourhoods
- Highways
- Parks and Leisure
- Finance
- Legal
- Audit to attend where appropriate

Support is provided by a new Team lead who has taken responsibility for reviewing all data held on and the monitoring of S106 agreements (see 6.6 below). The Group will report to the Council's Strategic Capital Board.

- 6.5 An operational working group has also been set up to oversee specific projects and provide day to day guidance and advice on process. Early work to establish the group has already helped to reduce risks by identifying where spend had not taken place and/or there was little information on progress.

- 6.6 Over the last 12 months the information held on S106 agreements has been completely overhauled. Members may recall the previous 'workbook' comprised a spreadsheet which required all data to be manually inputted. Although the data is still being reviewed, this is almost complete and a new workbook has been developed. This is linked to the planning business system, legal records and SAP. This is fundamental as previously information on the money drawn down for example had to be reported and often requested by the Planning Service to be entered manually.

- 6.7 The Monitoring officer now has access to all financial data held against an agreement, this includes the capital code and the service area who has requested the money. The new workbook is a shared document, accessible to strategic leads and the members of the operational group. The system change and new processes introduced are integral to ensuring spend is monitored and takes place in a timely manner. This was a particular concern raised by members at the meeting in November 2018.

- 6.8 By way of example, once a contribution (or part) has been received there is an automatic trigger which requires the lead officer from the relevant part of the Council to be notified and details of the associated project to be fed into the shared document. This allows alerts to be applied on the system and a monthly report provided on progress. This would be discussed in the operational meetings and a performance report provided to the Advisory Group.

- 6.9 The integrated system provides real time and accurate reporting on all s106 activity, but it also allows for reports to be generated on individual agreements

or groupings (wards or typology of spend). Appendix 2 provides an example (using a hypothetical ward) of the information that would be available.

- 6.10 With a complete review of the information, reconciliation of all relevant records, how this is to be held moving forward, the tracking of spend in addition to the new governance arrangements, Audit has been asked to undertake a review and provide assurance on behalf of the Strategic Director. This is due to be reported before Christmas.

7.0 Community Infrastructure Levy

- 7.1 Members will be aware that the Community Infrastructure Levy (CIL) is a planning charge on new development introduced in the Planning Act (2008) and the CIL Regulations. An LPA may levy the charge once it has consulted on and approved a charging schedule setting out the rates. There is no obligation for an LPA to adopt CIL.
- 7.2 Where authorities have adopted CIL it is usually chargeable on new development that creates a net additional floorspace of 100 square meters or a new dwelling. The levy can be used to fund a wide range of new infrastructure but not affordable housing.
- 7.3 The rate of CIL is determined by striking an appropriate balance between the additional investment requirement to support development, and the potential effect on the viability of developments.
- 7.4 At the Committee meeting on 8 November 2018, Members raised a question about CIL and the city centre. As part of the review of the Core Strategy (the development plan), consideration will be given to the introduction of CIL across the city; as noted in 3.1 this will include assessing, if it is possible to establish an economically viable CIL rate and/or whether these could differ in different geographical areas.
- 7.5 At this time it is not possible to provide further information or clarity on how CIL would operate in relation to the city centre.

8.0 Conclusion

- 8.1 The report provides a summary of activity associated with S106 financial obligations for the period 2018/19. It sets out the legislative framework for negotiating planning agreements and provides an update on CIL.
- 8.2 Moving forward, the report details new governance arrangements and how contributions received will be monitored.

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S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019

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Ancoats & Beswick

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	075171/FO/2005/N2	Land Adjacent To The Ashton Canal Pollard Street/ Carruthers Street And Bond Street Beswick And Clayton	Public Realm (Facilities/Infrastructure), Highways, Environmental Improvement	Immediately	£71,000.00	£71,000.00	£5,317.00	C/1195/0001/115	Balance of Funds Committed (with North Neighbourhoods)	
	078181/FO/2006/N1	Royal Mill Redhill Street Ancoats Manchester M4 5AU	Public Realm (Facilities/Infrastructure), Highways, Environmental Improvement	Commencement	£21,000.00	£21,000.00	£21,000.00	C/1195/0001/167	Balance of Funds Committed (with North Neighbourhoods)	
	100991/OO/2012/N2	Milliners Wharf Phase 2 Munday Street Off Pollard Street Manchester M4 7BD	Public Realm (Facilities/Infrastructure), Highways, Environmental Improvement	Commencement	£71,000.00	£71,949.64	£71,949.64	C/1195/0001/157	Balance of Funds Committed (with North Neighbourhoods)	
Page 37	104315/FO/2013/N2	Etihad Stadium Etihad Campus Manchester M11 3FF	Highways, Transport and Car Parking	Staged Payments	£519,638.00	£519,638.00	£94,728.51	C/1195/0001/148, C/1195/0001/149, C/1195/0001/150	Funds Committed (Spend Commenced)	Spend - Car Parking Zone (CPZ) - Etihad Stadium Great Ancoats Street
	120893/FO/2018	Land Bounded By Bengal Street, Primrose Street, Radium Street And Silk Street Manchester M4 6AQ	Affordable Housing	Other	(Clawback)	£0.00	n/a			

Ardwick

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	063066/OO/NORTH2/01	Junction of Plymouth Grove, Upper Brook Street, Ardwick	Parks and Leisure	Commencement	£20,000.00	£21,435.00	£3,451.81	C/1195/0001/23	Funds Committed (Spend Commenced and Balance Committed)	Swinton Grove Park
	081558/FO/2006/N2	Wilmslow Park Phase 3 Rusholme Place Rusholme Manchester	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways,	Occupation	£153,000.00	£186,967.00	£186,967.00	C/1195/0001/143	Funds Committed (work started on site)	
	096176/FO/2011/S1	Former Ducie Court Denmark Road Moss Side Manchester	Transport and Car Parking, Public Realm (Facilities/Infrastructure), Parks and Leisure, Highways	Staged Payments	£600,000.00	£628,632.29	£451,583.04	C/1195/0001/131, C/1195/0001/142	Funds Committed (Highways and Park Improvements)	£146k plus £52k (093074/FO/2010/S1) Football Pitches, £132k Whitworth Park - ongoing project
	106619/FO/2014/N2 (112684/JO/2016 Deed of Variation)	55 - 65 Hathersage Road Ardwick Manchester M13 0EW	Highways, Transport and Car Parking,		£85,000.00	£85,000.00	£85,000.00	C/1195/0001/158	Funds Reserved (scheme design and consultation about to commence)	

S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019

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	115475/FO/2017	Vacant Plot North East Of The Vallance	Highways, Transport and Car Parking,	Commencement	£10,000.00	£0.00	n/a			
		Centre Brunswick Street Manchester								

Baguley

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	069232/FO/2003/S2	Former Royal Oak School Royal Oak Road Wythenshawe	Parks and Leisure	Staged Payments	£127,561.00	£114,381.00	£2,381.10	C/1195/0001/27	Spend Commenced and Balance Committed with Parks and Leisure	

Charlestown

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	080267/FO/2006/N1	Land At Victoria Avenue East Moston Victoria Avenue East Manchester M9 2HE	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways,	Commencement	£75,000.00	£89,279.00	£89,278.84	C/1195/0001/138	Funds Reserved	Visitors Centre and Changing Provision at Boggart Hole Clough
Page 38	086932/OO/2008/N1	Booth Hall Childrens Hospital Charlestown Road Blackley Manchester M9 7AA	Affordable Housing	Staged Payments	(Clawback)	£697,351.06	£0.00	C/1195/0001/170	Funds Transferred to Housing Affordability Fund	
			Parks and Leisure	Staged Payments	£232,000.00	£236,788.77	£161,788.77	C/1195/0001/151	Spend Commenced and Balance Committed	Phase 1 - new football pitch in Boggart Hole Clough Phase 2 - community room, ops office, changing room with showers, kitchen and workshop in Boggart Hole Clough Phase 3 Baileys Wood play equipment in Boggart Hole Clough

Cheetham

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	078799/FO/2006/N1	Heath Street/St Marks Lane Cheetham Manchester	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways,		£52,000.00	£57,160.00	£11,661.95	C/1195/0001/83	Spend Commenced and Balance Committed	St Marks Churchyard and playground at Cheetwood
	118831/FO/2018	Former Boddingtons Brewery Site Dutton Street Manchester M3 1LE	Environmental Improvement, Highways, Affordable Housing=	Staged Payments	£950,000.00	£0.00	n/a		Trigger Not Met	Signed (Feb 2019)

Chorlton

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
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S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019
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	102530/JO/2013/S1	59 Keppel Road Chorlton Manchester M21 0BP	Transport and Car Parking,	Occupation	£1,920.00	£0.00	n/a			Checking whether trigger has been met
	102812/JO/2013/S1	12 Edge Lane Chorlton Manchester M21 9JF	Affordable Housing	Staged Payments	£65,000.00	£69,354.55	£72,794.67	C/1195/0001/159	Funds To be transferred to Housing Affordability Fund	

Chorlton Park

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	112570/FO/2016/S1	45 St Werburghs Road Whalley Range Manchester M21 0UN	Parks and Leisure,	Commencement	£23,847.00	£0.00	n/a			Checking for commencement

Clayton & Openshaw

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	080557/FO/2006/N2	Former Kwik Save Ashton Old Road Bradford Manchester M11 1JG	Highways		£30,000.00	£30,000.00	£16,166.36	C/1195/0001/50	Funds Committed (Spend Commenced)	pedestrian crossing on Ashton Old Rd plus maintenance
Page 39	081589/FO/2006/N2	Plot Of Land Commencing At Junction Of Mill Street And Ashton Old Road Running Towards Dawnay Street Beswick	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£22,000.00	£22,000.00	£1,982.61	C/1195/0001/59	Spend Commenced and Balance Committed	project for tree planting on Galston St

Crumpsall

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	073701/OO/2004/N1	Land Off Hazelbottom Road Blackley	Parks and Leisure,	Commencement	£358,600.00	£405,245.00	£283,774.30	C/1195/0001/75, C/1195/0001/76, C/1195/0001/77, C/1195/0001/78, C/1195/0001/79	Funds Committed (Spend Commenced)	Crumpsall Park Heaton Park Bowling Green Other
	092648/FO/2010/N1	Land West Of Celia Street And Waterloo Street Crumpsall Manchester	Environmental Improvement, Parks and Leisure	Occupation	£80,200.00	£83,571.00	£27,115.64	C/1195/0001/107, C/1195/0001/122	Funds Committed (Spend Commenced)	Harpurhey Reservoirs
	099103/JO/2012/N1	Land to the east of 61 Crumpsall Lane and west of the tramlink Crumpsall Lane Manchester M8 5FB	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£5,000.00	£5,000.00	£5,000.00	C/1195/0001/123	Pending	
	107259/FO/2014/N1	Land At Charminster Drive Crumpsall Manchester	Highways, Transport and Car Parking	Staged Payments	£20,000.00	£20,047.00	£20,046.51	C/1195/0001/164	Funds Reserved	Crumpsall RPZ' extension
	108559/FO/2015/N1	North Manchester General Hospital Delaunays Road Crumpsall Manchester M8 5RB	Transport and Car Parking,		£60,000.00	£60,000.00	£60,000.00	C/1195/0001/172	Funds Committed	NMGH RPZ Expansion

S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019
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Deansgate

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	103665/FO/2013/C1	8 King Street Manchester M2 6AQ	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways,	Commencement	£112,212.00	£111,964.29	£111,964.29	C/1195/0001/175	Funds Committed	Medieval Quarter (Memorial Gardens)
	110190/FO/2015/C2	Charlotte House 10 Charlotte Street Manchester M1 4FL	Environmental Improvement,	Occupation	£70,000.00		£0.00			Checking for commencement
	113870/FO/2016	2 - 4 Chester Road Manchester M15 4QG	Affordable Housing	Commencement	£282,000.00	£301,383.59	£301,383.59	C/1195/0001/190	Funds To be transferred to Housing Affordability Fund	
	119380/FO/2018 (117054/FO/2017, 118839/JO/2018)	1-5 New Wakefield Street Manchester M1 5NP	Public Realm (Facilities/Infrastructure),	Occupation	£500,000.00	£0.00	n/a		Trigger Not Met	Signed (August 2018)
Page 40	119806/FO/2018	Land Bounded By Chester Road, Mancunian Way And Former Bridgewater Canal Offices Manchester	Affordable Housing, Public Realm (Facilities/Infrastructure)		£1,340,000.00	£0.00	n/a		Trigger Not Met	Signed (January 2019). Medical Facility or Affordable Housing £755. Landscaping Scheme within 12 months of occupation or £585k
			Affordable Housing		(Clawback)	£0.00	n/a			
	114664/FO/2016	Land Bounded By Jacksons Row, Bootle Street, Southmill Street & 201 Deansgate Manchester M2 5GU	Affordable Housing		£2,200,000.00	£0.00	n/a		Trigger Not Met	Signed (September 2019)
	116850/FO/2017	Olympia Trading Estate Great Jackson Street Manchester M15 4NP	Affordable Housing	Commencement	£1,000,000.00	£0.00	n/a		Trigger Not Met	Signed (May 2019)
					(Clawback)	£0.00	n/a			

Didsbury East

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	059441/FO/SOUTH2/00	St. James Court, 2/4, Moorland Road, Didsbury	Environmental Improvement, Highways		£35,000.00	£35,000.00	£2,785.81	C/1195/0001/03	Funds Committed (Spend Commenced)	street trees, waste bins, highway works to Moorland Road
	080340/FO/2006/S2	Former Petrol Station Fog Lane Didsbury	Highways		£15,000.00	£15,000.00	£15,000.00	C/1195/0001/70	Funds Committed	resurfacing carriageways on Fairfax Avenue and Mere Avenue off Fog Lane

S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019

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	108541/OO/2015/S2 (111428/FO/2016/S2 DoV)	Former Manchester Metropolitan University Campus And Broomhurst Halls Of Residence Wilmslow Road Didsbury Manchester M20 2RR	Highways, Parks and Leisure,		£200,000.00	£200,154.00	£1,232.50	C/1195/0001/166	Funds Committed (Spend Commenced and Balance Committed)	tennis courts at Fletcher Moss and play equipment Didsbury Park
	119242/FO/2018	825 Wilmslow Road Manchester M20 2SN	Affordable Housing	Staged Payments	£300,000.00 (Clawback)	£150,000.00 £0.00	£150,000.00 n/a	C/1195/0001/184	Funds To be transferred to Housing Affordability Fund	

Didsbury West

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
Page 41	060302/OO/SOUTH2/00	Land bounded by Cavendish Road/Princess Road/ Nell Lane and part of Withington Hospital, West Didsbury	Parks and Leisure, Transport and Car Parking, Highways	Staged Payments	£650,000.00	£418,000.00	£147,986.37	C/1195/0001/08	Funds Committed (Spend Commenced)	Cavendish Road Park play provision Metrolink - Burton Rd environmental scheme employment training Burton Rd shopping centre improvements
	082214/FO/2007/S2	Former Needham Hall Palatine Road Didsbury Manchester M20 2TU	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways, Transport and Car Parking	Commencement	£29,200.00	£29,200.00	£29,200.00	C/1195/0001/60	Spend Commenced and Balance Committed	Marie Louise Gardens and travel vouchers
	083934/FO/2007/S2	22-24 Oak Road Didsbury Manchester M20 3DA	Transport and Car Parking	Commencement	£7,150.00	£8,840.00	£8,840.45	C/1195/0001/146	Funds Committed	travel vouchers
	103991/FO/2013/S2 (107940/JO/2015/S2 DoV)	Wrengate House 221 Palatine Road West Didsbury Manchester M20 2EE	Affordable Housing	Staged Payments	£185,000.00	£194,086.21	£0.00	C/1195/0001/173	Funds transferred to Housing Affordability Fund	
	105955/FO/2014/S2	Morris Feinmann House 178 Palatine Road Didsbury Manchester M20 2YW	Transport and Car Parking, Highways,	Commencement	£15,000.00	£15,209.00	£15,208.90	C/1195/0001/169	Pending	Project initially identified but needs clarifying
	111296/FO/2016/S2	Silverwood House 129 Barlow Moor Road Didsbury Manchester M20 2PW	Affordable Housing	Commencement	£34,000.00	£0.00	n/a		Trigger Met and Funds Being Pursued	
	115035/JO/2017	Spire Hospital Barlow Moor Road	Parks and Leisure	Immediately	£15,625.00	£15,625.00	£15,625.00	C/1195/0001/186	Pending	Funds Received (March 2019)

S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019

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		Manchester M20 2AF								
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Fallowfield

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	092641/FO/2010/S1	Site Of St Crispins Church, Social Club And Scaffolding Yard Lloyd Street South Fallowfield Manchester M14 7LA	Other, Highways, Affordable Housing (on Site)	Staged Payments	£14,202.00	£14,202.00	£9,701.60	C/1195/0001/109	Funds Committed (Spend Commenced)	employment hub / learning and employment support triangle style treatment to public footpath in front of new Aldi 24 affordable housing (14 no. social rented flats & 4 no. social rented houses & 6 no. 'Intermediate Hsg' houses)

Gorton & Abbey Hey

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	070820/FO/2004/N2	Land To The Rear Of 53 High Bank Gorton	Highways, Public Realm (Facilities/Infrastructure),	Staged Payments	£5,550.00	£5,550.00	£5,550.00	C/1195/0001/96	Funds Committed	maintenance of open space
Page 42	084665/FO/2007/N2	Jubilee Works Constable Street Gorton Manchester M18 8GJ	Parks and Leisure, Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways,	Occupation	£93,000.00	£93,000.00	£66,781.91	C/1195/0001/111	Funds Committed (Spend Commenced)	King George V Park Playing Field, Multi Use Gaming Area, Play Area, green space

Harpurhey

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	075914/OO/2005/N1	Land South Of Old Market Street Blackley	Highways	Other	£230,300.00	£234,608.00	£17,783.01	C/1195/0001/112	Funds Committed (Spend Commenced)	Lawson Street / Quilter Grove / Dommett Street maintenance of the footpath and cycleway

Higher Blackley

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	095715/FO/2011/N1	Sainsburys Supermarket Ltd Heaton Park Road Blackley Manchester M9 0QS	Highways		£348,000.00	£362,487.00	£116,414.69	C/1195/0001/118	Funds Committed (Spend Commenced)	footpaths along the River Irk future maintenance - Spend Irk Valley Heaton Park Retail Park) Other

Hulme

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	070788/FO/2004/C3	21 Worsley Street Hulme	Public Realm (Facilities/Infrastructure)		£9,000.00	£9,000.00	£9,000.00	C/1195/0001/18	Funds Committed	Brit Basin project
	091730/FO/2009/C1	Booth Street East And Upper Brook Street Manchester M13 9RZ	Transport and Parking, Highways	Commencement	£140,000.00	£140,000.00	£92,612.24	C/1195/0001/97	Funds Committed (Spend Commenced)	residential parking area within Grove Village

S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019

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	105611/FO/2014/C1	1 Water Street Manchester M3 4JU	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£307,000.00	£309,263.00	£309,263.48	C/1195/0001/161	Funds Committed	50k residents parking remainder to medieval quarter / memorial gardens
	107667/FO/2014/S1 (111735/JO/2016/S1)	Land Within The Asda Car Park Greenheys Lane West Hulme Manchester M15 5AS	Highways,		£60,000.00	£60,000.00	£60,000.00	C/1195/0001/165	Funds Committed	pedestrian crossing phase to the traffic lights at the junction at Hulme High Street & Greenheys Lane West
	115919/FO/2017	Land Adjacent To Hulme Hall Road Manchester M15 4LY	Affordable Housing	Occupation	£100,000.00	£0.00	n/a		Trigger Not Met	Signed (October 2017)
	116881/FO/2017	Unit 5 Bentinck Street Industrial Estate Bentinck Street Manchester M15 4LN	Affordable Housing	Staged Payments	£50,000.00	£25,422.21	£25,422.21	C/1195/0001/192	Funds to be transferred to Housing Affordability Fund	
Page 43	117595/FO/2017	Talbot Mills 44 Ellesmere Street Manchester M15 4JY	Affordable Housing	Immediately	£50,000.00	£50,000.00	£0.00	C/1195/0001/178	Funds transferred to Housing Affordability Fund	
	118625/FO/2017	Land Bounded By Dinton Street, Cornbrook Road, Chester Road And Trentham Street Manchester M15 4FX	Affordable Housing	Commencement	£150,000.00	£150,000.00	£0.00	C/1195/0001/181	Funds transferred to Housing Affordability Fund	
	113473/FO/2016	Thorncross Close Off Ellesmere Street Manchester M15 4LU	Affordable Housing	Staged Payments	£500,000.00	£0.00	n/a		Trigger Not Met	Signed (July 2018)
	123261/FO/2019	Land Bounded By Arundel Street, Ellesmere Street, The A57 (M) Inner Ring Road (Mancunian Way) And Worsley Street Manchester	Affordable Housing	Commencement	£1,150,000.00	£0.00	n/a		Trigger Not Met	Signed (August 2019)

S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019

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Levenshulme

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	079113/FO/2006/N2	Palace Nightclub Farmside Place Levenshulme Manchester M19 3BF	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£20,000.00	£20,682.00	£20,682.00	C/1195/0001/67	Reserved	
	101869/FO/2013/N2	Land To Rear Of GMPTE Social Club (former Sports Ground) Mount Road Gorton Manchester M19 3ET	Highways, Parks and Leisure,	Staged Payments	£200,000.00	£212,232.00	£42,646.82	C/1195/0001/155	Funds Committed (Spend Commenced)	Wright Robinson College, Green bank Park, GB pavillion, MUGA & Top Trek pathway at Debdale Park, Gorton Boxing Club programmes & internal upgrade, Abbey Hey football stadium

Longsight

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
Page 44	115299/FO/2017	Land North Of Melland Road Sports Field (Former Running Track) South Of Melland Road Manchester M18 7QR	Parks and Leisure,	Staged Payments	£750,000.00	£525,925.24	£525,925.24	C/1195/0001/187	Funds Committed	

Miles Platting & Newton Heath

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	095431/REP/2011/N1	Rosedale Building Dulverton Street Manchester	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Staged Payments	£228,000.00	£0.00	n/a		Trigger Not Met	Development Commenced
	110486/JO/2015/N1 (106592/OO/2014/N1)	Riverpark Trading Estate Riverpark Road Newton Heath Manchester M40 2XP	Transport and Car Parking, Highways,	Commencement	£80,000.00	£0.00	n/a		Trigger Not Met	Not Commenced - due to expire Dec 2019

Moss Side

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	080958/FO/2006/S1	297-339 Claremont Road Moss Side Manchester M14 7NB	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Immediately	£40,000.00	£40,000.00	£40,000.00	C/1195/0001/144	Funds Committed	gating the alleyways & incorporate street tree planting

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093074/FO/2010/S1	482/506 Moss Lane East Moss Side Manchester M14 4PA	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways, Transport and Car Parking, Parks and Leisure,	Commencement	£166,000.00	£166,000.00	£52,631.49	C/1195/0001/110	Funds Committed (Spend Commenced)	£52k plus £146k (096176/FO/2011/S1) Football Pitches
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Northenden

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	075007/FO/2005/S2	Former Ferrol House 6 Beechpark Avenue Northenden	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£20,000.00	£20,865.00	£16,162.95	C/1195/0001/69	Funds Committed (Spend Commenced)	Riverside Park projects Northenden Village public realm highways junction of Church / Palatine Rds
	101366/FO/2013/S2	Land At Junction Of Church Road And Palatine Road Northenden Manchester	Transport and Car Parking, Highways,	Occupation	£62,500.00	£62,500.00	£62,500.00	C/1195/0001/31, C/1195/0001/141	Funds Committed	
Page 45	102660/FO/2013/S2	Camperlands Ltd Mill Lane Northenden Manchester M22 4HR	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways, Affordable Housing, Transport and Car Parking,	Staged Payments	£250,000.00	£141,701.00	£65,233.82	C/1195/0001/154	Funds Committed (Spend Commenced)	improvement works for Allanson Road and the surrounding road network - Spend Riverside park Northenden Car Park


Piccadilly

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	079201/FO/2006/N1	10 Rochdale Road Ancoats Manchester	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£84,050.00	£84,050.00	£16,928.50	C/1195/0001/49	Funds Committed (Spend Commenced)	St Michael's Flags / Angel Meadow
	092452/FO/2010/C2	22 To 26 Edge Street Manchester M4 1HN	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Staged Payments	£70,000.00	£80,602.00	£80,602.30	C/1195/0001/168	Funds Committed	Medieval Quarter (Memorial Gardens)
	100982/FO/2012/C2	1 Canal Street Manchester M1 3HE	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£6,000.00	£6,294.50	£6,294.50	C/1195/0001/174	Funds Committed	Medieval Quarter (Memorial Gardens)
	105885/FO/2014/C2	2 Harter Street Manchester M1 6HY	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£23,000.00	£25,719.65	£25,719.65	C/1195/0001/188	Funds Committed	Funds Received (April / July 2019). Medieval Quarter (Memorial Gardens)

S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019

□ extant & implemented Planning Permissions supported by:

- existing contributions or balances in process of being committed
- owed monies, overdue for payment where already known
- potential contributions – monies that might be received if the related development comes forward

	109096/JO/2015/C2	40 Laystall Street Ancoats Manchester M1 2JP	Highways,	Immediately	£80,000.00	£80,000.00	£80,000.00	C/1195/0001/160	Pending	potential highways works on Great Ancoats Street
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	109784/FO/2015/C2	47 Houldsworth Street Manchester M1 2ES	Other, Highways, Environmental Improvement,	Staged Payments	£213,000.00	£230,613.46	£230,613.46	C/1195/0001/180	Pending	Funds Received (August 2018) - Great Ancoats Street Highway Improvement Scheme
	110074/FO/2015/C2	Land At 76 - 82 Oldham Street And Land Bounded By Spear Street, Warwick Street And Houldsworth Street Ancoats Manchester M4 1LF	Environmental Improvement,	Occupation	£75,000.00	£0.00	n/a		Trigger Not Met	
	110351/FO/2015/N1	4 Angel Court Ancoats Manchester M4 4HT	Transport and Car Parking,	Occupation	£64,000.00	£70,003.03	£70,003.03	C/1195/0001/191	Pending	Funds Received (July 2019)
Page 46	114146/FO/2016	Surface Level Car Park Site Bounded By Tib Street, Church Street, Joiner Street And Bridgewater Place Manchester	Affordable Housing	Occupation	£183,000.00	£0.00	n/a		Trigger Not Met	on site and being monitored for occupation
	115178/FO/2017	Part Site Of Existing Car Park Bounded By Ducie Street, The Rochdale Canal, Peak Street, Tariff Street (Multi-Storey Car Park) And Remainder Of Surface Car Park Manchester M1 2JL	Affordable Housing	Commencement	£100,000.00	£0.00	n/a		Trigger Not Met	
	115401/FO/2017	Brownsfield Mill Binns Place Manchester M4 5BP	Affordable Housing	Occupation	£100,000.00	£0.00	n/a		Trigger Not Met	
	117059/FO/2017	32 Mason Street Manchester M4 5EY	Public Realm (Facilities/Infrastructure), Environmental Improvement, Highways	Occupation	£37,500.00	£38,159.75	£38,159.75	C/1195/0001/189	Pending	Funds Received (June 2019)
	117749/JO/2017	4 Angel Court Manchester M4 4HT	Transport and Car Parking,	Occupation	£64,000.00	£0.00	n/a		Trigger Not Met	

S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019

□ extant & implemented Planning Permissions supported by:

- existing contributions or balances in process of being committed
- owed monies, overdue for payment where already known
- potential contributions – monies that might be received if the related development comes forward

	118057/FO/2017	Land Bounded By Cable Street, Cross Keys Street, Addington Street And Mason Street Manchester M4 5FT	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£20,000.00	£20,000.00	£20,000.00	C/1195/0001/183	Funds Committed	
	118120/FO/2017	Land Bounded By Thompson Street / Mason Street / Bendix Street And Rochdale Road Manchester	Affordable Housing, Public Realm (Facilities/Infrastructure), Highways,	Occupation	£550,000.00	£0.00	n/a		Trigger Not Met	
	117058/FU/2017	53 Marshall Street Manchester M4 5FU	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£40,000.00	£41,289.57	£41,289.57	C/1195/0001/194	Pending	Funds Received (October 2019)
Page 17	120881/FO/2018	23 New Mount Street Manchester M4 4DE	Affordable Housing	Staged Payments	£400,000.00	£140,000.00	£0.00	C/1195/0001/185	Funds transferred to Housing Affordability Fund	

Rusholme

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	091935/FO/2009/S1	Land Bounded By Meldon Road/ Copthorne Crescent And Beresford Road Rusholme	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£22,000.00	£24,331.00	£24,330.99	C/1195/0001/140	Funds Committed	
	095274/FO/2011/S1	Manchester Grammar School Old Hall Lane Manchester M13 0XT	Highways	Commencement	£3,170.00	£3,170.00	£3,170.00	C/1195/0001/113	Funds Committed	13 no new trees on Old Hall Lane

Whalley Range

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	068586/FO/2003/S1	Royston Court Carlton Road Whalley Range	Environmental Improvement		£40,000.00	£40,000.00	£29,000.00	C/1195/0001/47	Funds Committed (Spend Commenced)	Range Rd planting conservation street name plaques
	110883/JO/2015/S1 (103149/FO/2013/S1)	52 College Road Whalley Range Manchester M16 8FH	Environmental Improvement, Highways, Public Realm (Facilities/Infrastructure)	Commencement	£90,000.00	£92,181.00	£26,514.34	C/1195/0001/171	Funds Committed (Spend Commenced)	Alleygating, Resurfacing of local roads, Traffic calming, street trees on College Road, mini RPZ, Controlled crossing on Withington Road - Spend Age Friendly Benches Whalley Grove

Appendix 1, Item 6


S106 Planning (financial) Obligations ('open Cases') - as of end of October 2019

□ extant & implemented Planning Permissions supported by:

- existing contributions or balances in process of being committed
- owed monies, overdue for payment where already known
- potential contributions – monies that might be received if the related development comes forward

	121945/FO/2018	English Martyrs Tennis Club Alness Road Manchester M16 8HW	Parks and Leisure	Commencement	£5,900.00	£5,900.00	£5,900.00	C/1195/0001/193	Pending	Funds Received (September 2019)
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Withington

Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	099190/FO/2012/S1	Site Adjacent To White Swan PH Green Street Ladybarn Manchester	Highways	Staged Payments	£7,500.00	£7,788.00	£7,788.00	C/1195/0001/162	Pending	local request for highways works on Mauldeth Road Alleygating Scheme' to r/o dwellings on Rufus St & Beverley Rd & any works deemed necc by the Council
										in order to resolve pkg issues on Rufus St
Page 48	117847/FO/2017	Existing Car Park Off Cotton Lane Christie Hospital Manchester M20 4UX	Transport and Car Parking	Staged Payments	£1,000,000.00	£400,000.00	£400,000.00	C/1195/0001/195	Funds Committed	Funds Received (October 2019)

Woodhouse Park

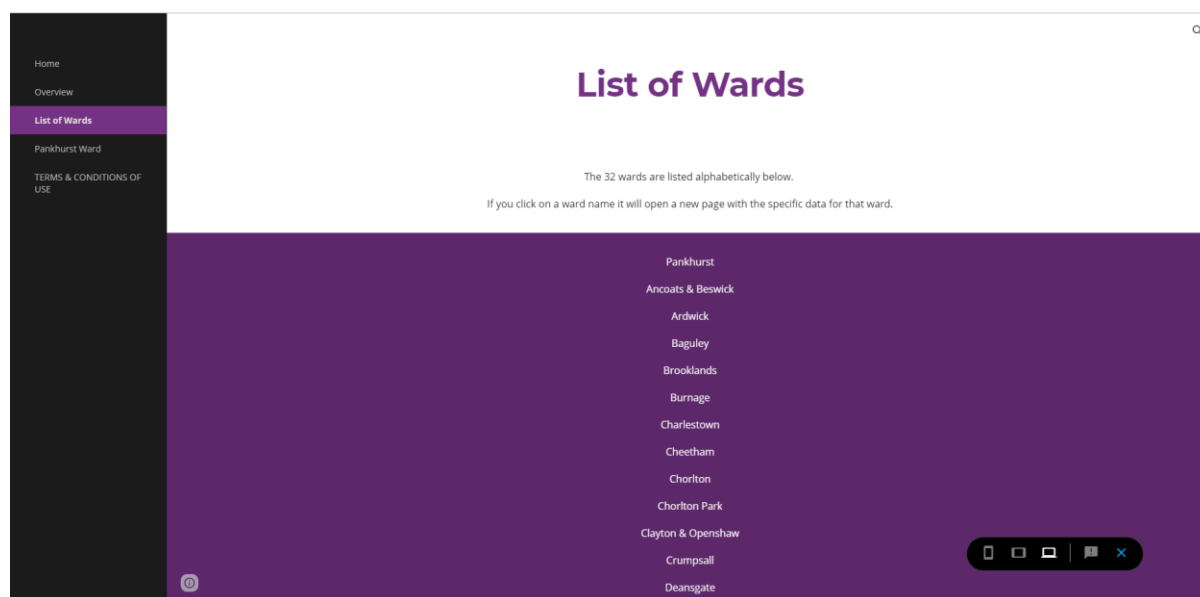
Flag	Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
	090189/FO/2009/S2	Land Bounded By Portway And (former Painswick Flats) Painswick Road Woodhouse Park Manchester M22 1GG	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways, Parks and Leisure, Affordable Housing (Unit)	Commencement	£30,000.00	£30,205.00	£19,205.29	C/1195/0001/93	Funds Committed (Spend Commenced)	
	092478/FO/2010/S2	Land Off Cornishway/ Ravenscar Crescent Woodhouse Park	Parks and Leisure		£10,000.00	£10,000.00	£10,000.00	C/1195/0001/108	Funds Reserved	Culmere Park
	099153/FO/2012/S2	Site Of Former Talisman Public House Corner Of Portway And Oatlands Road Wythenshawe Manchester M22 1BE	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£5,000.00	£5,000.00	£3,500.00	C/1195/0001/139	Funds Committed (Spend Commenced)	Painswick Park - pond

Viewing Portal

It is proposed to provide a new portal for viewing section 106 agreements for Councillors on a ward by ward basis. A new dedicated web portal is in development to support this aim (see screenshots below).



The information will be presented on a ward basis and Councillors will have access to all relevant agreements within their ward – the samples attached are for a Pankhurst Ward for information.



The format and content of the schedule is still to be decided but it is anticipated that there will be sufficient information available to answer most enquiries, further more detailed information can be requested from section106@Manchester.gov.uk.

Home
Overview
List of Wards
Pankhurst Ward
TERMS & CONDITIONS OF USE

Pankhurst Ward

This site has been created to deliver a user-friendly and easily-accessible source of information on section 106 agreements in the **Whalley Range** ward.

The data presented here is intended to provide an overview of activity in the ward, by detailing current section 106 agreements.

The data will be refreshed on a **monthly** basis with the latest available data.

List of Agreements

Reference	Location	Proposal	Decision Date	Financial	Link to Docs
FO12345/C2	Land Adjacent To Bioscience Incubator Building Grafton Street Chorlton On Medlock	Erection of new Research Laboratories with associated support accommodation, offices and conference facilities	24/07/2018	Yes	https://pa.manchester.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=HEZGJJBCC
FO23149/CS	University Of Manchester South Campus City	Landscape and Public Realm Improvements to University of Manchester Campus	11/04/2019	No	https://pa.manchester.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=J5U4ZWBC7

List of Agreements

s106_list_pankhurst : pankhurst					
Reference	Location	Proposal	Decision Date	Financial	Link to Docs
FO12345/C2	Land Adjacent To Bioscience Incubator Building Grafton Street Chorlton On Medlock	Erection of new Research Laboratories with associated support accommodation, offices and conference facilities	24/07/2018	Yes	https://pa.manchester.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=HEZGJJBCC
FO23149/CS	University Of Manchester South Campus City	Landscape and Public Realm Improvements to University of Manchester Campus	11/04/2019	No	https://pa.manchester.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=J5U4ZWBC7

A map will also be provided showing the agreements listed in the schedule in relation to the ward boundary. It is anticipated that there may be some other relevant mapping layers that could be added to this viewer to enhance and improve the user experience.

Home

Overview

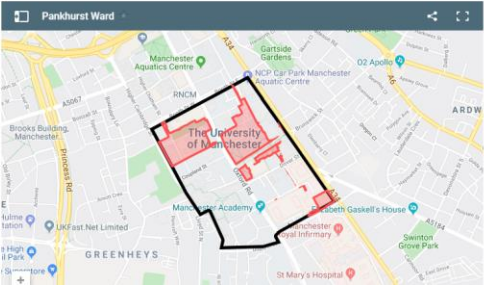
List of Wards

Pankhurst Ward

TERMS & CONDITIONS OF USE

FO12345/C2	Land Adjacent To Bioscience Incubator Building Grafton Street Chorlton On Medlock	Erection of new Research Laboratories with associated support accommodation, offices and conference facilities	24/07/2018	Yes	https://pa.manchester.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=HEZGUBCC0
FO23149/CS	University Of Manchester South Campus City	Landscape and Public Realm Improvements to University of Manchester Campus	11/04/2019	No	https://pa.manchester.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=BU4ZWBCF

Mapping



The map to the left gives an overview of all current agreements in the ward.

You can launching the map in full-screen mode (by clicking at the top right-hand corner)

Clicking on any individual site will also bring up a panel with details of the planning application, there is also a link to view the online planning documents (including a copy of the section 106 agreement).



Mapping



The map to the left gives an overview of all current agreements in the ward.

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Manchester City Council Report for Information

Report to: Resources and Governance Scrutiny Committee – 5 November 2019

Subject: Capital Requirements and Anticipated Borrowing

Report of: Deputy Chief Executive and City Treasurer

Summary

This report informs members of the Council's capital financing position, forecast borrowing, and the impact on the Council's balance sheet and revenue budget. The report also reviews the changes to PWLB borrowing rates announced in October.

Recommendations

The Committee is asked to note the contents of 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 capital approval process includes requirements for projects to review the impact on the zero-carbon target as part of the business case.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The capital programme contributes to various areas of the economy including investment in public and private sector housing, education and children's social care, transport infrastructure, major regeneration activities, environmental, cultural and leisure services.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The capital programme includes substantial investment in education and also provides opportunities for the construction industry to bid for schemes that could provide employment opportunities at least for the duration of contracts.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The capital programme includes investment in adult and children's social care, education, housing and the environment, cultural and leisure services, all of which contribute towards the strategy.

A liveable and low carbon city: a destination of choice to live, visit, work	Investment in all areas of the capital programme contributes towards this community strategy, notably the investment in sustainable and affordable housing, building schools for the future, transport, environmental and major regeneration programmes.
A connected city: world class infrastructure and connectivity to drive growth	The capital programme includes investment in highways infrastructure, and broadband expansion.

Contact Officers:

Name: Carol Culley
 Position: Deputy Chief Executive and City Treasurer
 Telephone: 0161 234 3406
 E-mail: carol.culley@manchester.gov.uk

Name: Janice Gotts
 Position: Deputy City Treasurer
 Telephone: 0161 234 1017
 E-mail: j.gotts@manchester.gov.uk

Name: Tim Seagrave
 Position: Group Finance Lead – Capital and Treasury Management
 Telephone: 0161 234 3445
 E-mail: t.seagrave@manchester.gov.uk

Background documents (available for public inspection): None

1.0 Introduction

- 1.1 This report seeks to update members on the Council's capital financing position, the role of internal borrowing in treasury management strategy, the current forecast borrowing requirement, interest rate expectations, borrowing strategy and the impact on the revenue budget.
- 1.2 The report also provides details and analysis on the changes to borrowing rates for the Public Works Loan Board (PWLb) announced in October.

2.0 Background

- 2.1 Local government has the power to make local decisions on capital activity, including the level and structure of borrowing undertaken to fund this activity. The Chartered Institute of Public Finance and Accountancy (CIPFA) provide two frameworks to inform this activity, the Prudential Code and the Treasury Management Code, and in addition there is guidance provided by MHCLG on investments and minimum revenue provision (MRP), which is the means by which the repayment of debt is accounted for within the revenue budget.
- 2.2 The Council adheres to the two Codes, and has regard to the guidance provided by MHCLG.

3.0 Context

- 3.1 Since the financial crisis in the late 2000's interest rates have been historically low, as shown in the graph at appendix A. During that time there has been a consistent and significant difference between interest rates on investments and debt of similar periods.
- 3.2 Under these circumstances, the Council's approach to managing debt has been to seek to minimise cash balances by delaying taking external debt. The implications of this is that the Council has had only relatively minor increases in interest-paying external debt over recent years, until £150m of debt was taken last year.
- 3.3 Balance sheet management is complex as it requires management across a number of years, and this includes the debt required to fund capital expenditure. Whilst there are clear links between capital activity and debt, there are other balance sheet items which influence the level of the Council's external debt.
- 3.4 When, for example, revenue reserves increase the cash associated with this is retained in the Council's bank account and can therefore be invested. However, in seeking to manage the balance sheet in a cost effective manner using that cash to fund capital expenditure in lieu of external debt can be cost effective. This is because the interest cost of external debt can be avoided until the cash is needed for its intended purpose, at the opportunity cost of the lower investment income lost. This is known as internal borrowing, as the Council is in effect borrowing from itself.

- 3.5 Such an approach is not without risk, as if interest rates become more expensive over time the cost of externally borrowing at the point the cash is required for its intended purpose may be more expensive than at the point the debt was originally required.
- 3.6 In managing this risk, it should be noted that the interest rate environment over the last five years has been relatively benign, and the Council's treasury management team actively monitor market rates to seek to mitigate this risk.

4.0 Changes in internal borrowing

- 4.1 By following a strategy to minimise cash the Council has significantly increased the internal borrowing position on the balance sheet. This can be seen by comparing the Council's Capital Financing Requirement (CFR), which is the accounting definition of the Council's indebtedness and is defined as being the sum of all capital expenditure funded by borrowing over time for which the Council has yet to provide repayment for, and the Council's external debt.
- 4.2 The table below shows this comparison over the last three financial years:

	CFR	External Debt	Internal Debt
	£'m		
2016-17	1,168.9	536.0	632.9
2017-18	1,237.1	530.3	706.8
2018-19	1,528.5	726.8	801.7

- 4.3 The revenue budget contains an annual budget for capital financing, which funds the cost of interest payments, Minimum Revenue Provision (MRP) which is explained in more detail in section 6, and an element of direct funding of the capital programme through revenue contribution to capital outlay. The capital financing budget for 2019/20 is c. £44.5m.
- 4.4 Internal borrowing has created revenue savings compared to the cost of externalising the debt and holding cash. To reflect this and to mitigate the risk that future debt may be at higher rates, on an annual basis any unspent capital financing budget is transferred to the capital financing reserve. This has the effect of smoothing the cost of borrowing for the Council across years, and by doing so seek to minimise the impact any changes in financial markets may have on the Council's overall revenue budget each year.
- 4.5 This has been a proactive decision given the relatively low interest for investments and the significant funding requirement for the capital programme, including the Town Hall project. Managing capital financing in this manner mitigates the borrowing requirement becoming an additional pressure on the revenue budget.

5.0 Interest rate expectations

- 5.1 The Council retains the services of a treasury management advisor, Link Asset Services, which provide an interest rate forecast based on the financial market's view of future Gilt rates and other market intelligence. Their latest forecast for PWLB debt, adjusted for the PWLB rate rise discussed in section 9, is shown below.

	Mar 2020	Mar 2021	Mar 2022
	%		
5yr PWLB rate	2.50	2.80	3.10
10yr PWLB rate	2.80	3.10	3.40
25yr PWLB rate	3.40	3.70	4.00
50yr PWLB rate	3.30	3.60	3.90

6.0 Borrowing Strategy

- 6.1 The borrowing strategy is based on aggregating the debt needs of the Council to achieve the optimum risk balance in debt management. This means that the Council borrows based on the CFR and its expected movements over time, rather than for specific projects.
- 6.2 Under the Prudential Code the Council must have a policy in place regarding Minimum Revenue Provision (MRP). This is an element of the revenue budget which is set aside to repay the principal element of debt associated with capital projects funded by borrowing, and is usually spread over the useful economic life of the asset. It is MRP which reduces the CFR over time, acknowledging that providing funding to repay debt reduces the overall indebtedness of the authority, and in this way it acts like depreciation on the Council's indebtedness.
- 6.3 Under the current economic conditions, the Council's borrowing strategy over recent years has been to borrow debt of durations which match to the future profile of MRP, so that the MRP included within the revenue budget in each future financial year is used in that year to repay external debt.
- 6.4 Based on the forward forecast of interest rates, under this strategy it is more cost effective to borrow the longer duration debt first. The current borrowing model assumes debt maturities from 2024-25 through to 2042-43.

7.0 Forecast borrowing requirement

- 7.1 The forecast borrowing requirement for the Council is made up of several parts including the internal borrowing position. It includes the projects which

are explicitly funded by borrowing, the use of capital and revenue reserves, the refinancing of maturing debt, and the minimum revenue provision.

- 7.2 The table below is based on the forecast capital and revenue monitoring at period 6, and shows the forecast borrowing requirement.

	2019-20	2020-21	2021-22	2022-23	2023-24
	£'m				
Borrowing for capital programme	149.8	194.2	146.7	116.8	43.2
Changes in capital reserves	(58.3)	29.2	28.5	(16.6)	(21.5)
Changes in revenue reserves	11.2	47.2	28.5	4.7	4.3
Replacement borrowing for maturing debt	30.5	3.0	7.3	8.3	2.9
MRP	(23.0)	(27.4)	(30.4)	(32.2)	(32.6)
Forecast Borrowing Requirement	110.2	246.2	180.6	81.0	(3.7)

- 7.3 This forecast will change over time as it is based on the expected position for all capital projects and revenue budgets at the end of each financial year. Should actual activity vary from these forecasts, it can and will have a material impact on the forecast borrowing.
- 7.4 One of the key elements which can impact the need to take debt is working capital, which for the Council is effectively the net debtor and creditor position at any given point in time. This is not explicitly included within the model, and is assumed to remain stable. Over recent years this has not been the case and there have been changes to working capital, but this is not something that can be easily modelled or forecasted. It is heavily influenced by, for example, the timing of the delivery of the capital programme, or the payment and receipt of business rates.

8.0 Revenue implications of new debt for the medium term

- 8.1 On the basis of the existing borrowing strategy, the forecast borrowing requirement and the expected path and structure of interest rates over the next five years it is therefore possible to model the forecast additional costs associated with the capital and revenue budget.
- 8.2 The table below shows the impact on the revenue budget of the forecast additional borrowing required in terms of interest costs and minimum revenue provision.

	2019-20	2020-21	2021-22	2022-23	2023-24
	£'m				
Forecast MRP from new capital borrowing	0.0	4.5	7.9	10.0	10.6
Forecast additional interest costs	1.6	7.2	14.3	18.3	19.2

- 8.3 The future borrowing requirement, and therefore the interest and MRP costs associated with it, is linked to the investment the Council is making in the delivery of the Our Town Hall project and the Highways Investment Programme, along with other capital investment.

9.0 PWLB rate policy change

- 9.1 The Council has access to the Public Works Loan Board (PWLB) for debt, which is an executive agency of the Treasury. Acting as a lender to the local authority sector, it provides debt at interest costs linked to the equivalent debt costs of Government, known as Gilts.
- 9.2 The PWLB published twice daily the standard rates available to local authorities for loans. The interest rate methodology is complex, but roughly equates to the equivalent of Gilts plus 100 basis points. This means that if the 20 year Gilt was 2.50% the Council would expect the PWLB rate to be 3.50%.
- 9.3 The City Council, by virtue of providing Government with information around expected borrowing and capital expenditure, has access to the certainty rate, which provides a discount of around 20 basis points on the standard rate or the equivalent of Gilts plus 80 basis points.
- 9.4 On the 9th of October the PWLB changed its policy to increase the margin on Gilts to Gilts plus 200 basis points, and therefore the margin on the certainty rate to Gilts plus 180 basis points. This means that interest costs on future debt have increased substantially. Interest rates on PWLB the Council already hold have not changed.
- 9.5 Treasury have taken this step as there had been a significant increase in local authority borrowing in recent months, driven by interest rates falling. As local authority debt forms part of the national debt, and amidst concern about local authorities investing in commercial assets in order to profit from the return, by increasing the interest cost Treasury want the demand for debt to fall.
- 9.6 By increasing rates by 100 basis points the interest costs now faced by the Council are similar to those towards the end of the 2018 calendar year, which were included within the assumptions for the capital financing budget set in February of this year.

- 9.7 Therefore, whilst the existing capital programme and forecast borrowing remains affordable, the true impact of the policy change is on the assumed capacity for further borrowing in the future.

10.0 Impact of PWLB policy change

- 10.1 In simple terms, the cost of debt for local authorities became more expensive immediately upon announcement of the policy change.
- 10.2 The policy change took PWLB rates back to where they were towards the end of 2018, and as such the existing capital programme was predominantly budgeted for at that time, meaning that the programme remains affordable.
- 10.3 There are some issues with projects which relate to either loan finance to a third party or are based on a spend to save proposal, where the financial arrangements will need to be reviewed to ensure that they continue to be robust. This work will be completed through the existing capital approval process as projects come forward for approval.
- 10.4 The table at paragraph 8.2 shows the forecast additional interest costs associated with the forecast borrowing requirement under the new PWLB rate. If the rate had not changed these would have been lower, and the impact is shown in the table below:

	2019-20	2020-21	2021-22	2022-23	2023-24
	£'m				
Forecast additional interest costs	1.6	7.2	14.3	18.3	19.2
Forecast additional interest costs	1.1	5.0	10.0	12.6	13.0
Difference	(0.5)	(2.2)	(4.3)	(5.7)	(6.2)
Cumulative difference	(0.5)	(2.7)	(7.0)	(12.7)	(18.9)

- 10.5 This highlights that perhaps the most significant impact on the Council is in regard to future borrowing capacity. The rate change means that the existing forecast borrowing becomes more expensive and therefore there will be less revenue budget available in future years to service further debt, alongside that future debt also now being more expensive.
- 10.6 The increase in borrowing cost will have an impact on the viability of future capital investment. For example, within the HRA the cost of borrowing to fund new homes has increased significantly which may mean that future schemes become unviable or will need redesign to value engineer costs out of the project due to the limited funding available within the business plan.

- 10.7 Where projects may have been pursued on a spend to save basis, the income from them will need to cover both MRP and the higher interest cost the Council faces, which may mean that they can no longer be self-funding. This could affect regeneration schemes where a return on investment was expected.

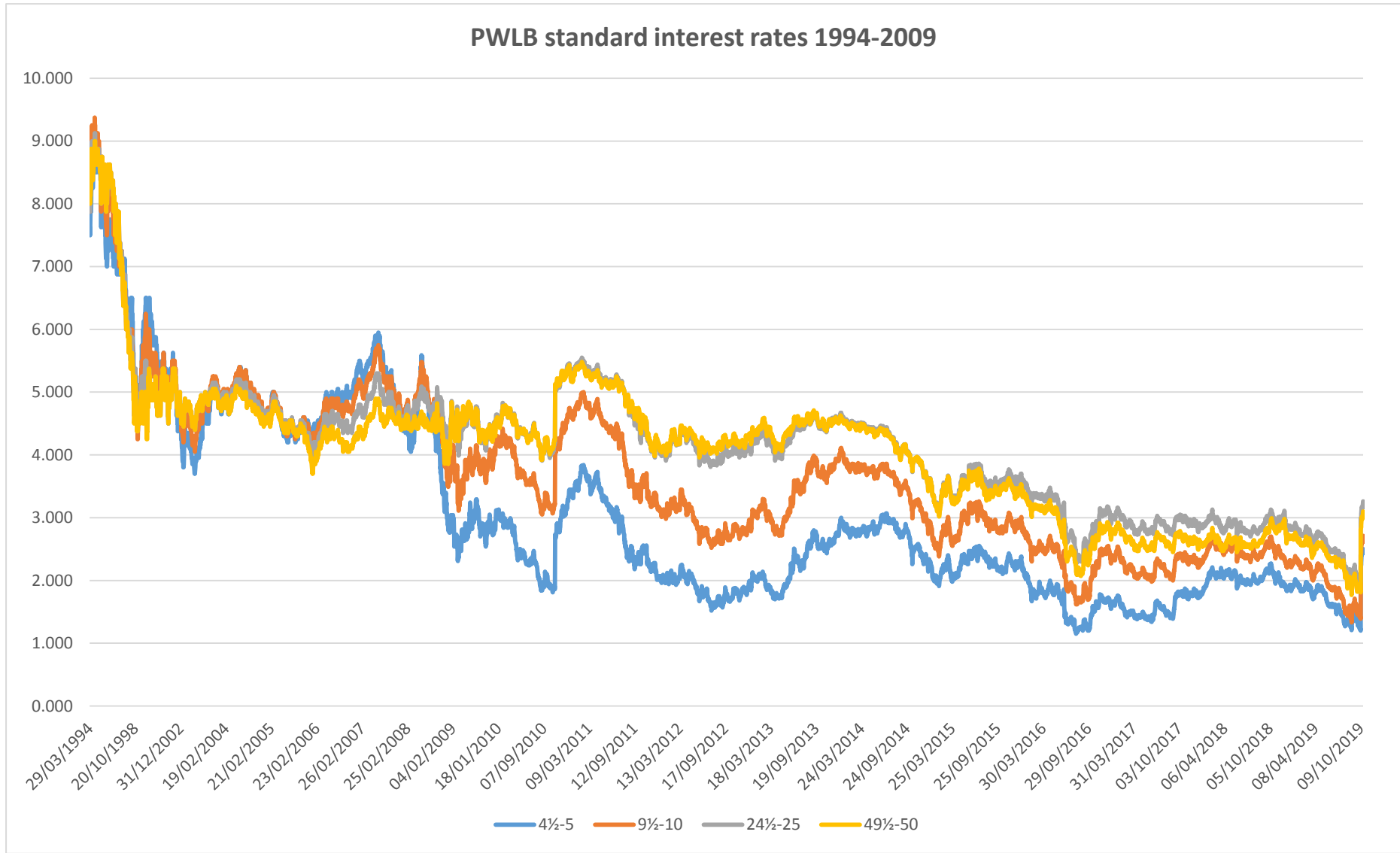
11.0 Response to PWLB policy change

- 11.1 Increasing the interest rate on PWLB debt creates an additional margin above Gilts which means that other institutions involved in financial markets may now be able to provide local authorities with debt solutions. Previously the relatively low level of Gilts meant other market participants could not easily find financial products for local authorities which could provide value for money. The increased margin on PWLB debt provides them with an opportunity which may allow the Council to borrow at rates below PWLB, but at the time of writing this report this market is still forming and therefore the availability of debt at such rates is still to be determined.
- 11.2 Once there is clarity on what financial markets may be able to offer, there will be a need to review the Council's borrowing strategy. There may be a case, for example, of looking to borrow for shorter duration and therefore at lower rates, if the Council feels this will provide value for money and is willing to accept the refinancing risk that this would create.

12.0 Conclusion

- 12.1 The Council's careful approach to treasury management and capital financing has been designed to mitigate the impact of the expected future capital financing budget requirement, and to avoid where possible the cost of carrying cash alongside debt.
- 12.2 The Council is extremely disappointed by the decision to change PWLB interest rates. Whilst understanding the concerns about increasing borrowing levels, the change penalises authorities such as Manchester which have been prudent and made sensible decisions.
- 12.3 The rate change may call into question the viability of future capital projects, such as those for housing and regeneration, as the business models for such investment are already challenging. The demand for construction services in Manchester creates a cost pressure and for some schemes the associated income stream may also be restricted, for example due to the Local Housing Allowance. By increasing financing costs under these circumstances, there is a risk that such schemes may not be viable.
- 12.4 The Council is lobbying Government to review this change, and to look at the case for a differential rate which recognises borrowing to fund housing, regeneration and infrastructure schemes that are clearly in line with local authority strategic objectives, rather than for commercial investments.
- 12.5 The Committee is asked to note the contents of this report.

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 5 November 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.	A response to this recommendation is included as an Item for Information in this Overview Report.	James Binks
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 to this recommendation is included as an Item for Information in this Overview Report.	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	The Director of Homelessness has confirmed he will produce a response for the November meeting of the Committee	Mike Wright

		Housing Allowance rates on a ward basis.		
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	<p>The Director has contacted the Head of Housing Services, Strategic Housing who acts as a conduit between the Council and registered providers in the city.</p> <p>The Head of Housing has confirmed that there are regular meetings with our registered provider partners that cover a whole range of issues. None have suggested any issues with helping customers claim benefits or seeking APPAs when required.</p> <p>The RPs do complain about delays in getting Alternative Payment arrangements (where payments are paid direct to the housing provider) approved by DWP. This issue is picked up with the local DWP liaison link.</p>	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 Director of Homelessness has confirmed he will produce a response for the November meeting of the Committee	Mike Wright Fiona Worrall Nicola Rea

		<p>the strategic review to be completed and anticipated costs.</p> <ul style="list-style-type: none"> • Who will be involved in the review; and • The budget provision afforded to the review 		
8 Oct 2019	RGSC/19/54 ICT update	To request that the Interim Director of ICT provide a briefing note on the replacement of the Council's telephony system	<p>The telephony system was upgraded in 2015 to the latest software level (V7.6), which comes with a guaranteed bug fix and patch support to 2020.</p> <p>The upgrade was undertaken following a workshop with BT in 2014 as part of the telephony installation programme, at which point we were made aware that the system would be out of support in 2020.</p> <p>In November 2018 BT confirmed that we were on the latest software release and no further action would be possible in terms of hardware and software updates.</p>	Ian Grant
8 Oct 2019	RGSC/19/54 ICT update	To request that the Interim Director of ICT provide information on the gender profile and BAME split of staff within ICT	<p>Demographics for the whole Service: -</p> <p>BAME - 15.75%</p> <p>Gender split is 23.6% women, 76.4% men</p> <p>Demographics for Apprentices</p> <p>7 apprentices within ICT, the breakdown of these is as follows;</p> <p>BAME - 50%</p> <p>Gender split is 40% women 60% men.</p>	Ian Grant

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 **28 October 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.					
TC821 - Framework for the supply of Desktop Hardware 2019/03/01A 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.	City Treasurer (Deputy Chief Executive)	Not before 1st Apr 2019		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk
Collyhurst Regeneration Ref: 15/005 The approval of capital expenditure for land and buildings in Collyhurst.	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Eddie Smith, Strategic Director (Development) e.smith@manchester.gov.uk
Leisure Services - External Ref: 2016/02/01C The approval of capital expenditure on external Leisure Services land and buildings.	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Lee Preston l.preston2@manchester.gov.uk
Capital Investment in schools Ref: 2016/02/01D	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk

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

TC969 - Provision of LAN AND WLAN 2019/03/01E MCC requires a delivery partner to refresh the hardware in the Comms Rooms and to design, test and implement a fit for purpose Software Defined LAN and Wifi.	City Treasurer (Deputy Chief Executive)	Not before 1st May 2019		Report and Recommendation	Andrew Blore a.blore@manchester.gov.uk
TC986 - SAP support and maintenance (2019/03/01F) To provide support to the SAP team in order to resolve incidents.	City Treasurer (Deputy Chief Executive)	Not before 1st May 2019		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk
Provision of Telephony / Unified Communications 2019/03/01G To seek approval to award a contract to a single supplier for the provision of Telephony / Unified Communications across the Council.	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
Wide Area Network provision 2019/03/01L	City Treasurer (Deputy Chief Executive)	Not before 29th Mar 2019		Report and Recommendation.	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk

To appoint a supplier to provide our Wide Area Network Solution.					
Heron House 2019/03/01P Disposal by Leasehold of office accommodation at Heron House.	Chief Executive	Not before 1st Apr 2019		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk
Manchester Active Annual Contract Renewal 2020 2019/04/02B To consider the renewal of the contract for the delivery of the Manchester Sport and Leisure Strategy.	City Treasurer (Deputy Chief Executive)	Not before 1st Jan 2020		Contract report and performance report for the 2019/20 annual contract.	Rebecca Livesey r.livesey@mcractive.com
TC447 - Contract for a Bill Payment Service via Post Office Counters (and other Outlets) 2019/04/12B To appoint a supplier to provide a Bill Payment Service via Post Office Counters (and other Outlets).	City Treasurer (Deputy Chief Executive), Deputy Chief Executive	Not before 12th May 2019		Report and Recommendation	Julie Price j.price2@manchester.gov.uk,
To report on changes to the Council's Allocations Scheme. 2019/04/25D	Executive	16 Oct 2019		Revised Allocations Scheme	Martin Oldfield m.oldfield@manchester.gov.uk

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

House of Sport (2019/07/26A) 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.	City Treasurer (Deputy Chief Executive)	Not before 3rd Oct 2019		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	Richard Cohen r.cohen@manchester.gov.uk
Hammerstone Road Depot refurbishment (2019/07/30A) The approval of capital expenditure to refurbish the depot to increase utilisation, reduce carbon emissions and improve the accommodation.	City Treasurer (Deputy Chief Executive)	Not before 2nd Sep 2019		Checkpoint 4 Business Case	Georgia Cayton, Estates Service Lead Tel: 0161 234 4659 g.cayton@manchester.gov.uk
Manchester Regional Arena - Indoor & Outdoor Athletics Track Replacement (2019/08/01A) The approval of capital expenditure for the refurbishment works on	City Treasurer (Deputy Chief Executive)	Not before 30th Sep 2019		Checkpoint 4 Business Case	Neil Fairlamb N.Fairlamb@manchester.gov.uk

both the indoor and outdoor athletics tracks at Manchester Regional Arena.					
CCTV System Replacement (2019/08/19A) To appoint a supplier to replace the Council's CCTV operating system and associated storage servers.	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Contract Report with recommendation	Danny Holden d.holden1@manchester.gov.uk
Fire Risk Assessment (FRA) in Low Rise Properties, retirement properties and offices (2019/09/12A) 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.	City Treasurer (Deputy Chief Executive)	Not before 11th Oct 2019		Checkpoint 4 Business Case	Martin Oldfield m.oldfield@manchester.gov.uk
OTH - Early Works (3) prior to Notice to Proceed (2019/09/12B)	City Treasurer (Deputy Chief Executive)	Not before 11th Oct 2019		Business Case Early Works (3) prior to Notice To Proceed	Jared Allen j.allen4@manchester.gov.uk

Approval to spend Capital Budget on Early Works					
Section 22 Empty Homes Pilot Agreement with Mosscares St Vincent's Housing Group (2019/09/23A) The approval of £2m capital expenditure from the Housing Affordability Fund for Section 22 Empty Homes Pilot Agreement with Mosscares St Vincent's, to acquire, refurbish and sell empty homes/stock surplus to requirement to first time buyers/owner occupiers.	City Treasurer (Deputy Chief Executive)	Not before 22nd Oct 2019		Checkpoint 4	Martin Oldfield m.oldfield@manchester.gov.uk
Commercial Wharf Lease and Refurbishment (2019/09/24A) To enter into a lease for a term of 5 years and to complete a refurbishment of the property	City Treasurer (Deputy Chief Executive)	Not before 31st Oct 2019		Draft Lease document and Checkpoint application	Julie Heslop julie.heslop@manchester.gov.uk
Highways Structures Improvements (Ref:2019/10/23A)	City Treasurer (Deputy Chief Executive)	Not before 23rd Nov 2019		Checkpoint 4 Business Case	Colin Butterworth c.butterworth@manchester.gov.uk

The approval of capital expenditure to undertake remedial works on highway structures identified from Principal Bridge Inspections					
Great Ancoats Street Improvement Works (Ref:2019/10/23B) The approval of capital expenditure for the purpose of highway improvement works to Great Ancoats Street.	City Treasurer (Deputy Chief Executive)	Not before 23rd Nov 2019		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk
Development and Growth					
The Courtyard, Royal Mills (2019/07/26B) Release of capital to acquire the Long Leasehold interest of 'The Courtyard', Royal Mills.	City Treasurer (Deputy Chief Executive)	Not before 28th Aug 2019		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk

<p>Delivering Manchester's Affordable Homes to 2025 - Disposal of sites (2019/09/05B)</p> <p>To agree the disposal of sites in Council ownership for the provision of affordable homes</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with Strategic Director (Growth and Development) and Executive Members for Housing and Regeneration and Finance and HR</p>	<p>Report and Recommendations</p>	<p>Steve Sheen s.sheen@manchester.gov.uk</p>
<p>Land Disposal at Blackrock Street, Beswick (2019/09/11C)</p> <p>To agree the disposal of land at Blackrock Street, Beswick to One Manchester to facilitate the delivery of 25 social rent homes.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 10th Oct 2019</p>		<p>Executive report - 16.10.19 Executive Report - Eastlands Regeneration Framework 13.12.17 and 13.03.19 Economy Scrutiny and Executive Report – Delivering Manchester's Affordable Homes to 2025 06.09.19 & 11.09.19</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>

Neighbourhoods					
Provision of Neighbourhood Services Case Management System TC1024 (2019/09/10A) To appoint a supplier to provide a Neighbourhood Services Case Management System . This is a Software case management application for public protection and licensing services.	City Treasurer (Deputy Chief Executive)	Not before 3rd Feb 2020		Confidential Report with Recommendation	Rachel Williams rachael.williams@manchester.gov.uk
Highways					
A6 Stockport Road 2019/03/01K The approval of capital expenditure to provide additional lane width to the A6 Stockport Road and a cycle bus stop bypass.	City Treasurer (Deputy Chief Executive)	Not before 29th Mar 2019		Checkpoint 4 Business Case	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk
Hyde Road A57 Pinch Point Widening 0 2019/06/19A The approval of capital	City Treasurer (Deputy Chief Executive)	Not before 19th Jul 2019		Checkpoint 4 Business Case	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk

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.					
Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/08/07B) To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment.	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Contract Report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk
Framework for The Supply of Dense Bituminous Macadam (DBM) & Associated Products TC012 (2019/08/29B) To appoint more than one supplier to a framework for the supply Dense Bituminous Macadam (DBM) & Associated Products	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Report and Recommendation	Robert Kelk, Procurement Manager r.kelk@manchester.gov.uk

Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/09/03B) To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment.	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential contract report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk
Highways Investment Programme - Large Patching Programme (2019/10/02A) The approval of capital expenditure for the purpose of Highways Investment Programme Patching Programme 2019/20 & 2020/21	City Treasurer (Deputy Chief Executive)	Not before 30th Oct 2019		Checkpoint 4 Business Case	Kevin Gillham k.gillham@manchester.gov.uk
Highways Maintenance Defect Repairs TC1039 (2019/09/03C) To seek approval to award a Contract to one supplier to undertake a backlog of all current highway defect repairs	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

Surfacing of Carriageways - TC040 (2019/09/11B) To seek approval to award a Framework agreement to 3 suppliers to undertake the re-surfacing of carriageways within the Manchester boundaries.	City Treasurer (Deputy Chief Executive)	Not before 2nd Dec 2019		Confidential Contract Report with Recommendation	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk
Proprietary treatments to Carriageways & Footways TC041 (2019/09/11D) To seek approval to award a Framework agreement to 4 suppliers to provide proprietary treatments to carriageways and footways within the Manchester boundaries.	City Treasurer (Deputy Chief Executive)	Not before 2nd Dec 2019		Confidential contract report and recommendation	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk
Children and Families					
Extra Care - Russell Road LGBT Project 2019/03/01H 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.	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Checkpoint 4 Business Case	Steve Sheen s.sheen@manchester.gov.uk

Extra Care - Millwright Street Project 2018/03/011 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.	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					
TC1041 - TEC Phase 1 - Falls protection / Panic Alarm and GPS Tracking (2019/08/23A) To appoint a supplier to provide falls protection / panic alarms with GPS Tracking.	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
TC1042 - TEC Phase 1 - Movement and Environmental Sensors that analyse and sense those at risk of falling (2019/08/23B) To appoint a supplier to provide movement and environmental sensors that analyse and sense those at risk of falling	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk

TC1043 - TEC Phase 1 - Movement and Environmental Sensors that analyse movement patterns (2019/08/23C) To appoint a supplier to provide movement and environmental sensors that analyse movement patterns.	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
TC1044 - TEC Phase 1 - Movement and sensors that allows remote physio (2019/08/23D) To appoint a supplier to provide movement sensors to allow remote physio	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
TC1045 - TEC Phase 1 - Falls Prevention (2019/08/23E) To appoint a supplier to provide specialist ICT equipment that prevents falls in the home	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
TC1046 - TEC Phase 1 - TEC Digital Platform (2019/08/23F)	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk

To appoint a supplier to create a central database to collate and analyse the data received from the TEC devices.					
Adult Social Care Commissioned Service Fees Uplift (2019/10/11A) To approve uplifts to fees for adult social care providers for financial year 2019/20.	Executive Director of Adult Social Services	Not before 11th Nov 2019		Report and recommendation	David Roberts david.roberts28@nhs.net
Education and Skills					
Q20347 Consultant for EYES data Migration. 2019/04/25A Contract is to support Manchester City Council with the migration of their Education Management System away from Capita One towards the Liquidlogic EYES solution.	City Treasurer (Deputy Chief Executive)	Not before 1st Jun 2019		Report and Recommendation	Jon Nickson j.nickson@manchester.gov.uk

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

3. Item for Information

Subject	Response to recommendation: RGSC/19/20 Our Manchester - financial impact on decision making and business planning
Contact Officers	<p>Helen Grantham Interim Director of HR/OD Telephone: 0161 600 8380 E-mail: helen.grantham@manchester.gov.uk</p> <p>Jennifer Green Director of Strategic Communications Telephone: 0161 234 4420 E-mail: j.green1@manchester.gov.uk</p> <p>James Binks Director of Policy, Performance and Reform Telephone: 0161 234 1146 E-mail: j.binks@manchester.gov.uk</p> <p>Peter Kelly Head of Organisational Development Tel: 0161 245 7174 E-mail: peter.kelly@manchester.gov.uk</p>

Summary

At its meeting in March 2019, the Committee made the following recommendation:
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.

Response

1. Introduction

1.1 The purpose of this report is to update members on the work to support and empower our workforce, in particular front line staff, to engage with residents effectively, using Our Manchester approaches. This is part of the Our Manchester Campaigning Engagement Framework that has recently been developed.

2. Background

2.1 The objectives of the Campaigning Engagement Framework are to:

- Raise the visibility of the Our Manchester approach
- Encourage our workforce to work differently and try something new, and our communities to get more involved

- Share examples of Our Manchester in action, such as:
 - West Gorton GP surgery, where Manchester Active have helped patients with COPD (Chronic Obstructive Pulmonary Disease) to become more active and confident managing their own health
 - 'The Bread and Butter Thing', a charity that provides discounted grocery products to residents in poverty through a network of community centres, funded through Our Manchester

2.2 Work is also under way with partner organisations across the city to better join up our resident engagement activities. This is part of the Bringing Services Together for People in Places (BST) programme.

2.3 The insight gained from resident engagement activities will influence policy and practice across the organisation, with clear communications back to residents to set out what has changed and how.

2.4 The four key objectives are:

1. To build capacity in communities to support people who need it
2. To improve trust and how we work with residents
3. To support our front line staff with the skills to work effectively with residents
4. To inspire communities to get involved

2.5 This update sets out progress and plans for objective 3 above which will:

- Increase understanding of the Our Manchester approach
- Empower front line staff and ensure they have the skills to engage effectively with people
- Help our workforces to get the basics right, do what we say we will, listen to and understand residents' lives, and help people to fix things themselves.
- Support staff to engage with diverse communities across the city, recognising that communities are changing all the time

3. Current training and development

3.1 The recent Our Manchester Self Assessment has demonstrated that there is an inconsistent approach to resident engagement across the council. This is being addressed with a range of tools and support across the Council and with partners. There is a range of learning and development opportunities including support for on the job learning, shadowing, hot desking with front line teams and volunteering days.

3.2 Specific engagement skills

3.2.1 Strengths Based Development Programme (SBDP). This course helps staff to understand the strengths in a resident's life, what matters to them, how to 'work with, not do to' people, and shape support around what is really important to people, rather than deliver a standard service.

3.2.2 SBDP is a one day course that has been co-designed with health and social care partners. The programme was launched in April 2019 after being tested with 70 staff from across health and social care. A total of over 250 people have participated and 25 staff have volunteered and been trained as facilitators. It is open to anyone who works in the public or voluntary sector in the city.

3.2.3 The course aims to:

- Enable staff to understand what we mean by Our Manchester and strengths based approach
- To create an emotional connection and buy-in to it
- To provide some practical tools and techniques to put this way of working into practice
- To enable an understanding of the strengths of communities

3.2.4 Priority groups of staff for this programme are:

- Adults social care assessment staff - to help them apply the new strengths based model of assessment
- Staff working on Learning Disabilities New Builds Project - to encourage and enable staff to approach support to residents with learning difficulties differently
- Neighbourhood Managers
- Health Development Co-ordinators and their managers as part of Integrated Neighbourhood Teams (INTs)
- Our Manchester voluntary sector partners & parent champions
- Staff from the Contact Centre

3.2.5 Person, Partner and Place Training Programme (PPP). This is a two-day programme to help staff apply asset-based approaches to conversations with residents. The programme is open to health and social care staff who have a one-to-one consulting, advising or supporting role and are working in the public or voluntary sector in Manchester.

3.2.6 The course aims to:

- Support staff to provide the best possible person-centred care through the use of asset-based approaches
- Support staff to use a range of approaches, techniques and practical skills in person-centred coaching, motivational interviewing and care and support planning.
- Offer skill practice & development

3.3 Directorate/service specific training

3.3.1 There are also specific programmes that are aligned to distinct roles within directorates. For example:

3.3.2 Children's Locality Leaders Programme. This programme will be launched in December 2019. It aims to improve outcomes for children through, restorative

approaches, asset-based based approaches, trust, system working, system leadership. Our Manchester approaches to resident engagement are a core part of the programme. The programme will be offered to 52 children's services staff from the Council and partners who have a leadership role in localities

3.3.3 Signs of Safety. The Signs of Safety practice model used by Children's Social Workers and Early Help Practitioners is an approach which enables staff to take strengths-based approaches when working with residents. This is embedding Our Manchester approaches throughout social work practice. All children's services practitioners attend a two-day course.

3.4 Support available to managers and staff across the Council

3.4.1 Leadership and Management Programmes. The Our Manchester Leadership and Management Programmes, Raising the Bar and Aspiring Managers courses are designed to support managers develop the skills needed to become great managers. This includes learning skills to improve resident engagement.

3.4.2 MCRVIP (Manchester Volunteer Inspire Programme). This is a new volunteering platform that offers staff opportunities to undertake more people-focused volunteering work. This is not traditional training, but supports staff to connect and engage with residents, and learn first hand by immersing themselves in our communities.

4. Next steps

4.1 Building the capacity of our workforce to work in Our Manchester is a key priority of the Our People Strategy, which will be refreshed in early 2020. In addition there is ongoing work with key partner organisations to align the support offer where possible and maximise the impact of the programmes offered.

4.2 Further areas for development include

4.3 Universal support for all staff:

- Universal tools, guidance, training for staff working across different neighbourhoods, localities and services. This could include, for example, the development of a 'conversation toolkit' for staff, and an easy to access database of community assets across the city
- Volunteering support: Building on the MCR VIP, Hour Manchester and the Council's Employee Volunteering Days policy to strengthen this capacity

4.4 Specialist support for staff with particular responsibilities for resident engagement:

- Tools to support staff in how to engage with diverse communities across the city, recognising that communities are changing all the time
- Broaden the offer of the strengths-based development programme to neighbourhood leads from children's, neighbourhoods, policing and community safety, work and skills and housing provider staff, through the

Bringing Services Together for People in Places programme. Also identify those services where there is the greatest need from the Our Manchester self-assessments of Council services

- Consider a leadership and management development offer as part of the next phase of the strengths-based development programme
- Build the Our Manchester approach to engagement into job profiles as appropriate
- Build the approach into career pathways, for example including induction for new staff, and into established progression routes such as those for social workers
- Build the approach into the project management methodology and training for staff across the Council
- Encourage social forms of learning about Our Manchester, for example through greater use of mentoring, shadowing and buddying

5. Conclusion

5.1 This report sets out the existing development offer for staff to engage more effectively with residents. The next steps set out the work to improve this offer over time, creating a more coherent framework with more consistent standards. The review of provision will take place alongside the refresh of the Our People Strategy.

3. Item for Information

Subject Response to recommendation: RGSC/19/44
Revenue and Benefits Annual Report

Contact Officers Julie Price
Director of Customer Services and Transactions
Telephone: 0161 953 8202
Email: j.price2@manchester.gov.uk

Summary

At its meeting in September 2019, the Committee made the following recommendation: 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

Response

The question raised was in relation to the ownership and Council Tax liability for those properties where the Council Tax long term empty (LTE) premium is being charged, doubling the amount of Council Tax payable.

Ownership

At the time of writing, there are 393 properties where the LTE premium is being charged. The table below breaks down those properties between those owned by the Council, those owned by Registered Social Landlords (RSLs) and those privately owned.

	Number of empty properties	% of empty properties
Council owned	104	26
RSL owned	39	10
Privately owned	260	64

In all cases, someone or some organisation had been identified as liable to pay Council Tax and was being appropriately billed.

Within this group there were 27 cases where no one was identified as the owner of the property, however, this may just mean that the owner has not been recorded on the Council Tax billing system. An exercise will be undertaken to check all these properties against The Land Registry to identify the owners.

4. Resources and Governance Scrutiny Committee - Work Programme – November 2019

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 	Cllr Stogia (Exec Member for Environment, Planning and Transport)	Eddie Smith Julie Roscoe	

	<ul style="list-style-type: none"> • The structure of consultation with Ward Councillors; • 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	
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 	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley Janice Gotts	

	likely to be; and • How those repayments are likely to 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 **PLEASE NOTE NEW DATE AND TIME OF THE MEETING
(Report deadline Friday 22 November 2019)

Theme – To be determined

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Northwards Housing Repairs and Maintenance Contract	To receive a report on the Northwards Housing Repairs and Maintenance Contract.	Cllr Ollerhead (Exec Member for Finance and HR) Cllr Richards (Exec Member for Housing and Regeneration)	Carol Culley	Part B Executive Report
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) ** PLEASE NOTE DEADLINE DUE TO CHRISTMAS HOLIDAYS

Theme – To be determined

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Budget 2020/21 – Officer proposals	The Committee will receive a report outlining the main changes to delivery and funding arrangements. Savings included as officer options to be debated.	Councillor Ollerhead (Exec Member for Finance and HR)	Carol Culley	There will be no detailed business plans for Directorates included in this report
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. New items added are highlighted in blue)				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Implementation of Liquid Logic	To receive a report on how the implementation of Liquid Logic has gone, including how it is being utilised and the benefits that are being derived from its use	Cllr Ollerhead (Exec Member for Finance and Human Resources)	Ian Grant	Date to be confirmed
Our Transformation – progress update	To receive progress report which will include practical examples of the difference being made as part of this piece of work	Cllr Ollerhead (Exec Member for Finance and Human Resources)	Carol Culley Fiona Ledden	Date to be confirmed
Income Generation	To receive a more detailed report on income generation across key areas of the Council and include:- <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 	Cllr Ollerhead (Exec Member for Finance and Human Resources)	Carol Culley Fiona Ledden	Date to be confirmed Requested at RGSC meeting on 16 July 2019 (see minute RGSC/19/40)

	<p>provides for social reasons and those it provides solely to make profit; and</p> <ul style="list-style-type: none"> • what other local authorities are doing around income generation which the Council could possibly look to emulate 			
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; • 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. 	<p>Councillor Nigel Murphy (Deputy Leader)</p> <p>Cllr Ollerhead (Exec Member for Finance and HR)</p>	<p>Jen Green Fiona Ledden Carol Culley Janice Gotts Kate Waterhouse</p>	<p>Date to be confirmed</p> <p>Potentially December 2019</p>
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; 	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley Janice Gotts	December 2019/January 2020

	<ul style="list-style-type: none"> • 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. 			
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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