



## **Resources and Governance Scrutiny Committee**

Date: Tuesday, 7 January 2020

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

**There will be a private meeting for Members only at 9.30am in Committee Room 6 (Room 2006), 2nd Floor of Town Hall Extension**

### **Access to the Council Antechamber**

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

### **Filming and broadcast of the meeting**

Meetings of the Resources and Governance Scrutiny Committee are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

## **Membership of the Resources and Governance Scrutiny Committee**

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

## Agenda

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**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**

7 - 14

Draft minutes of the meeting held on 3 December 2019 attached

Committee is requested approve the minutes as a correct record or make any necessary amendments

**5. The Council's Updated Financial Strategy and Budget reports 2020/21**

15 - 28

Report of the Chief Executive and the Deputy Chief Executive and City Treasurer attached

This report provides an update on the Council's overall financial position and sets out the next steps in the budget process, including scrutiny of the draft Budget proposals and Budget report by this Committee. Each Scrutiny Committee will receive a budget report aligned to its remit. The report also outlines the officer proposals for how the Council could deliver a balanced budget for 2020/21, the details of which will be discussed at the relevant scrutiny committees.

**5a. Council Business Plan 2020/21**

29 - 64

Report of the Chief Executive attached

This report presents the draft Council Business Plan for 2020/21.

- 5b. Corporate Core Budget Report 2020/21** 65 - 86  
Report of the Deputy Chief Executive and City Treasurer, and City Solicitor attached
- This report sets out the Corporate Core medium term financial plan and budget proposals for 2020/21. The report should be read in conjunction with the Council's overarching Business Plan report.
- 6. Capital Investment Pipeline and Priorities** 87 - 114  
Report of the Deputy Chief Executive and City Treasurer attached
- This report provides a summary of the Council's proposed capital investment priorities, which will be included in the Capital Strategy report to Executive in February.
- 7. Draft 'Our People Plan 2020/23** 115 - 124  
Report of the Interim Director of HR and OD attached
- This report provides an update on the development of Our People Plan 2020/23 to deliver Our People strategy and gives an opportunity for the Committee to comment on initial proposals.
- 8. Workforce Intelligence Update and Overview of Vacancies** 125 - 178  
Report of the Interim Director of HR and OD attached
- This report outlines the current highlights from the Quarter 2 2019/20 Workforce Dashboards for the Committee's information and provides detail on the current vacancies across the organisation.
- 9. Overview Report** 179 - 212  
Report of the Governance and Scrutiny Support Unit attached
- 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.
- 10. Exclusion of Press and Public**  
The officers consider that the following item contains exempt information as provided for in the Local Government Access to Information Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The Committee is recommended to agree the necessary resolutions excluding the public from the meeting during consideration of this item.

- 11. **Capital Investment Pipeline and Priorities - Strategic Investment Proposal (Part B)**  
Report to follow

## Information about the Committee

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

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

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

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

Agenda, reports and minutes of all Council Committees can be found on the Council's website [www.manchester.gov.uk](http://www.manchester.gov.uk).

Smoking is not allowed in Council buildings.

Joanne Roney OBE  
Chief Executive  
Level 3, Town Hall Extension,  
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## Further Information

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

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This agenda was issued on **Monday, 23 December 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

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## **Resources and Governance Scrutiny Committee**

### **Minutes of the meeting held on Tuesday, 3 December 2019**

**Present:** Councillor Lanchbury (In the Chair)  
Councillors A. Ali, Andrews, Clay, Davies, B. Priest, A. Simcock and Stanton

**Also present:**

Councillor N Murphy, Deputy Leader  
Councillor Ollerhead, Executive Member for Finance and Human Resources  
Marc Hudson, Resident of Manchester

**Apologies:** Councillors Moore, Rowles, Russell, Wheeler and Wright

#### **RGS/19/68                      Appointment of a Chair**

In the absence of Councillor Russell, a nomination was sought for the chair of the meeting. Councillor Lanchbury was nominated and seconded.

#### **Decision**

To appoint Councillor Lanchbury as Chair of this meeting.

#### **RGS/19/69                      Communications Service Plan – Review**

The Committee considered the report of the City Solicitor and Director of Strategic Communications that provided an update on the delivery of the Communications Strategy for 2019/20.

The main points and themes within the report included: -

- Providing a background and introduction;
- Describing progress in 2019/20 against the key delivery themes;
- An update on participation and engagement;
- Information on service organisation and governance; and
- The next steps for the remainder of the year.

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

- Information was sought on the American firm Granicus and its role within the Public Sector;
- Was the approach to local, targeted communications appropriate;
- Was there capacity to be able to provide information in other formats, with particular reference to text to voice services, and how are these services publicised;
- Was there any intention to expand the Design Studio as a means to generate income;

- Were online forms that residents used to contact the Council regularly reviewed; and
- Did the existing commercial relationship with the Manchester Evening News potentially prevent objective reporting of the Council.

The Director of Strategic Communications stated that Granicus provided their service via the GovDelivery platform, commenting that this was utilised by a range of public sector organisations, including the NHS and the Met Office. In response to a question regarding the number of Local Authorities using this platform, the Director of Strategic Communications stated that an exact number would be circulated following the meeting, she added that it was the most used system across Local Authorities.

The Director of Strategic Communications stated that services across the Council had been encouraged and supported to develop and deliver their own communications and dialogue with residents. She stated that it was important that local conversations were undertaken with residents, noting that staff had been trained to support this activity, and work continued to support and strengthen this devolved approach.

The Director of Strategic Communications stated that the Council's website had been updated so as to provide a text to voice facility and printed material could be provided in a variety of languages and formats. She stated that it was important to use the most appropriate channel and medium to communicate with residents, adding that letters were sometimes more appropriate than a digital format to ensure the views of the target audience were captured, noting the importance of this when consulting on budget proposals.

The Director of Strategic Communications informed Members that the website was regularly tested and user feedback was always welcomed and responded to, so as to ensure the online system was user friendly.

The Director of Strategic Communications informed the Committee that the Design Studio had worked primarily with the third sector and partner organisations as a priority. She informed Members that the approach adopted was always to meet the priorities of the Council before expanding this offer further, adding that this would always be undertaken with the values of the Council taken into consideration.

The Director of Strategic Communications stated that the Council was statutorily obliged to display public notices in print and online, however she clarified that the commercial business of the Manchester Evening News was distinct and separate from the news and editorial section of the paper. She further informed Members that if the Committee had concerns about this relationship this could be discussed further when the contract was reviewed in May 2020.

## **Decision**

To note the report.



## **RGS/19/70                      The Council's approach to consultation**

The Committee considered the report of the Deputy Chief Executive and City Treasurer that provided an overview of the Council's approach to consultation with Manchester residents, and next steps for taking this forward.

The main points and themes within the report included: -

- Describing the Council's current approach to consultations;
- Support from the Corporate Core;
- Recent examples of consultations;
- Issues and challenges identified;
- Consultations within other Greater Manchester Authorities; and
- Next Steps.

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

- What information was legally required to be provided when delivering a consultation, and what could be done to ensure this was accessible to ensure members of the public were best engaged with;
- Noting the benefits of social media to engage with residents, consideration needed to be given to utilising all methods of communication with residents;
- Officers should enquire with local Members as to the areas that were to be consulted with, noting that they had extensive local knowledge;
- What was done to engage with hard to reach residents and address under representation;
- Were the comments posted on social media captured and reported; and
- Was there a risk of consultation fatigue setting in, noting the number of national and GM wide consultations undertaken on a wider variety of topics.

The City Solicitor advised that statute required consultations to be run for an appropriate period of time and that they be undertaken at a time when information and proposals were available to allow for an informed discussion on the topic that was to be consulted upon. She stated that every attempt was used to minimise technical and legalistic language so that consultations were accessible.

The Deputy Leader noted the comment from a Member regarding the amount of information that had been provided as part of a consultation exercise by Transport for Greater Manchester. He stated that officers were unable to respond to the specific point raised, however he was aware of the issue and noted that they had been statutory obliged to provide this information. The City Solicitor added that this specific consultation referred to was particularly complex in nature.

The Deputy Leader noted the comment regarding the importance of all methods of communication with residents being used and stated that the Council always allowed for paper submissions to consultations in addition to online responses.

The Committee then heard from Marc Hudson, a resident of Manchester. Mr Hudson said that upon reading the report there was no reference within it to explain how people whose first language was not English were consulted with. He also stated that

the report did not address consultations that he described as going badly wrong. He stated that it was unclear from reading the report that the approach was interested in obtaining the views of residents who were being consulted with.

Officers responded by stating that as discussed in the previous agenda item, information could be provided in different languages and formats as and when required, and the online information provided complied with statutory requirements regarding accessibility. He stated that the examples described within the report were provided to demonstrate the complexity and varied nature of consultations undertaken. He stated that the appropriate method of consultation was used at the appropriate time using a range of tools that were available, noting the increased accessibility of technology as a means of communicating and engaging with residents. In specific response to a question on Highways, Officers informed the Committee that a report had recently been submitted to the Neighbourhoods and Environment Scrutiny Committee that described the approach to future consultations.

The Director of Strategic Communications commented that a co-production approach to the City Centre Transport Consultation exercise would be undertaken, adding that co-production described the planning and development with all key stakeholders using a service that included residents, business, elected Members and wider interested groups. She informed Members that the consultation would be published on the Council's website when it formally went live.

The Director of Strategic Communications commented that in recognition that there were sections of the community and geographical areas that were under represented consideration was always given to using the most appropriate channels to reach them. She advised that this included the pre-empting of printed material in other languages, commenting that material could be made available in other languages upon request. Officers stated that responses were regularly reviewed to understand where they were coming from and identify any gaps in an attempt to ensure responses were reflective of the area being consulted with.

The Director of Strategic Communications stated that the comments and tone of those responses provided on social media platforms and email correspondence were reviewed and reported alongside all formal response and provided for the relevant decision maker. She stated that whilst every attempt was made to ensure that online consultations were accessible, using the appropriate language and conform with statutory guidance, tracking exercises were undertaken to understand where people 'dropped out' of online consultations, and the feedback and lessons learnt from this would be reviewed to help inform future consultations.

## **Decision**

To note the report.

## **RGS/19/71            GDPR communications update**

The Committee considered the report of the City Solicitor and Director of Strategic Communications that provided a summary of the Council's recent work to

communicate with staff on the requirements of GDPR (General Data Protection Regulation).

The main points and themes within the report included: -

- Describing the background to the GDPR;
- The communications to staff regarding GDPR;
- The evaluation on the approach;
- Describing the second phase of activity and the ambitions and objectives of this; and
- Next steps.

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

- Had the Council incurred any fines as a result of breaches of the GDPR;
- How did we become aware of breaches if they occurred;
- What protections were in place for when information is shared with partner organisations; and
- How many breaches had been reported to the Information Commissioner's Office.

The City Solicitor stated that she was not aware of any fines imposed on the Local Authority for any breaches of the GDPR. She advised that there was a team within the Governance Department to understand any cases of breaches and ensure the correct mitigation was instigated. She advised that invariably breaches became known following notification from the officer responsible for the breach or their line manager, and she provided examples of how internal breaches could occur.

The City Solicitor informed the Committee that each Directorate had a designated officer responsible for GDPR and this activity was overseen and managed centrally by the Corporate Information Assurance Risk Group, supported by the core team within the Governance Department. She stated this provided an opportunity for joint learning and sharing experience. She further commented that the Corporate Information Assurance Risk Group provided oversight and guidance for when information was shared with partners, such as the Health Service and the Police, to ensure they were fully compliant with the requirements regarding data sharing.

In response to a specific question regarding breaches of GDPR by Members she stated that this would be investigated and reported through the Standards Committee. In answer to the question regarding the number of breaches that had been reported to the Information Commissioner's Office, she stated that she would clarify the number and circulate this to the Members following the meeting.

The Deputy Leader informed the Committee that this would be the last meeting that the Director of Strategic Communications would be attending. He stated that he wished to place on record his appreciation to her for her commitment and hard work on behalf of the residents of Manchester.

## **Decisions**

The Committee: -

1. Note the report.
2. Recommend that the City Solicitor circulates the number of reportable breaches that had been reported to the Information Commissioner's Office;
3. Notes that the resignation of the Director of Strategic Communications and thank her for her commitment and hard work over the years.

**RGS/19/72                      Setting of the Council Tax base and Business Rates shares for budget setting purposes**

The Committee considered the report of the Deputy Chief Executive and City Treasurer that advised on the methodology of calculating the City Council's Council Tax base for tax setting purposes and Business Rates income for budget setting purposes for the 2020/21 financial year, together with the timing of related payments and the decision on business rates pool membership. The Chair of the Committee would be requested to exempt various key decisions from call in.

**Decisions**

The Committee: -

1. Note that the Deputy Chief Executive and City Treasurer, in consultation with the Executive Member for Finance and Human Resources, has delegated powers to:
  - Set the Council Tax base for tax setting purposes in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2013;
  - Calculate the Business Rates income for budget setting purposes in accordance with the Non-Domestic Rating (Rates Retention) Regulations;
  - Agree the estimated council tax surplus or deficit for 2019/20;
  - Agree the estimated business rates surplus or deficit for 2019/20;
  - Determine whether the Council should be part of a business rate pooling arrangements with other local authorities;
  - Set the dates of precept payments to the Greater Manchester Combined Authority.
2. Note that the Chair of the Scrutiny Committee will be requested to exempt various key decisions from the call in procedures.

**RGS/19/73                      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.

**Decision**

The Committee notes the report.

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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee –  
7 January 2020  
Health Scrutiny Committee - 7 January 2020  
Children and Young People Scrutiny Committee –  
8 January 2020  
Neighbourhoods and Environment Scrutiny Committee –  
8 January 2020  
Economy Scrutiny Committee - 9 January 2020  
Communities and Equalities Scrutiny Committee –  
9 January 2020

**Subject:** Updated Financial Strategy and Budget Reports 2020/21

**Report of:** The Chief Executive and the Deputy Chief Executive and City  
Treasurer

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### Summary

This report provides an update on the Council's overall financial position and sets out the next steps in the budget process, including scrutiny of the draft Budget proposals and Budget report by this Committee. Each Scrutiny Committee will receive a budget report aligned to its remit, showing the main changes proposed to delivery and funding. The services to be considered by each scrutiny committee are shown at table four. The report also outlines the officer proposals for how the Council could deliver a balanced budget for 2020/21, the details of which will be discussed at the relevant scrutiny committees.

### Recommendations

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

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**Wards Affected:** All

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<p><b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>The proposed 2020/21 budget will reflect the fact the council has declared a climate emergency by making carbon reduction a key consideration in the Council's planning and budget proposals.</p>
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Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	This report provides an update on the Council's overall financial position for 2020/21 which will underpin all of the Council's priorities as determined through the Our Manchester Strategy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

#### Contact Officers:

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Name: Carol Culley  
Position: Deputy Chief Executive and City Treasurer  
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#### Background documents (available for public inspection):

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

Suite of budget reports to Executive, 13 February 2019-  
<https://democracy.manchester.gov.uk/ieListDocuments.aspx?CId=147&MId=292&Ve r=4>  
Spending Round Announcement 2019 report to Resources and Governance Scrutiny Committee – 8 October 2019



<https://democracy.manchester.gov.uk/documents/s10560/Spending%20Round%20Announcement%202019.pdf>

## 1 Overview

- 1.1 At its meeting on 13 February 2019 Executive agreed the 2019/20 budget, which was the final year in the three year budget strategy for 2017-20. It was envisioned that there would be a spending review in 2019, resulting in a new multi-year settlement from 2020/21. Due to national priorities this has not happened and a one year spending round was announced on 4 September 2019 instead.
- 1.2 The provisional settlement was originally expected 5 December however due to the dissolution of parliament on 6 November, following the general election announcement, this was not possible. The technical consultation for the provisional settlement was published 3 October and contained more information than usual, this has been used as the basis for the government funding expectations in the 2020/21 budget. Further details have been released on the budget, however there remain a number of areas which require clarification, these will all be picked up in the report to February committees.
- 1.3 The proposed 2020/21 budget will reflect the fact we have declared a climate emergency and will also continue to reflect the priorities identified in the three-year budget strategy. These were developed following consultation with Manchester people on what they valued most, which was:-
- care and support for vulnerable people, including older people and those with learning disabilities and mental health needs;
  - taking action on family poverty and giving young people the best start in life;
  - tackling homelessness;
  - supporting people into jobs and training;
  - keeping roads and neighbourhoods in good shape; and
  - parks and leisure to keep people active and happy.
- 1.4 The 2020/21 budget will be a one year roll over budget. The strategic framework remains the Our Manchester Strategy, the Corporate Plan and the Locality Plan. Whilst the Council is publishing a one year budget in line with the one year spending round there is a need to plan for a three year position. This is critical to demonstrate forward planning and resilience, ensuring the Council is in a strong position to respond to the national funding changes. Work has begun on the budget requirements for 2021/22 and beyond. This is in the context of considerable changes to Local Government Funding including the outcome of the Spending Review, changes to how local government funding is distributed, changes to the Business Rates Retention scheme, and the future of Adult Social Care funding.

## 2 Budget Context

### *Our Corporate Plan*

- 2.1 Our Corporate Plan sets out the Council's priorities for the next 2-3 years which will deliver the three-way push and contribute to the council's vision for

the city. A number of key activities will support delivery of a number of our corporate plan priorities including:

- Delivery of our approach to place-based reform in Manchester - Bringing Services Together for People in Places
- Integration of Health and Social Care through partnership arrangements with the NHS
- Delivery of the Local Industrial Strategy which will deliver inclusive and green growth for the city of Manchester
- Delivery of Our Transformation - a new Council-wide portfolio of programmes which has been set up with a view to changing how we work as an organisation to ensure we can deliver our corporate priorities and specifically ensure that we are a 'well managed council'
- Continuing to ensure that the 'Our Manchester' approach is the way we do things here, rather than a thing we do

2.2 As such, our Corporate Plan priorities have been refreshed for 2020/21 to reflect the city's zero carbon ambitions and declaration of the climate emergency, the launch of the local industrial strategy for the city, the headlines from the 2019 State of the City report, and the planning for internal transformation. The eight Corporate Plan priorities, in no order of importance, are shown below:

- Zero carbon Manchester: Deliver the ambition for Manchester to become a zero carbon city by 2038 at the latest, achieving the science-based carbon budget for the city
- Young people: From day one, support Manchester's children to be safe, happy, healthy and successful, fulfil their potential, and make sure they attend a school graded 'good' or better
- Healthy, cared-for people: Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives
- Housing: Ensure delivery of the right mix of good-quality housing so that Mancunians have a good chance of quality homes. Accelerate and sustain the delivery of more housing, ensuring the provision of enough safe, secure and affordable housing for those on low and average incomes.
- Neighbourhoods: Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of
- Connections: Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks
- Growth that benefits everyone: Boost the city's productivity and create a more inclusive economy that all residents can participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy
- Well managed Council: Support our people to be the best and make the most of our resources

#### *Our Business Plan*

2.3 Our Council Business Plan 2020-21 describes in more detail the action being taken to deliver the corporate plan this year. The plan is structured around the

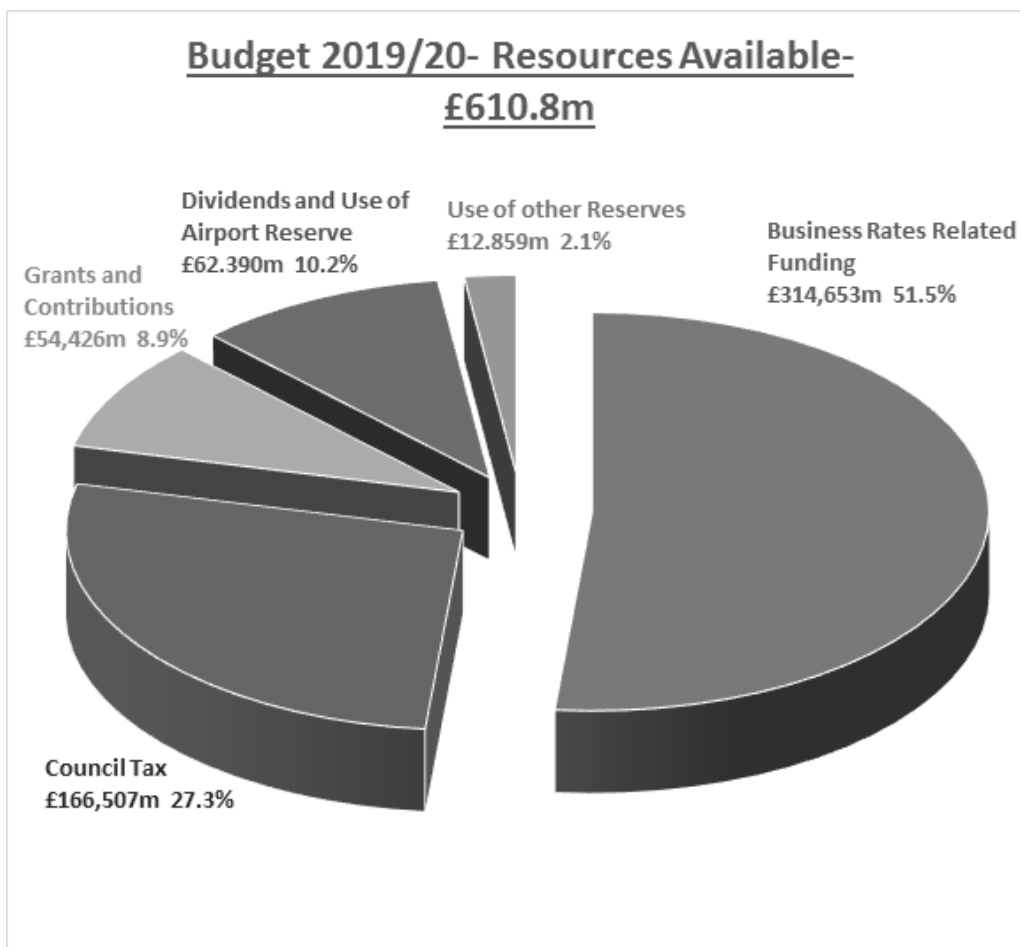
eight priority themes and has been produced following the development of 41 service plans which describe in more detail the achievements, priorities and activities of the 41 services which collectively make up Manchester City Council. The plan also describes the Council's key workforce and technology considerations for 2020-21 as key enablers to delivering our Corporate Plan. Equalities implications are also described as well as our approach to risk management.

#### *National Context*

- 2.4 The budget for 2020/21 is being set in a period of austerity which began with the 2011/12 Budget. The Local Government Association (LGA) have calculated that by 2020 Local Government will have delivered £16bn in savings to the Treasury, whilst also absorbing inflationary increases, maintaining the delivery of services to communities and facing increasing Social Care demands. Public health grant funding will have reduced by £531m between April 2015 and April 2020. Between 2010/11 to 2019/20 the City Council's Spending Power (as defined by government) has reduced by £179m (29%) compared to an England average reduction of 16%. This has resulted in required budget cuts of £372m from 2010/11 to 2019/20 inclusive, after taking into account inflation and rising demand, and a reduction of almost 4,000 FTE (around 40% of the workforce). Recent years cuts have been less severe but local government spending is still much lower in real-terms than it was in 2010.
- 2.5 The need to make budget cuts is expected to continue over the next four years. The LGA is estimating that by 2025 Local Government Services face a funding gap of at least £7.8bn, just to stand still, much of this relating to social care.

#### *2019/20 Baseline Budget*

- 2.6 The Council's net revenue budget is funded from five main sources which are Council Tax, Business Rates, government grants, dividends and use of reserves. In recent years as central government funding has reduced and business rates retention has been introduced the ability to grow the amount of resources raised locally has become even more important for financial sustainability and planning.
- 2.7 The Council has been part of the Greater Manchester Business Rates pilot since 2017/18 which has enabled retention of 100% of business rates growth (rather than sharing 50/50 with the government). Continuation of the pilot has been confirmed for 2020/21, however from 2021/22 it is currently anticipated that arrangement will be in line with the rest of the country, which is expected to move to 75% retention.



2.8 As reported to Executive 19 December an in-year overspend of £4.2m is forecast for 2019/20 of which £6.8m relates to Adults services and £2.6m to Children's, offset by underspends in the remaining directorates. The full-year effect of the position in 2019/20 has been reflected in the 2020/21 proposals.

2.9 Other important elements of the council's budget include:

- The level of usable reserves which need to be appropriate to the amount of risk faced. The majority are earmarked for specific purposes; the only unallocated reserve is the General Fund Reserve of £22m. This is held to meet costs arising from unplanned events, acts as a buffer to help mitigate against the financial risks the Council faces and is used to smooth expenditure across years.
- The Capital budget totals £356m in 2019/20, including projects totalling £70m on behalf of the GMCA
- The Treasury Management Strategy ensures effective management of the council's cash and determines the required levels of borrowing to fund capital spend and the most effective method of borrowing.

### **3 The Revenue Budget Position 2020/21**

3.1 This report sets out the main assumptions used to build up the City Council's budget options for 2020/21. These underpin the budget reports which will be presented to all Scrutiny Committees in January, before going to January

Executive for consideration, taking into account the comments from Scrutiny. The full details of the assumptions supporting the final budget proposals will be set out in the budget report to Executive on 12 February 2020 and will form part of the suite of budget reports presented to Committee. However, it should be noted that this timeline is subject to the timing of the Finance Settlement from the Government.

- 3.2 The Spending Round announcements were reported to the Resources and Governance Scrutiny Committee on 16 October 2019. The technical provisional settlement consultation released early October gave confirmation of a 'roll forward' settlement for 2020/21 and set out more detail on the Government's plans for allocating resources to local authorities.
- 3.3 The government funding announcements impacting on the budget available to the Council are as follows:-
- Increase in Settlement Funding Assessment for inflation (c1.7% - CPI as at September) which equates to £3.9m for the council.
  - Continuation of existing social care funding at 2019/20 levels, using the same methodology as 2019/20. The Council receives £35m, including improved Better Care Fund (iBCF) of £24.4m, additional iBCF £3.8m, winter pressures £2.7m and social care grant £4.6m.
  - Indicative allocation of the £1bn additional Social Care Grant for adult and children's services using Adults Relative Needs formula plus an element of equalisation for the relative ability to increase Council Tax income. There are no ring fencing or reporting requirements relating to this funding. The Council's indicative allocation is £13m of which £7m is expected to support Adults services and £6m for Children's as set out in more detail in the respective reports.
  - The NHS contribution to adult social care, through the Better Care Fund, will increase by 3.4% in real terms in 2020/21. For the Council this is an estimated c£0.8m in 2020/21 in addition to £0.9m additional in 2019/20.
  - The Spending Round announced a real terms increase to the Public Health Grant budget, expected to be 2.7%, an increase of £1.363m. For the City Council Public Health expenditure is not currently grant funded but is now met from retained business rates. The Councils business rates tariff payment to government should be reduced accordingly. The funding announcements made assume that the city council will fund this out of the devolved budget, which is a council decision. Without this increase inflationary increases for NHS and non-NHS contracts will not be affordable and there will be insufficient capacity for sexual health, drug and alcohol and school nursing.
  - This additional grant will be recognised through an adjustment to the business rates top-up/tariff as the Council continues to be in the Greater Manchester 100% Business Rates pilot.
  - The proposed referendum principles for council tax are a core increase of 2% and an adult social care precept of 2%. For the Council each 2% equates to around £3.2m additional income.
  - It is expected that there will be a redistribution of the surplus held in the national levy account in 2019/20, which should be confirmed in the provisional settlement. The national amount has been estimated at £45m

which would equate to £675k for Manchester. This included in the budget a year in arrears to recognise the risk as the final amount is dependent on the national position in relation to safety net and levy payments and receipts.

- 3.4 Where indicative City Council amounts are quoted these are based on an assumption that the distribution will be in line with current methodologies, therefore are subject to change when the settlement is received.
- 3.5 In relation to expenditure budgets there have been updates relating to the impact of expected increases to the National Living Wage (on both Council Staff and commissioned contracts), pension contribution costs, the waste levy and other pressures outlined in the budget reports. The Council's budget position has been updated for known changes and likely changes based on the best information available to date. The main underlying assumptions are as follows:
- Council Tax - 1.99% general precept increase, collection rate c95.5%, base growth c2.4%.
  - The council has agreed to consult on the 2% Adult Social Care precept increase, which would raise an additional £3.3m. If agreed it is proposed to prioritise this to support adults with Learning Disabilities to meet increased need and complexity of citizens.
  - Business Rates - growth assumed in line with the most recent data and developments; the final budget for 2020/21 will be based on the December 2019 business rates figures
  - Additional commercial income of £8m - this has a one-year time lag which will assist with the 2021/22 position
  - GMCA return/refund relating to Business Rates and Waste Disposal of £7.2m. This is a non-recurring payment spread equally across 2020-22.
  - Allowance for continued increase in need based on detailed external advisory work carried out for Children's Services, review of the Adults Social Care budget including the application of the DAS demographic model; and the current upward trend in the demand for Homelessness Services.
  - Pay award assumed to be in line with the Chancellor's commitment of national living wage of £10.50 by 2024/25 - aligned to the Local Government pay scale
  - Increase to reflect national living wage (statutory) increases related to Adult Social Care (note move to the real living wage will continue to be phased).
  - c£4m (or c2%) for non pay inflation to offset pressures in this area, notably utilities and care costs
  - Change in the Employer Pension Contribution rate following completion of the Pensions Actuarial Review. Notification has recently been received that the City Council's contribution rate will decrease slightly, reducing by 0.4% from 19.1% to 18.7%, which is estimated to save c£0.8m per year.
  - The Waste Levy estimate for disposal costs has been updated in line with the latest information from the Greater Manchester Combined Authority.

- 3.6 All existing savings targets are assumed to be delivered in 2020/21 unless they have been identified as not achievable in which case alternative options and/or funding arrangements are being proposed. All directorates have been working to identify new savings proposals and/or efficiencies to support the position including meeting current budget pressures through the realignment of budgets. In recognition of the challenges faced by Adults and Children's Social Care and the Homelessness Service, any savings identified in these areas will be used to achieve a breakeven position in 2020/21, with a focus on stabilising the position and preparing for savings in 2021/22 onwards. In total savings and efficiency options of £2.9m have been identified, as summarised in the table below; these are further detailed in the relevant Directorate reports to Scrutiny.

**Table 1: Net Savings Options 2020/21**

	<b>2020 / 21 Savings Options Identified</b>	<b>2020 / 21 Pressures/ Priorities Identified</b>	<b>Net savings options supporting bottom line</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Homelessness	1,000	(1,000)	0
Corporate Core	3,450	(2,873)	577
Neighbourhood Services	2,324	(754)	1,570
Growth and Development	690	0	690
<b>Total Savings Options</b>	<b>7,464</b>	<b>(4,627)</b>	<b>2,837</b>

- 3.7 The changes outlined above would enable a balanced budget to be achieved for 2020/21, with a small contribution to the General Fund reserve of £0.3m as shown in the table below.

**Table 2: Budget Position 2019/20 (Latest) and 2020/21 (Proposed)**

	<b>Latest Budget 2019/20</b>	<b>Proposed Budget 2020/21</b>
	<b>£'000</b>	<b>£'000</b>
<b>Resources Available:</b>		
Business Rates Related Funding	314,653	328,067
Council Tax	166,507	169,852
Other non-ring fenced Grants	65,077	65,398
Dividends and Use of Airport Reserve	62,390	62,890
Use of other Reserves	12,859	21,481



<b>Total Resources Available</b>	<b>621,486</b>	<b>647,688</b>
<b>Resources Required:</b>		
<b>Corporate Costs:</b>		
Levies/Charges	69,990	71,327
Contingency	850	994
Capital Financing	44,507	46,907
Transfer to Reserves	17,718	920
<b>Sub-Total Corporate Costs</b>	<b>133,065</b>	<b>120,148</b>
<b>Directorate Costs:</b>		
Additional Allowances and other pension costs	10,030	9,580
Insurance Costs	2,004	2,004
Directorate Budgets	474,124	505,180
Inflationary Pressures and budgets to be allocated	2,263	10,520
<b>Total Directorate Costs</b>	<b>488,421</b>	<b>527,284</b>
<b>Total Resources Required</b>	<b>621,486</b>	<b>647,432</b>
<b>Transfer from / (to) general fund</b>	<b>0</b>	<b>(256)</b>

- 3.8 The provisional cash limit budget for each directorate is shown in the table below.

**Table 3: Cash Limit budgets 2019-21**

	<b>2019/20</b>	<b>2020/21</b>
	<b>£'000</b>	<b>£'000</b>
Children's	119,933	128,120
Adults	197,907	220,703
Homelessness	13,933	15,285
Corporate Core	69,554	69,960
Neighbourhood Services	66,981	63,468
Growth and Development	5,816	7,644
<b>Total</b>	<b>474,124</b>	<b>505,180</b>

- 3.9 There remains volatility in the final position for 2020/21 and further changes are anticipated following the publication of the provisional Local Government Finance Settlement (delayed from 5 December), the updated council tax and

business rates position based on the latest information, and formal notifications of any contributions or rebates from the Greater Manchester Combined Authority.

#### **4 Risks and Mitigation**

- 4.1 All savings options have been risk rated and each Directorate will maintain their own monitoring arrangements alongside the corporate assurance process. The detailed savings tracker is sent to Senior Management Team on a monthly basis and reported to Executive Members.
- 4.2 Reporting has developed over the last three years and the council has now integrated finance, performance, workforce and risk information into one report supporting a move to advising leaders of the organisations challenges and successes in a single regular summary.
- 4.3 The Council needs to be satisfied that it can continue to meet its statutory duties and meet the needs of vulnerable young people and adults. Options have been drawn up on the basis that Strategic Directors are satisfied that this requirement will be met.

#### **5 Scrutiny of the Draft Budget Proposals and Budget reports**

- 5.1 The service budget reports and Council Business Plan are attached for the Committee's consideration. These reports contain details of how services will support the delivery of the Council's priorities as set out in the Corporate Plan. The reports have been tailored to the remit of each scrutiny as shown in the table below.
- 5.2 The Committee is invited to consider the options which are within its remit, alongside the draft business plan and to make recommendations to the Executive before it agrees the final budget proposals.

**Table 4: Scrutiny Reports**

<b>Date</b>	<b>Meeting</b>	<b>Budget Paper</b>
7 Jan 2020	Resources and Governance Scrutiny Committee	Report covering the Corporate Core and the relevant parts of Growth and Development Directorate (Operational and Investment estate and facilities management)
7 Jan 2020	Health Scrutiny Committee	Adult Social Care and Population Health This is supplemented by: <ul style="list-style-type: none"> <li>● Draft MHCC Plan on Page, Joint Budget Report 2020/21 and</li> </ul>

		refreshed Manchester Locality Plan <ul style="list-style-type: none"> <li>• Summary of draft MLCO Operating Plan 2020/21</li> </ul>
8 Jan 2020	Children and Young People Scrutiny Committee	Children and Education Services
8 Jan 2020	Neighbourhoods and Environment Scrutiny Committee	Report covering Neighbourhoods and Relevant services from Growth and Development (Housing and Residential growth)
		Homelessness report
9 Jan 2020	Economy Scrutiny Committee	Report covering Growth and Development and the relevant parts of Neighbourhoods (Business Units)
9 Jan 2020	Communities and Equalities Scrutiny Committee	Report covering relevant services from Neighbourhoods

## 6 Next Steps

- 6.1 Recommendations from the Scrutiny Committees will be considered by the Executive at its meeting in January 2020 when it considers the draft budget proposals. These will incorporate any changes arising from the Local Government Finance Settlement and other funding announcements which are expected in early January.
- 6.2 The Executive will agree its final budget recommendations on 12 February 2020. These recommendations will be considered by the Resources and Governance Scrutiny Committee at its special budget meeting on 24 February. Chairs of the other five Scrutiny Committees will be invited to attend this meeting to articulate the views of their Committee regarding the proposals. The Council will then make its final decisions and will set the budget on 6 March 2020.
- 6.3 There are no formal consultation requirements identified from the options put forward however there is a statutory requirement to consult with business rates payers. A public consultation on proposed council tax increases is planned from 6 January to 2 February 2020.
- 6.4 The timeline is detailed below.

**Table 5: Budget Timeline**

Date	Event
4 - 6 February 2020	Scrutiny Committees receive budget reports and associated savings proposals
12 February 2020	Executive - proposes budget - suite of budget reports (revenue and capital)  Final Corporate Plan
24 February 2020	Budget Resources and Governance Scrutiny - Revenue and Capital
6 March 2020	Budget Council

## 7 Conclusions

- 7.1 The Council remains committed to the priorities within the Our Manchester strategy and the Council's corporate plan. The proposed 2020/21 budget reflects changes arising from the Spending Round announcements, forecast pay awards, notifications from GMCA and a robust review of all council service spend to realign budgets and identify savings options.
- 7.2 The draft budget is based on the best information available to date, however there will be changes arising from the outcome of the Local Government Finance Settlement, changes to Council Tax or Business Rates (when figures are finalised in January), and final notifications from the GMCA of the allocations to Districts.
- 7.3 Whilst the additional funding from the Government announced in the Spending Round is welcomed, it is not considered sufficient to address the underlying need, particularly following the austerity measures implemented since 2010/11. There remains no clear longer term national funding plan beyond 2020/21, with uncertainty in a number of key funding areas. Most notably, the outcome of the 2020 Spending Review (delayed from this year), the distribution of funding across local government (through the Fair Funding Review) and the impact of the anticipated business rates reforms and reset. Whilst the Council is publishing a one-year budget for 2020/21 in line with the single year spending round announcement from Government, work is ongoing to plan for a three year position based on the latest information available. This is critical to demonstrate the financial resilience of the Council and assist services in their future planning, ensuring the council is in a good position to respond to national funding changes.

**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee – 7 January 2020  
Health Scrutiny Committee – 7 January 2020  
Children and Young People Scrutiny Committee – 8 January 2020  
Neighbourhoods and Environment Scrutiny Committee – 8 January 2020  
Economy Scrutiny Committee – 9 January 2020  
Communities and Equalities Scrutiny Committee – 9 January 2020

**Subject:** Council Business Plan 2020/21

**Report of:** Chief Executive

### Summary

This report presents the draft Council Business Plan for 2020/21.

### Recommendations

It is recommended that Scrutiny Committee members consider the content of this report and comment on challenges, priorities and opportunities. The plan will be considered by Executive in February.

**Wards Affected:** All

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

This paper proposes the inclusion of an additional Corporate Plan priority - 'Zero Carbon Manchester' to reflect the city's zero carbon ambitions and declaration of the climate emergency. The plan therefore ensures specific organisational focus on activity driving this priority and therefore achieving the zero-carbon target for the city.

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Our Corporate Plan describes the Council's contribution over the next 2-3 years to delivering.  Our Council Business Plan 2020-21 describes in more detail the action we are taking to deliver our Corporate Plan in 2020-21 and as such makes contributions to all of the Our Manchester Strategy outcomes
A highly skilled city: world class and home grown talent sustaining the city's economic success	

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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

- Equal Opportunities
- Risk Management
- Legal Considerations

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### **Financial Consequences for the Capital and Revenue Budgets**

The proposals set out in this report are to be read in conjunction with papers forming part of the preparation of the Council's draft revenue and capital budget for 2020/21 to be reported to the Executive for approval in February 2020.

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## **1. Introduction**

- 1.1. The purpose of this report is to present the draft Council Business Plan 2020-21 to Scrutiny Committees for comment. The Plan is attached to this report at Appendix 1.
- 1.2. Our Corporate Plan sets out the Council's priorities for the next 2-3 years which will deliver the three-way push and contribute to our vision for the city. Our Council Business Plan 2020-21 describes in more detail the action we are taking to deliver our corporate plan this year. It is supported by our wider strategic framework including our People Strategy and our ICT Strategy.
- 1.3. The document is currently in draft and will be updated following feedback from Scrutiny Committee. Any substantive changes made to the budget will also be reflected in the final version of this plan
- 1.4. In addition, further work on alignment with the refresh of the Our People Strategy and ICT Strategy will take place once those strategies are drafted and presented to Resources and Governance Overview and Scrutiny Committee in February.

## **2. Background**

- 2.1. Our Council Business Plan replaces individual directorate business plans produced previously. This plan is structured around the eight priority themes and has been produced following the development of 41 service plans which describe in more detail the achievements, priorities and activities of the 41 services which collectively make up Manchester City Council.
- 2.2. Each priority theme section describes:
  - The priority theme, including key strategies and plans which are helping to drive deliver
  - Our key achievements driving delivery of this priority theme in the last year
  - Our planned activities and initiatives across council services which will drive delivery of the priority theme in 2020-21
  - The key measures which will help us to understand if we have been successful
- 2.3. This plan does not refer in detail to the Council's budget position for 2020-21 which is described in individual budget plans for each of the Council's directorates.
- 2.4. The plan also describes the Council's key workforce and technology considerations for 2020-21 as key enablers to delivering our Corporate Plan. Equalities implications are also described as well as our approach to risk management.

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## Appendix 1: Council Business Plan 2020-21

### Our Corporate Plan

Our Corporate Plan describes the Council's contribution over the next 2-3 years to delivering the Our Manchester Strategy 2015-2025. Our Manchester is the vision that the whole city - not just the Council - is working towards.

Our vision is for Manchester to be in the top flight of world-class cities by 2025 and to be somewhere that is:

- Thriving
- Full of talent
- Fair
- A great place to live
- Connected

The transformed Manchester that the vision aims for is so ambitious that business-as-usual approaches will not get us there.

To make that vision happen for everyone by 2025, as resources shrink and demand grows, the Our Manchester approach involves a three-way push to:

- Keep the basics on track
- Prevent problems down the line
- Tackle complex problems together

Our Corporate Plan sets out the Council's priorities for the next 2-3 years which will deliver the three-way push and contribute to our vision for the city. Our Council Business Plan 2020-21 describes in more detail the action we are taking to deliver our corporate plan this year. It is supported by our wider strategic framework including our People Strategy and our ICT Strategy.

A number of key activities will support delivery of a number of our corporate plan priorities including:

- Delivery of our approach to place-based reform in Manchester - Bringing Services Together for People in Places
- Integration of Health and Social Care through partnership arrangements with the NHS
- Delivery of the Local Industrial Strategy which will deliver inclusive and green growth for the city of Manchester
- Delivery of Our Transformation - a new Council-wide portfolio of programmes which has been set up with a view to changing how we work as an organisation to ensure we can deliver our corporate priorities and specifically ensure that we are a 'well managed council'
- Continuing to ensure that the 'Our Manchester' approach is the way we do things here, rather than a thing we do

Our Corporate Plan priorities have been refreshed for 2020-21 to reflect the city's

zero carbon ambitions and declaration of the climate emergency, the launch of the local industrial strategy for the city, the headlines from the 2019 State of the City report, and the planning for internal transformation.

Our Corporate Plan priorities going forward are, in no particular order of importance:

### Zero carbon Manchester

Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide:

- Work with the Manchester Climate Change Agency to develop a full action plan for the city by March 2020, setting out how the ambition will be met
- Ensure activities are delivered to reduce the Council's own direct emissions as part of this plan
- Contribute to improvements in air quality across Manchester required in the Clean Air Plan

### Young People

From day one, support Manchester's children to be safe, happy, healthy and successful, fulfil their potential, and make sure they attend a school graded 'good' or better:

- Ensure all children have high-quality education
- Support more Manchester children to have the best possible start in life and be ready for school and adulthood
- Reduce number of children needing a statutory service
- Reduce the number of children growing up in family poverty

### Healthy, cared-for people

Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives:

- Support Mancunians to be healthy, well and safe
- Improve health and reduce demand by integrating neighbourhood teams, that are connected to other services and assets locally, delivering new models of care
- Reduce the number of people becoming homeless, and enable better housing and better outcomes for those who are homeless

### Housing

Ensure delivery of the right mix of good-quality housing so that Mancunians have a good chance of quality homes:

- Accelerate and sustain the delivery of more housing
- Ensure the provision of enough safe, secure and affordable housing for those

on low and average incomes

### Neighbourhoods

Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of:

- Enable clean, safe, vibrant neighbourhoods

### Connections

Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks:

- Improve public transport and highways, and make them more sustainable
- Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and support a thriving digital economy

### Growth that benefits everyone

Boost the city's productivity and create a more inclusive economy that all residents can participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy:

- Support good-quality job creation for residents, and effective pathways into those jobs
- Facilitate economic growth of the city

### Well-managed Council

Support our people to be the best and make the most of our resources:

- Enable our workforce to be the best they can be through the Our People Strategy and Our Manchester behaviours
- Effectively plan our future budgets and balance our current budget, delivering savings, transformation of the organisation, reductions in demand through reform, and generating income

## Our Council Business Plan for 2020-21

This plan is structured around the eight priority themes and has been produced following the development of 41 service plans which describe in more detail the achievements, priorities and activities of the 41 services which collectively make up Manchester City Council.

Each priority theme section describes:

- The priority theme, including key strategies and plans which are helping to drive deliver
- Our key achievements driving delivery of this priority theme in the last year
- Our planned activities and initiatives across council services which will drive delivery of the priority theme in 2020-21
- The key measures which will help us to understand if we have been successful

This plan does not refer in detail to the Council's budget position for 2020-21 which is described in individual budget plans for each of the Council's directorates.

The plan also describes the Council's key workforce and technology considerations for 2020-21 as key enablers to delivering our Corporate Plan. Equalities implications are also described as well as our approach to risk management.

## Our Corporate Priorities

### Zero Carbon Manchester

Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide:

- Work with the Manchester Climate Change Agency to develop a full action plan for the city by March 2020, setting out how the ambition will be met
- Ensure activities are delivered to reduce the Council's own direct emissions as part of this plan
- Contribute to improvements in air quality across Manchester required in the Clean Air Plan

The Our Manchester Strategy sets out the vision for Manchester to 'be in the top flight of world-class cities by 2025' and commits the city to 'playing its full part in limiting the impacts of climate change'.

The Council declared a climate emergency in July 2019. Manchester has committed to emit only 15m tonnes CO<sub>2</sub> during 2018-2100, become a zero carbon city by 2038, which means reducing emissions by at least 13% every year.

**Manchester City Council's Zero Carbon 2038 Action Plan** will be finalised by end March 2020, detailing how the city's zero carbon ambitions will be delivered. The action plan will include workstreams to address:

- Internal direct emissions
- External influence and policy
- Quantifiable carbon savings
- Achieving approximately 50% reduction in 4 - 5 years

Poor air quality is the largest environmental risk to the public's health. Taking action to improve air quality is crucial to improve population health. The ten GM authorities, supported by Transport for Greater Manchester, have now developed a draft package of co-ordinated and robust measures. **The GM Clean Air Plan** is anticipated to contribute to the Our Manchester Strategy by:

- Improving air quality across Greater Manchester,
- Ensuring that residents can access job opportunities and other services in a safe and clean environment,
- Reducing congestion and air pollution, improving perceptions of the city, and reducing carbon emissions,
- Investing in and maintaining the city's transport infrastructure, helping to drive growth.

Every council service is responsible for working together to deliver this priority with some services (City Policy, Neighbourhoods, Financial Management, Growth and Development) taking a lead role in the development of the Zero Carbon 2038 Action Plan.

As of July 2019 the city had achieved a 5% reduction in carbon emissions since 2017. In 2018 the city achieved a 40% reduction in emissions since 2005 and is now projected to achieve the 41% reduction in carbon emissions by 2020.

Data for the 2018/19 financial year shows that the Council's direct emissions have reduced by 48.1% since the 2009/10 baseline meaning that the 41% target has been achieved and surpassed a year ahead of schedule.

Data derived from Manchester's two permanent air quality monitoring stations shows that recent concentrations of NO<sub>2</sub> have fallen at both the Oxford Road and Manchester Piccadilly sites since the 2015 baseline (from 66 ug/m<sup>3</sup> to 62ug/m<sup>3</sup> and from 39ug/m<sup>3</sup> to 35ug/m<sup>3</sup> respectively).

#### **Activities supporting delivery of this priority**

- Drive progress in transitioning to a Zero Carbon Council and city by 2038 at the latest through changing our decision-making, policies, standards and external influencing
- Support delivery of the Zero Carbon 2038 target for Manchester by:
  - Moving to a position where new homes (and other buildings) generate zero emissions when occupied and have significantly less emissions embodied in their materials and the construction phase;
  - Delivering a comprehensive approach to existing homes (and other buildings)

<p>through the application of retrofit schemes that improve their energy efficiency;</p> <ul style="list-style-type: none"> <li>➤ Working towards all new development being zero carbon by 2028 as per the ambition set out in the draft Greater Manchester Spatial Framework</li> <li>● Embed the Council's climate change priority across communication services, providing leadership, supporting effective communications and taking practical steps to reduce our impact</li> <li>● Deliver the Corporate Estates Carbon Reduction Programme phase 1 by focusing on reducing energy in 13 of the highest energy consuming buildings</li> <li>● Review waste collection fleet in line with the aims of Clean Air Plan and Zero Carbon Strategy</li> <li>● Deliver high quality green &amp; blue infrastructure, including: <ul style="list-style-type: none"> <li>➤ Protecting and enhancing open spaces and biodiversity</li> <li>➤ Maximising the role of green spaces to sequester carbon, contributing to a reduction in atmospheric CO2 concentration.</li> <li>➤ Establishing the Carbon Reduction Plan for the Parks service and bring forward investment cases for CO2 reduction and CO2 sequestration measures</li> </ul> </li> <li>● Ensure Manchester's next Local Plan fully embeds our climate change commitments into the next phase of development of the city, promoting residential development which is in line with the Council's targets to be Zero Carbon by 2038</li> <li>● Commit to reducing carbon throughout all programmes of work and raise awareness of carbon usage and looking for 'greener' alternatives</li> <li>● Progress delivery of the Civic Quarter Heat Network, which will provide a highly efficient, environmentally-friendly heat and power solution for some of Manchester's most iconic buildings, making significant carbon reductions.</li> <li>● Drive forward the introduction of electric fueling infrastructure, plant and equipment for all MCC services and ensure all fleet vehicles, including the waste fleet, meet the required emissions standards in preparation of the introduction of the Greater Manchester Clean Air Zone.</li> <li>● Develop a plan for external influence at a city, city region and national level</li> </ul>		
<b>Key measures of success</b>	<b>17/18</b>	<b>18/19</b>
% reduction in MCC Direct CO <sup>2</sup> Emissions against 2009/10 baseline	33.8% (2017/18)	48.1% (2018/19)
Projected CO <sup>2</sup> % reduction against 2005 baseline by 2020	38% (2018)	40% (2019)
<i>Reduce the city's and the council's carbon emissions by on average 13% year on year to 2038, representing a 50% reduction in the next 4-5 years</i>		
<i>Reach the net zero carbon emissions target by 2038, or earlier if possible</i>		

## Young People

From day one, support Manchester's children to be safe, happy, healthy and successful, fulfilling their potential, and making sure they attend a school graded 'good' or better:

- Support more Manchester children to have the best possible start in life and be ready for school and adulthood
- Ensure all children have high-quality education
- Reduce number of children needing a statutory service

The Children and Young People's Plan – Our Manchester, Our Children (2016–2020) – describes a vision for 'building a safe, happy, healthy and successful future for children and young people'.

In 2019-20 there has been a focus on developing and delivering a model for delivering this vision, through our Children's and Education services which strengthens partnerships and delivers local, place-based services on a city-wide, locality and neighbourhood footprint, with a greater focus on prevention and early support. This locality delivery model includes collaboration with Manchester Local Care Organisation (MLCO) and aligns to Bringing Services Together for People in Places and Manchester's Multi Agency Safeguarding Arrangements (MMASA).

Together with our Children's and Education services; Parks, Leisure, Youth & Events, Libraries and Work and Skills, in partnership with key external partners, play a significant role in delivering the Young People priority. Recent achievements include:

- Improved attainment outcomes for Manchester's children at all key stages from the levels achieved in the 2016-17 academic year to those achieved in the 2017-18 academic year, with improvements for looked after children (LAC) achieving grade 5 or above in both English and Maths at KS4 over this period being greater for Manchester's LAC than LAC in England as a whole.
- Implementation of a redesigned 'front door' - the Advice and Guidance Service - to deliver a more coordinated and efficient Children's Social Care service as part of the implementation of the wider locality programme. These improvements were evidenced by the number of referrals made into the service dropping from 13,228 in 2017/18 11,174 in 2018/19.
- Reduced the number of children and young people subject to child protection plans from 982 at the end of 2017/18 to 787 at the end of 2018/19 and increased the percentage of child protection conferences held within 15 days of the start of the Section 47 enquiry from 78.4% in 2017/18 to 95.2% in 2018/19.
- Throughout 2017/18, 19,000 children and young people participated in youth and play provision through our commissioned activity, 7,000 engaged in social action projects and 28,000 voted in the Make Your Mark ballot.
- Reduction in the number of 16-17 year olds who were not in education, employment or training in 2018/19 from the levels seen in 2017/18.
- Delivery of Adverse Childhood Experience (ACE) Pilot in Harpurhey from July 2018 to July 2019, with 600+ staff trained in Trauma Awareness.
- Received an award for the 'Food for Life Served Here' initiative demonstrating

Manchester's children and young people are provided with fresh, local and honest food and recognises our corporate social responsibility and good teamwork.

- Launch of Manchester's Inclusion Strategy, developed with multi-agency partners to help us work together in supporting children and young people to good attendance, and to reduce the risk of all types of exclusion.
- Development of Our Manchester Youth Offer Strategy (2019-25) to ensure that young people have access to high quality youth offer that addresses both universal and targeted needs in order to foster high aspirations and independence.
- Attracted 18,000 school participants at Manchester Art Gallery in 2018/19.

### **Activities supporting delivery of this priority**

#### **Support Manchester's children to be safe, happy and healthy and reduce the number of children needing a statutory service;**

- Deliver children's services through the integrated locality based delivery model
- Drive high quality safeguarding practice and robust and effective child protection plans by providing a high challenge and high support environment through the delivery of a coordinated quality assurance framework.
- Safely reduce the number of children looked after and/or in need of a statutory service including exploration of the implementation of the Strengthening Families Programme, a multi-agency 'think family' approach using motivational interviewing
- Deliver the sufficiency strategy, ensuring there is the right provision available locally to meet the needs of Manchester's children that are looked after by the council.
- Support children and young people to influence the decisions that impact on them by enabling their voice and feedback to be heard.
- Refresh and launch of the Children and Young People's Plan 2020 - 2024. This will be informed by consultation with partners and young people, with shared ownership of the priorities - supporting Manchester's children to be safe, happy, healthy and successful.
- Work in partnership with the NHS to promote and support healthy food choices by providing educational sessions and offering an inclusive range of food.
- Implement the new 3 year strategy for young people - Manchester Youth Offer which will focus on ensuring young people are thriving, are skilled, resilient, and healthy.
- Support the 'Young Manchester' charity to fairly distribute funding to the city's youth and play providers so that they can increase the provision of services.
- Maximise young people's awareness of the city's wider youth offer and relaunch the Manchester Youth Council to ensure young people are connected, valued and heard in all we do.
- Help prevent and reduce young people presenting with homelessness, becoming and remaining homeless and being supported in temporary accommodation. One specific way we will support this is through developing wider housing options for young people.



**Ensure Manchester's children are ready for and receive a high-quality education and support them to be successful and fulfil their potential;**

- Improve outcomes for all children and reduce the gap to national levels with a particular focus on reading, improving school readiness and improving outcomes for children and young people with special education needs or disabilities.
- Develop and implement new partnership arrangements with early years providers.
- Develop a self improving schools system through the Manchester Schools Alliance and other partnerships, including a model for teams around the school and school clusters
- Increase the percentage of Manchester's schools which are rated as good or better, and develop a coordinated approach to quality assurance of 'education other than at school'.
- Provide high class education facilities in accordance with the Council's Basic Needs requirements and ensure there are a sufficient number of school places available for the city's children.
- Provide services in Early Years services including 55 Sure Start Centres
- Implement the Inclusion Strategy to promote inclusion and prevent exclusion (including exclusion from schools).
- Increase the number of schools and colleges in the City achieving the Gatsby benchmarks which demonstrate young people are ready for adulthood
- Work with schools & youth organisations to build on Careers Education, Information, Advice and Guidance (CEIAG) and the Skills 4 Life offer.
- Coordinate a coherent and comprehensive post 16 offer and implement a Not in Education Employment or Training (NEET) reduction plan, to capitalise on new opportunities in the City and reduce the proportion of Manchester children who are NEET.
- Improve literacy and educational attainment through the provision of activities in libraries and galleries and cultural activities, for example, through supporting the Read Manchester campaign.

All of the activities outlined will be enabled by corporate and supporting functions including repair and maintenance services to our 55 Sure Start and Children's centres and our 94 school kitchens, dedicated programme and project support, provision of intelligence, evaluation and performance information and the delivery of a new Early Years & Education ICT system.

<b>Key measures of success</b>	<b>17/18</b>	<b>18/19</b>
Percentage of Manchester's children achieving expected standard in Reading, Writing and Maths at Key Stage 2	60% (2017)	62% (2018)
Percentage of Manchester's children achieving grade 5 or above in both English and Maths at Key Stage 4	34.9% (2017)	35.6% (2018)
Percentage of Manchester's Looked After Children achieving grade 5 or above in both English and Maths at Key Stage 4	8.3% (2017)	9.1% (2018)

The percentage of Manchester's children achieving a good level of development in the Early Years Foundation Stage	66.2% (2017)	66.9% (2018)
The number of Looked After Children in Manchester and the rate per 10,000 children	1,258 (104 per 10,000)	1,290 (106 per 10,000)
The number of Children In Need in Manchester	5,634 (465 per 10,000)	5279 (433 per 10,000)

### Healthy, Cared For People

Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives:

- Support Mancunians to be healthy, well and safe
- Improve health and reduce demand by integrating neighbourhood teams, that are connected to other services and assets locally, delivering new models of care
- Reduce the number of people becoming homeless, and enable better housing and better outcomes for those who are homeless

Our work to ensure our people are healthy and cared for is primarily delivered through two health and social care partnership organisations - Manchester Health and Care Commissioning (MHCC) and Manchester Local Care Organisation (MLCO). Our population health services form part of MHCC, whilst the delivery and commissioning of adult social care services is managed by the Manchester Local Care Organisation.

Further detail on the delivery of these services is described in Manchester's Locality Plan, the MHCC Plan on a Page for 2020/21, and MLCO's operating plan for 2020/21.

Our adult social care services play a key role in integrated neighbourhood teams and are part of the delivery of new models of care. A number of other council services make key contributions to ensure that Mancunians are healthy and well including our leisure service, libraries and cultural offer.

The original Locality Plan: Our Healthier Manchester, produced in 2016, set out the ambition to improve health and care outcomes for the people of Manchester within a financially sustainable health and social care system. The initial focus led to a rationalisation of the Manchester system, through the creation of a single commissioning function (SCF), a single hospital service (SHS), and a local care organisation (LCO). Greater Manchester Mental Health (GMMH) Trust replaced the previous provider as the lead for delivering mental health services in Manchester.

The updated Locality Plan (April 2018), set within the context of the city's Our Manchester strategy, shifted the emphasis away from structural change to a focus on Our People, Our Services and Our Outcomes. The Locality Plan is now being refreshed again (November 2019), to reflect the place-based approach to public

services across Greater Manchester (Bringing Services Together for People in Places in Manchester) and the requirements of the NHS Long Term Plan.

Recent system-wide achievements set out in the Locality Plan include:

- An increase in new cases of cancer diagnosed at stage 1 or 2.
- A sustained decrease in smoking prevalence.
- An upward trend in CQC good or above rated Nursing and Care Homes.
- An increase in uptake of Personal Health Budgets.
- A sustained reduction in avoidable prescribing.

Recent achievements within MLCO the Adults Improvement Plan and the wider health and social care system include:

- 12 Integrated Neighbourhood Teams established with leadership 'quintets' in place
- Primary care leadership in place at locality and neighbourhood level and 14 Primary Care Networks across the city
- Major recruitment campaign delivered with 61.5 additional social workers in place as of November 2019
- Development of new strengths based approach to assessment and support planning, delivering improved outcomes and a more streamlined process
- Delivery of phase 1 of technology-enabled care programme transferring c.150 citizens from legacy provider
- Some reductions in social care waiting lists including (between May and July 2019) a reduction of 43% in ongoing work waiting and 8% in reviews
- A statistically significant reduction in A&E attendances from the impact of Manchester Care Management (High Impact Primary Care);
- The expanded Reablement service has achieved 26% fewer homecare visits and 22% fewer homecare hours than people who had been referred to Reablement but not supported; and
- Extra Care accommodation has enabled improved quality of care for residents and approximately 1,200 fewer days of residential care.
- Investment in North Manchester Hospital from government

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Homelessness is not just about people who sleep rough on our streets, but also consists of the much larger number of single people in hostel accommodation, families in dispersed temporary accommodation, as well as those who are hidden homeless. Across Manchester an increasing number of individuals and families are becoming homeless and are at greater risk of homelessness. The Homelessness Strategy aims to make:

1. Homelessness a rare occurrence: increasing prevention and early intervention
2. Homelessness as brief as possible: improving temporary and supported accommodation so it becomes a positive experience
3. Experience of homelessness a one-off occurrence: increasing access to settled homes

Organisations across the city all have a contribution to make and a role to play towards these aims in order to reduce homelessness.

Our Homelessness services leads on the objective of reducing the number of people becoming homeless, and better outcomes for those who are homeless. The objective is also delivered by a range of services across the council including Housing, Health, Children's Services and Adults Services within MLCO.

Homelessness services achievements in the last year include:

- Successfully ensured that the Council met all it's legal duties in challenging circumstances.
- Developed a specialist service to tackle evictions from the private rented sector which successfully prevented homelessness.
- Delivered a comprehensive response to rough sleeping through the provision of over 45,000 bed-nights for people who sleep rough in the city.
- Increased the level of access to affordable property in the private rented sector.

### **Activities supporting delivery of this priority**

In 2019/20 the Homelessness Service will

- Provide high quality services in all that we do through delivery of the Homelessness Service Transformation Programme, forming the core of the approach to tackling and reducing homelessness over the next three years
- Reduce the use of temporary accommodation, including through the continuation of a new team focused on Section 21 presentations (no fault evictions), providing support to prevent or delay the use of temporary accommodation
- Reduce the cost of temporary accommodation including through enhanced incentives for private landlords and aiming to move people directly from their current property into dispersed accommodation, avoiding the use of bed and breakfast accommodation
- Increase the level of homelessness prevention through a multi-agency response and development of a city-wide 'Prevention Compact', informed by two locality based prevention pilots in Moss Side and Clayton & Openshaw
- Reduce the numbers of people who sleep rough through providing targeted support
- Increase the profile of homelessness prevention and broaden the range of partners who help us to achieve this.
- Play a positive role in the Manchester Homelessness Partnership, to build the partnership and maximise contributions from all sectors, including in the co-production of services.
- Ensure that the Council meets all of its legal duties to homeless people and people at risk of homelessness.

These activities will be supported by the development of temporary and permanent housing solutions and the development of a new commissioning strategy for homelessness services.

All of the activities outlined will be supported by dedicated programme and project support and provision of intelligence, evaluation and performance information.

<b>Key measures of success</b>	<b>17/18</b>	<b>18/19</b>
The number of households who presented as being homeless or being threatened with homelessness and were owed a duty. <b>N.B.</b> The introduction of the Homelessness Reduction Act 2018 means that 2017/18 and 2018/19 results are not comparable.	1,222	4,336
The number of households, (who had presented as being homeless or being threatened with homelessness), who were being supported as a 'prevention case' and were subsequently prevented from becoming homeless via being able to stay in their existing property or securing alternative accommodation (and staying in this accommodation for 6+months)	313	375
Number of households who moved on into settled accommodation provided by Registered Housing Providers.	387	479
Number of households who moved on into settled accommodation provided by the Private Rented Sector	187	404

## Housing

Ensure delivery of the right mix of good-quality housing so that Mancunians have a good chance of quality homes:

- Accelerate and sustain the delivery of more housing
- Ensure the provision of enough safe, secure and affordable housing for those on low and average incomes

The Residential Growth Strategy (2015–2025) sets out the city's approach to providing the right housing mix of safe, secure and affordable homes for a growing and increasingly diverse population.

The Strategy was updated in 2019 increasing the overall target of new homes from 25,000 to 32,000 and committing the city to deliver 20% of all new homes as affordable tenures, representing a minimum of 6,400 new homes by March 2025 (up from 5,000).

Multiple services and directorates work together to deliver this priority. The services with a lead role include Strategic Housing and Residential Growth, City Centre Growth & Regeneration, Development Team, Planning, Building Control and Licensing. Corporate services such as City Policy and PRI provide strategic and analytical support to help deliver the objectives.

It is forecast that c.5,200 new homes will be delivered in Manchester by the end of

2019/20 of which 521 will be affordable homes and 36 Extra Care units. This year there have been more cranes across the skyline than ever recorded, including the previous pre-recession construction peak in August 2005. There are currently over 11,000 new homes under construction in Manchester, including 9,000 in the city centre, more than in any other Core City or individual London borough. A total of 14,000 new homes are forecast to be completed by March 2022. Other achievements in the last year include:

- Delivered 53 new Council homes in Brunswick
- Delivered 61 new homes for sale in the Miles Platting and Brunswick PFI contracts
- Commenced the final phase of 330 new homes for sale in West Gorton
- Delivered 1,500 new homes for rent and sale in New Islington and Ancoats via the Manchester Life JV Partnership
- Delivered 70 apartments for people with a Learning Disability
- Acquired 20 large homes for homeless families
- Begun sprinkler installation in 25 Council tower blocks
- Completed the review of the Allocations Scheme, which is used to assess the eligibility and priority of applicants for the social housing the Council has available
- Created and approved a number of strategic regeneration frameworks to guide a comprehensive and holistic approach towards regeneration across the extended city centre. Examples include Northern Gateway, Great Ducie Street and Knott Mill.

#### **Activities supporting delivery of this priority**

- Deliver a minimum of 6,400 affordable homes between 2015 - 2025 including 7 new Extra Care and 3 Community-Led Housing schemes by:
  - Working closely with Registered Providers to deliver housing on Council-owned land, and
  - Working with developers to deliver housing on privately-owned land
- Provide the conditions that enable the building of 32,000 new homes in Manchester between 2015 and 2025
- Deliver a range of major projects that include:
  - Northern Gateway - A joint venture between the Council and Far East Consortium which has the potential to contribute up to 15,000 new homes over a 15 to 20-year period.
  - Eastern Gateway - Identify and start work on new phases of the Manchester Life Joint Venture Partnership, and identify opportunities for the delivery of new homes in ongoing regeneration around the Etihad Campus
- Great Jackson Street – Work has rapidly progressed on the delivery of significant new residential development at Great Jackson Street, contributing up to 6,000 new homes. Construction is nearing completion on the four residential developments that comprise Deansgate Square
- Develop the new Local Plan for Manchester, setting out how the city will meet the need for development over the years to 2038
- Deliver a quality, efficient, inclusive and proactive Planning service, acting as enablers for new homes, creation of neighbourhoods where people want to live and engaging meaningfully with all stakeholders

- Create a refreshed City Centre Strategic Plan. This will set out the current position of the city centre and the plans and aspirations over the next period. The document will provide Local and Central Government colleagues with this shared insight.
- Ensure fire safety improvements are delivered especially in high rise buildings in line with the Hackett Review of Building Regulations and Fire Safety, of which Manchester is an early adopter
- Continue to work collaboratively with neighbourhood teams to develop and deliver new areas for Selective Licensing across the city.
- Provide specialist property advice to colleagues and politicians in respect of all development opportunities. Taking a lead role in the delivery of transformational regeneration projects across the City.
- Identify long term empty homes and work with owners and developers to bring them back into use
- Utilise the GM Housing Fund for development finance to help unlock mainstream institutional finance to fund new homes in Manchester.

All of the activities outlined above will be supported by the Policy and Performance, Research Intelligence teams through delivery of appropriate and up to date planning policy and strategic frameworks including the new Manchester Local Plan and production of credible and relevant intelligence that supports decision making, evidences change and supports the development of key strategic documents

<b>Key measures of success</b>	<b>17/18</b>	<b>18/19</b>
The number of new homes built in Manchester	2,865	2,897
Affordable homes delivered according to government definition	297	338
Percentage of properties empty for 6 months or longer	0.61%	0.56%

## **Neighbourhoods**

Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of:

- Enable clean, safe, vibrant neighbourhoods

Multiple services and directorates work together to deliver the Neighbourhoods corporate plan priority.

The three Neighbourhood Teams (North, Central, and South) manage and develop the city's neighbourhoods and work with services delivered locally to respond to the needs of different places and play a significant role in the delivery of Bringing Services Together for People in Places.

A number of citywide teams take a lead role in delivering specific elements of the neighbourhoods priority.

Together, Waste, Recycling and Street Cleansing, Compliance and Enforcement and Community Safety play a significant role in ensuring our neighbourhoods are clean and safe. Libraries, Galleries and Culture, Markets, Parks, Leisure, Youth and Events work together to make sure our neighbourhoods are vibrant places where people want to live, work and visit. Some of the recent achievements include;

- Increased the number of library visits by over 270,000 from 2017/18 to reach 3.2million in 2018/19, and increasing the number of visits to Manchester Art Gallery over the same period by over 20% to reach 731,003 in 2018/19.
- Voted as within the top 3 Christmas Markets in Europe in 2019 and consistently being voted in the top ten.
- Partnered with 37 organisations to facilitate or deliver a programme of 60 calendar events that attracted over 1.3 million people over 168 days of live events, raising the profile of the city on the regional, national and international stage.
- Ensured 1,491 littering prosecutions and 241 prosecutions for waste offences
- Made 3,130 visits to inspect food businesses and seizing 8,555 unsafe items from other trade premises.
- Attracted over 7,000 volunteers to support more than 200 events during the Great British Spring Clean campaign in 2019 - the city's best performance yet.
- Improved the cleanliness of the city's streets from 2018 levels and having cleaner streets than the national average according to an independent survey in 2019.

Strategic Communications, Reform and Innovation, Performance, Research and Intelligence (PRI), Legal Services, Corporate Estates and Facilities Management all play an enabling role in delivering this priority.

### **Activities supporting delivery of this priority**

#### **Ensure our neighbourhoods are vibrant places where people want to live, work and visit**

- Deliver the city's cultural strategy agenda. This will be supported through the effective management of the Council's strategic cultural investments and grants, the development of partnerships in the city and internationally (including with Denmark, China and Music Cities) and the delivery of the Cultural Impact Survey.
- Develop and maintain a strong cultural offer at a neighbourhood level through the city's libraries, galleries and cultural attractions. This will be supported through working with our local communities and partners (such as artists, Cultural Leaders Group, Arts Council England and Manchester International Festival) to widen access to and participation at libraries, galleries and cultural attractions.
- Continue to develop Manchester's libraries so that they offer creative spaces and, as a UNESCO City of Literature, promote literacy and reading for pleasure through the Read Manchester programme and a range of cultural events and community writing projects.
- Commission and deliver a comprehensive programme of activities and volunteering opportunities to engage all residents and target under-representation. This will include improving the offer for young people and



enhancing holiday activities available to them, launching accessible physical activity sessions as part of the Local Delivery Pilot and running initiatives targeted at women and girls to promote their use of and their volunteering at parks and leisure facilities.

- Implement the Events Strategy, establish the Events Commission and deliver a vibrant events programme including civic and community events which promote citizenship, participation and feedback across the city's diverse communities. This will be achieved through working together with stakeholders such as Marketing Manchester, Manchester Business Improvement District and various accommodation providers.
- Manage our parks and leisure facilities to ensure they are great places to visit, get active and enjoy.
- Deliver a range of enhancements and new public realm schemes such as the Medieval Quarter, Lincoln Square and Piccadilly Gardens.
- Manage, revitalise and maintain the Council's heritage estate and provide specialist advice on key heritage projects (e.g. Our Town Hall, Crossley House, Varna Street and Victoria Baths).
- Take a lead role in transforming and regenerating local district and town centres (such as Harpurhey, Newton Heath and Wythenshawe).
- Provide diverse, accessible, exciting and contemporary markets in order to enhance the experience in the City Centre and across new sites.
- Engage with residents and local businesses to increase their participation in neighbourhoods, build their resilience, celebrate their strengths and reduce demand on key services.
- Work with key stakeholders from a neighbourhood perspective to ensure that city wide service development and delivery plans take account of local needs and emerging priorities.

#### **Ensure our neighbourhoods are clean and safe**

- Make Manchester the country's first 'Tidy City' by 2020 through the council's partnership with the Keep Britain Tidy charity.
- Deliver the fly-tipping intervention project to reduce fly-tipping of both domestic and commercial waste and invest in 'target hardening' solutions for fly-tipping hotspots.
- Ensure effective waste collection, increased recycling and street cleansing through our contract with Biffa and the Greater Manchester disposal contract with Suez.
- Increase compliance of food businesses with regulations and implement the food safety intervention programme.
- Reduce the supply of unsafe consumer products, illicit tobacco and the sale of age restricted products to those under age.
- Support outreach teams in the City Centre and Neighbourhoods to address rough sleeping and begging.
- Use appropriate tools and powers to reduce crime and antisocial behaviour (ASB).
- Work with partners and voluntary and community sector organisations to strengthen community cohesion and challenge hate, prejudice and extremism across the city's diverse communities.
- Tackle Domestic Violence and Abuse through initiatives such as Cut It Out

<p>campaign and a pilot approach to address child/adolescent to parent violence.</p> <p>All of the activities outlined support the delivery of integrated services in neighbourhoods, Bringing Services Together for People in Places, and will be enabled by corporate and supporting functions including the provision of specialist property advice, dedicated policy and project support and provision of intelligence, evaluation and performance information.</p>		
<b>Key measures of success</b>	<b>17/18</b>	<b>18/19</b>
Antisocial behaviour incidents per 1,000 people	9	9
Number of flytipping incidents per 1,000 people	32.1	34.8
% of residents attending a cultural event N.B. It is unknown whether data for years after 2017/18 will be available.	50.8%	N/A
% of residents using a public library service N.B. It is unknown whether data for years after 2017/18 will be available.	40.7%	N/A
Percentage of household waste recycled	38.6%	40.1%
Piccadilly/Oxford Rd NO <sup>2</sup> annual hourly mean concentration (µg/m <sup>3</sup> )	36% / 65% (2017)	35% / 62% (2018)
Total number of visits to Manchester's libraries, galleries and sports and leisure facilities	7,011,414	7,274,428

## Connections

Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks:

- Improve public transport and highways, and make them more sustainable
- Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and support a thriving digital economy

For a city to be successful it needs to be well connected – internationally, nationally and locally. Residents and businesses have helped develop a number of relevant strategies including the Greater Manchester 2040 Transport Strategy, which was adopted in 2017, and a refreshed City Centre Transport Strategy will be published in 2020. We have also been working with our partners to support the city's digital aspirations and ensure that Manchester has the digital infrastructure and digital skills to access global opportunities

Together, Highways, Operational Services (Highways Maintenance, Grounds Maintenance and Fleet), City Policy, City Centre Growth and Regeneration, the Development Team and Parking Services, play a significant role in **connecting the city through good quality roads and sustainable transport systems**. Recent achievements include:

- National Transport Award for 'Excellence in Cycling and Walking' in recognition of the Oxford Road Scheme, and scored highly on the 2019 National Highways and Transport Network (NHT) Public Satisfaction Survey.
- Repaired over 15,000 recorded highway defects in 2018/19.

In addition to transport connections, there is also a pressing need to increase broadband coverage in Manchester at a faster pace to secure the city's status as a leading digital centre.

Together, ICT, City Policy, Libraries, Galleries and Culture, Corporate Estates, Customer Service Organisation and Strategic Communications play a significant role in **connecting the city, transforming public services and growing the city's digital economy via digital infrastructure**. Recent achievements include:

- Increased the availability and take up of superfast broadband (>30Mbits/s) to residential and SME premises throughout the city in 2018:
  - Residential from 88% in 2015 to 95%.
  - SME from 34% in 2015 to 52%.
- Increased the percentage of financial and non financial transactions which were made via the council's website from 45% in 2017/18 to 50% in 2018/19, supporting our users to shift channels to digital services.
- Utilised Department for Digital, Culture, Media & Sport (DCMS) grant funding to launch the first phase of Manchester Tech Hub, providing flexible work space for Technology and Digital start-ups.
- Supported the transformation of public service delivery through the implementation of digital initiatives and solutions. Examples of these include Tell Us Once, Liquidlogic - the social care case management, charging and payment software and a data sharing pilot with HMRC which was successful in improving Council Tax Collection.

### **Activities supporting delivery of this priority**

#### **Connecting the city through good quality roads and sustainable transport systems**

- Deliver year four of the agreed 2017-2022 Highways Network Investment Programme (including a small patching programme and drainage works).
- Implement projects and schemes to improve the highways network's journey time reliability, accessibility, connectivity and user satisfaction.
- Continue to create, design and deliver sustainable and active transport through increased cycling and walking routes.
- Deliver the planned airport improvement works.
- Coordinate Manchester's and Greater Manchester's input into HS2 & Northern Powerhouse Rail scheme development.
- Undertake strategic land acquisitions and lead regeneration projects to connect the city, facilitate growth and housing delivery.

- Effectively enforce parking and bus lane restrictions to keep the city's roads moving and safe.
- Lead the city's work on the Clean Air Plan, City Centre Transport Plan and the promotion of cycling and walking.
- Ensure all fleet vehicles meet the required emissions standards in preparation of the introduction of the Greater Manchester Clean Air Zone.

### **Connecting the city, transforming public services and growing the city's digital economy via digital infrastructure**

- Develop and deliver effective online systems which enhance the customer experience and support channel shift towards digital services.
- Deliver the Resident and Business Digital Experience Programme which aims to make the Council a leading digital public services organisation that provides our residents, businesses, members and partners an easy to use, fully integrated set of digital public services which reduce our internal demand costs and increase customer satisfaction.
- Implement text messaging for debt recovery and other digital initiatives such as the implementation of new social care computer systems.
- Implement the government's 'Making Tax Digital' requirements working with ICT and other services to ensure systems are compatible.
- Develop consistently engaging digital content to ensure the council is a trusted and influential service provider at the heart of existing local community networks.
- Produce a new three-year communications strategy which will continue to embed the use of digital communications to reach people at the right time in the way that works best for them to support an ongoing increase in participation and engagement.
- Invest in technology to support targeted digital delivery such as Granicus - software which supports the creation of engaging digital communication campaigns.
- Introduce the MCRactive digital platform to provide robust and effective data analysis and to measure impact.
- Complete the Arbeta redevelopment at One Central Park to deliver employment opportunities in the digital and creative content sector.
- Deliver Smart Cities projects and develop a Digital framework for the city.
- Improve digital access, inclusion, participation and literacy through work led by Libraries, Galleries and Culture.

<b>Activities supporting delivery of this priority</b>	<b>17/18</b>	<b>18/19</b>
Road network beyond mid-life grading (A, B, C, U roads - excluding footways)	27.14%	19.2%
Number of people Killed or seriously injured on Manchester's roads (per 1,000,000 population)	349 (2017)	345 (2018)
Number of cyclists killed or seriously injured on Manchester's roads (per 1,000,000 population)	85 (2017)	75 (2018)
Percentage of journeys into Manchester city centre by bicycle	1.85%	2.03%

Percentage of residents with access to high-speed broadband >30Mbits/s	92%	95%
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### Growth that Benefits Everyone

Boost the city's productivity and create a more inclusive economy that all residents can participate in and benefit from, and contributing to reductions in family poverty, as set out in Developing a More Inclusive Economy - Our Manchester Industrial Strategy:

- Support good-quality job creation for residents, and effective pathways into those jobs
- Facilitate economic growth of the city

Connecting all Manchester residents to the opportunities of economic growth in the city is a core aim of the Our Manchester Strategy 2016 -2025.

Manchester's overall success and resilience during the past decade has been underpinned by the strength of its economy. A thriving economy is essential for the creation of jobs, attracting further investment, and driving population and residential growth. The city centre is the economic growth engine for both the city and wider region. With a £6billion economy, the city centre employs more than 140,000 people, predicted to rise to more than 150,000 over the next decade. This figure accounts for 40% of employment within the city and 10% of Greater Manchester's total employment (Greater Manchester Forecasting Model 2018). Total employment in Manchester has continued to increase, with our fastest growing sectors including business, financial and professional services, and cultural, creative and digital. Manchester continues to be a major international city, with Manchester Airport acting as the gateway into the North of the UK; we recently became the most popular inbound tourist destination in the UK outside of the capital.

However, despite economic growth, Manchester has the highest concentration of highly deprived neighbourhoods in the city region. Poor health outcomes, poor skills levels, and a significant gap between resident and workplace wages present a significant challenge to achieving more inclusive growth.

The next step of Manchester's economic journey is to ensure that the economy is as inclusive as possible, connecting the city's residents to high quality opportunities.

**Developing a More Inclusive Economy - Our Manchester Industrial Strategy**

was published in autumn 2019 and sets out how this objective will be achieved. In addition, the **Adult Education & Skills Plan** aims to develop a work and skills system which meets the growth needs of all businesses and enables residents from all backgrounds to obtain the skills and attributes employers require.

The city's Zero Carbon ambition will be a driver of economic growth and will facilitate job creation, recognising that good growth is green growth.

This priority is delivered by services across the Council but certain services,

particularly those within the Growth and Development directorate, take a lead role.

Achievements in the last year include:

- Creation and approval of a number of strategic regeneration and development frameworks to guide a comprehensive and holistic approach towards regeneration across the city centre.
- Construction start on site of The Factory, a nationally unique, flexible arts and performance facility which will strengthen our creative industries.
- The percentage of the working age population skilled to level 4 and above has increased to 44.1%, up from 39.9% in 2017
- Fewer residents out of work and claiming a health-related out of work benefit (Employment and Support Allowance) - down from 7.7% in February 2018 to 6.7% in February 2018
- Fewer residents with no formal qualifications - 10.5% of the working age population in 2018 compared to 11.1% in 2017, and 25% in 2004
- 400,000 people in employment (2018), up from 395,000 in 2017
- The Oxford Road Corridor Enterprise Zone has continued to attract new occupants to the cohesive cluster of science and technology businesses, academics, clinicians and world leading health institutions. The Works in its new location in Ardwick supports local residents access jobs in the universities and with the construction companies working on site
- Manchester remains the largest office market of any city outside London, with headline prime rents of £35 per square foot reflecting high demand
- Raised the profile of social value significantly within the Council and externally with our partners and commissioned providers / businesses to drive a more inclusive economy through supply chains

#### **Activities supporting delivery of this priority**

- Support effective pathways into jobs for Manchester residents through a range of actions including:
  - Engaging employers in the provision of post-16 /adult education to support their current and future needs
  - Making learning more accessible for adults in low skilled, low paid jobs and provide career progression
  - Working with employers to promote the Living Wage and the GM Good Employment Charter
  - Co-designing courses and providing work experience opportunities to develop job readiness in our growth sectors for young people & adults
  - Work with anchor institutions to maximise employment & supply chain opportunities for families living in poverty
- Work closely with public and private sector partners to identify opportunities to stimulate regeneration initiatives across the city to drive our inclusive economic, social and environmental ambitions. This includes:
  - Driving delivery of commercial development, particularly office and employment accommodation, to support inclusive growth across the city.
  - Identifying development opportunities to promote growth across the city, in particular around the Etihad Campus and through Joint Venture partnerships at Mayfield and St. Johns

- Development of industrial and commercial space for both existing companies who may need to relocate from city centre fringe and for organisations who need to expand or want to move into the area.
- Deliver a range of major projects that position Manchester as a leading international city. Some of these transformational initiatives include:
  - The Factory - a new arts and cultural centre of international importance, it is set to add £1.1billion to the city's economy and create 1,500 jobs. It will be located in the city's emerging St John's neighbourhood and be the new permanent home of Manchester International Festival (MIF)
  - Piccadilly - a five year programme to develop a major new district for Manchester with a world class transport hub at its heart through the arrival of High Speed 2 and Northern Powerhouse Rail
  - Circle Square - development of a commercially led mixed-use neighbourhood that will house some 2,000 new city centre jobs.
- Deliver a quality, efficient, inclusive and proactive Planning service, acting as enablers for growth and providing a platform for investment in the city to support growth
- Support the creation of new jobs in the city by attracting new employers and inward investment, alongside increasing residents' access to the jobs created; specific focus on our growth sectors and future strengths, including the green economy
- Deliver a vibrant events programme which promotes Manchester as a world class city, as well as a fair and equitable city, where everyone can contribute and share in the success.
- Promote the city on a national and international stage to help attract investment and funding (e.g. Cultural Grants and European Projects)
- Develop, promote and embed corporate priorities in relation to commissioning and procurement, including social value, ethical procurement, and living wage. In particular, in the supply chain of the following services:
  - Operational Services
  - Parks, Leisure, Youth and Events
  - Highways
- Ensure highways infrastructure delivers the Council's Transport 2040 vision and the growth aspirations of the city.
- Increase reading, digital access and literacy through the city's libraries
- Employ Manchester residents for our entry level jobs in School Catering
- Provide Market facilities to support the retail and social economy across the city
- Administer Business Rate reliefs to support businesses and reduce evasion.

All of the activities outlined will be enabled by corporate and supporting functions including City Policy support to the implementation of the Our Manchester Industrial Strategy, production of relevant and responsive intelligence, evaluation and performance information through PRI and wider work across Performance, Policy and Reform on developing social and economic metrics to measuring the inclusivity of Manchester's economy.

<b>Key measures of success</b>	<b>17/18</b>	<b>18/19</b>
Percentage of 50-64 year olds claiming an out of work	24.2%	24.1%

benefit	(May 2018)	(May 2019)
Apprenticeship achievements and rate per 1,000 16-64 year olds	3,720 / 9.7	3,690 / 9.6
Percentage of the Council's procurement spend with local suppliers	71.7% (2016/17)	71.3% (2017/18)
Floorspace of office development granted planning permission (square metres, Class B1)	N/A	562,736 (April to Sept 2019)
Office take-up ('000s of square feet)	751.5	739
Enrolment on foundation courses including Literacy/Numeracy/ESOL	3,151 (Aug to July)	3,026 (Aug to July)
Businesses assisted to improve (min. 12 hours support provided)	190 (2017/18)	343 (2018/19)

### Well-Managed Council

Support our people to be the best and make the most of our resources:

- Enable our workforce to be the best they can be through the Our People Strategy and Our Manchester behaviours
- Effectively plan our future budgets and balance our current budget, delivering savings, transformation of the organisation, reductions in demand through reform, and generating income

**Our Transformation** is a new Council-wide portfolio of programmes which has been set up to look at our existing business processes and organisational approach with a view to changing how we work as an organisation to ensure we can deliver our corporate priorities and specifically ensure that we are a 'well managed council'. This aligned with the **Our People Strategy** and **ICT Strategy** sets out a compelling vision for a future workforce and workplace where systems, processes and cultures are fully aligned with Our Manchester behaviours and where people have the skills, opportunity and support to perform at their best.

Although this is a priority for the whole organisation, the Corporate Core has a key leadership and direct delivery role in delivering the well-managed council priority through diverse services.

Achievements in the last year include:

- Set a balanced budget for 2019/20 and won the national CIPFA award for Achievement in Financial Reporting and Accountability



- Answered 729,818 calls and handled 110,307 email, web, social media and written contacts. 99.2% of callers surveyed were either satisfied or very satisfied with the level of service received.
- Successfully delivered Local Elections, European Parliamentary Election at short notice and a General Election.
- Delivered new social care case management and payment/charging systems across adults and children's services
- Dealt with more than 60,000 live benefit claims across housing benefit and council tax support and collected
  - £181.1m in Council Tax
  - £373.5m in Business rates
  - £19m adult social care charges
  - £3.6m housing benefit overpayments
  - £633m miscellaneous income
- Delivered the Our Manchester Grants Programme
- Over 3,000 staff attended the Our Manchester Experience
- Developed an Employee Health and Wellbeing strategy recognised as best-practice in the field, including a comprehensive offer around mental health
- 431 apprentices started across the last two and a half years and the graduate scheme was relaunched

#### **Activities supporting delivery of this priority**

- Continue to deliver Our Transformation through strengthening accountability and the role of our managers, improving our ways of working including the introduction of key new ICT infrastructure, improving our processes and developing a longer term model for the core, leading to efficiencies
- Continue to deliver the strategic vision for the city by collaborating with internal and external partners to: create new strategies and policies; attract funding and resources; implement complex projects and programmes; and create effective strategic partnerships.
- Drive service reform across the Council and with partners and residents
- Provide financial support, insight and intelligence to maximise budgets and deliver on the Council's priorities
- Promote information as an asset working with stakeholders to recognise the importance of data and intelligence in decision making and development of service provision.
- Drive the Our People Delivery Plan, in particular work to:
  - Reduce sickness absence levels
  - Develop a more diverse workforce, at all levels, particularly in relation to BAME and Disability representation
  - Support health and social care workforce integration and the Manchester Locality Workforce Plan
  - Create a strengthened approach to development, talent management and succession planning
- Support and enhance the reputation of the Council, through effective strategic communications, professional executive support for the Chief Executive and Senior Management Team and successful civic and ceremonial events and programmes.

<ul style="list-style-type: none"> <li>● Provide stable, scalable, secure and resilient ICT services, including migration to the new data centre</li> <li>● Deliver innovation and excellence in public sector legal services that provides value for money</li> <li>● Provide a first class procurement service to the council and its partners, from supporting services in the upfront design to delivering successful contract awards.</li> <li>● Deliver key Corporate Estates projects and programmes including the refurbishment at Alex House, the refurbishment of Hammerstone Road, the Gorton Hub, the Asset Management Programme and support the Town Hall Project 19/20</li> <li>● Deliver all statutory services related to the registration of births, deaths and marriages and Coroner Services, and to meet the required statutory and non-statutory targets.</li> <li>● Deliver effective and efficient customer services and develop effective online systems which enhance the customer experience and support channel shift towards digital services</li> <li>● Maximise the collection of money owed to the Council and manage the expected reduction in new claims and caseload driven by Universal Credit</li> </ul>		
<b>Key measures of success</b>	<b>17/18</b>	<b>18/19</b>
Best Companies Index Score (B-Heard Staff Survey)	630 (2018)	644 (2019)
Average days lost due to sickness absence per employee (i.e per Full Time Equivalent) (12 month rolling total)	12.23	12.41
Financial year to date agency spend (£'000)	£15,974,000	£15,097,000
The number of staff who were provided with an OM Experience in the year	613 (Sept 17 - Mar 18)	1,787
Year end % budget overspend / underspend	2.27% (over-spend)	1.03% (over-spend)
Percentage of the council's targeted savings in the year which were realised	73.6%	45.10%
Percentage of annual due Council Tax collected	93.01%	92.81%
Percentage of annual due Business Rates collected	96.6%	96.91%
Stage 1& 2 corporate complaints & response within target	85.9%	79.2%

## How we will deliver the plan

### Our People

Our Council Business Plan for 2020-21 is ambitious. We will only deliver on our ambition with the right resources in place - the most important of which are our people.

Our People Strategy is being refreshed for 2020-21 - the final draft of this plan will refer in more detail to the objectives of this strategy and how it aligns to our priorities.

In order to deliver the practical actions described in this plan there are a number of immediate priorities for delivery to support our workforce:

- Improve the health and well being of our staff including a reduction in absence levels across the organisation. Currently the average employee loses c.13 days per year which is well above the national average and the highest levels within Greater Manchester. Through a continued focus on health and well being, especially mental health and more targeted work with our workforce linked to the strategy for our residents.
- Reduce reliance on temporary staff including overall reduction in agency spend, including recruitment campaigns across some areas of over reliance including Highways, Legal and Adult Social Care.
- Refresh and relaunch of our management and leadership development to develop our managers in the context of Our Manchester and Our Transformation whilst ensuring we get the basics right in terms of training and development with a particular focus on people and financial management
- Reaffirm our commitment to ensure our workforce reflects our communities with a particular focus on the development of our BAME staff and staff with disabilities ensuring they have access to development opportunities
- Continue our commitment to staff engagement, building effective plans against our most recent Staff Survey ('BHeard') but continuing our programme of listening in action and Directorate based engagement. Through the work of Our Transformation there will be greater engagement with a range of staff from across the organisation to ensure our systems, processes and decision making are clear and to make both staff and managers more efficient in their roles.
- Commitment to develop the digital skills of our staff to ensure they are able to access and benefit from the full range of support, rewards and benefits of being an employee of MCC but also in their everyday lives. The ambition for our workforce will mirror that for our residents.

### Our Technology

The importance of technology, systems and data should not be underestimated if the City Council is to achieve the aspirations of growth, reform and health and social care

integration from both a Council and GM perspective. ICT investment is critical to enabling the delivery of the Directorate's priorities and budget strategies as it acts as a key enabler to service transformation, efficiencies and operational delivery. It is important that ICT investment is aligned to the Directorate, ICT and wider City strategies and focuses on where it can provide the most value.

During 2019/20 ICT investment and progress has been made across the portfolio and examples are provided below where the initiatives have been a mixture of systems to underpin transformational agendas, the implementation of fit for purpose systems or to establish compliance in line with the ICT strategy.

- A new Coroners system has been implemented.
- The Treasury Management solution was migrated to the Cloud
- All laptops and desktops were upgraded to windows 10
- Migration of virtual server environment to new, up to date resilient hardware
- Various critical application upgrades e.g. SAP Netweaver, Academy
- Implementation of the new Children's and Adult Social Care case management system; and a new Social Care payments system
- Completed district Libraries technology refresh
- Implementation of the new Rent Accounting System.

During 2020/21 ICT will continue to work closely with Directorates in order to identify solutions that comply with the information and ICT design principles and to help to develop robust business cases to support their development, including:

- Embarking on the Resident and Business Digital Experience Transformation programme to improve the Council's current digital services and transactions placing our resident/business journey at the heart of this transformation by designing an integrated set of digital public services which are supported by an organisation that can deliver a consistently positive experience.
- The deployment of new functionality within the Liquidlogic Social Care system, which will better enable the council to do business both with providers and partners.
- Continue to support the deployment of the Manchester Care Record (CareCentric provided by Graphnet) across Adults service; as well as looking at how this might support children's services in the future.
- Implementation of the Liquidlogic Early Years and Education System (EYES), which will provide an integrated EYES and Social Care system.
- Continue to support the Technology Enabled Care (TEC) programme; with ICT focusing on the design of a digital platform which will aggregate data from TEC devices, providing both proactive and reactive alerts, which will support Manchester residents to live independently
- Continue and complete the new Information Governance and Complaints platform to manage complaints and information governance requests in line with the new GDPR regulation.
- Complete the migration of all ICT services out of the current data centre to a new secure and resilient data centre
- Procuring, planning and designing a new, resilient, flexible and cost effective local and wide area network and introduce a consistent and reliable wireless infrastructure.

- Implement a new up to date, reliable telephony solution with contact centre capability
- Reviewing SAP and assessing the way forward
- Delivering the Microsoft 365 platform aimed at transforming the way the organisation works, including the rollout of new devices.
- Procure, design, deliver and test a replacement to the FLARE neighbourhoods enforcement application. The biggest application in Neighbourhoods this project will enable improved service delivery, more agile and mobile workforce and increased application resilience.
- Review of FM from an ICT perspective with a view to developing a stable and supported platforms for CCTV, access control and Building Management Systems.

### **Equality, Diversity and Inclusion**

We will continue to ensure that the Council meets its obligations under the Public Sector Equality Duty, building on our successes at fostering good relations between Manchester's communities of identity and maintaining fair and equal access to Council functions. Through ongoing customer monitoring, satisfaction and engagement approaches, we will strengthen and utilise our growing evidence bases at both Corporate and Directorate levels to identify the differential experiences of individual identity groups in Manchester accessing Council services, and proactively respond to make these as fair and equitable as possible.

Based on our evidence and engagement, we will publish and promote a refreshed set of equality objectives for the Council, that reflect our stakeholders' voices. We will communicate these to our residents and workforce to give assurance and clarity about the Council's key areas of focus on equality, diversity and inclusion (EDI) in the coming years.

We will strengthen the methodology and governance around our approach to undertaking Equality Impact Assessments (EIAs), ensuring that all Council functions are engaging with, and assessing the impact of their services for Manchester's communities of identity as appropriate. We will extend the range of identity groups considered by the EIA framework to be more reflective of Manchester's key stakeholder groups.

Building on extensive evidence-gathering in 2019-20, we will undertake a series of workforce equality initiatives, in particular work to improve the representation, progression and workplace experience of our BAME and disabled employees. These initiatives will be supported by adaptations to our EDI learning and development offer and continuing our work on promoting EDI through our communication channels. We aim to mainstream EDI considerations in the workforce, making our role as an inclusive employer every employee's business as usual.

We will continue to work in partnership with and in support of Manchester's Voluntary, Community and Social Enterprise (VCSE) sector organisations. Recognising the vital role that the sector plays in meeting the needs of Manchester's diverse communities in an accessible and culturally competent way, we will maintain our support through the Our Manchester Funds Programme.

We will continue to work with Manchester's communities to deliver or support events and celebrations that promote the City's diversity of identities, cultures, traditions and languages. Building on an already established programme of events, we will seek to support new initiatives to ensure that the broadest range of identities is celebrated in the City.

The Council has begun to establish good partnership working relationships with its public sector partners on the EDI agenda, which will be strengthened going forwards. In particular, joint working across health and social care has opened up opportunities for EDI practitioners across organisations to collaborate and share, with a schedule of joint EDI deliverables being developed and delivered in 2020-21.

### Our Corporate Risk Register

We will continue to evaluate and respond to those risks that could impact the achievement of Corporate Plan priorities. We will do this through delivery of our risk management strategy including the regular review, refresh and reporting of risk exposures.

The latest refresh of the Corporate Risk Register confirmed the following key risks that are being overseen by Strategic Management Team.

Theme	Risk Description	Risk Impact x Likelihood
Our Finances and Resources	<b>Planned savings</b> are not achieved resulting in increased pressure on reserves and requirement for unplanned savings and cuts to services to made to achieve a balanced budget.	4x4=16 High
Our Performance	Consequences of <b>Brexit</b> impact negatively on a range of budget and other assumptions for the Council, partners and residents of the City. These include impacts on business rates, care and health budgets, airport revenues and welfare budgets; as well as wider impacts on recruitment and retention, economic development, housing and infrastructure projects.	4x4=16 High
Our People	Capability of the <b>workforce</b> is not aligned effectively to key priorities and organisational requirements. This includes: <ul style="list-style-type: none"> <li>● capacity in core managerial and technical disciplines;</li> <li>● leadership capacity and capability to drive change and transformation; and</li> <li>● workforce motivation and engagement.</li> </ul>	4x4=16 High
Our Partnerships	Failure to achieve the desired and intended outcomes of <b>health and social care integration</b> increases further pressure on Council and health budgets; and	4x4=16 High

	impacts on the ability to achieve improved health outcomes for Manchester residents.	
Manchester People	Loss of required <b><u>access to ICT</u></b> systems impacts on the ability to operate services and deliver to Manchester residents. This could arise from risks relating to core infrastructure (network and applications), hardware obsolescence (WYSE terminals), system availability (unsupported systems, insufficient licenses) or cyber-attack.	4x4=16 High
Our Performance	Lack of understanding or buy-in to <b><u>organisational vision and priorities</u></b> or alignment with partners means overall efforts are not focused efficiently and effectively in key areas and impacts the ability to deliver Corporate Plan Priorities and goals linked to Our Manchester and GM Strategy.	4x3=12 Medium
Our Partnerships	Key <b><u>suppliers</u></b> of goods and services or other partners fail to develop or deliver required services, due to lack of financial resilience or other factors, impacting the onward ability of the Council to secure required services to Manchester residents. A key risk given inflationary pressures, Brexit and lack of competition in some markets.	3x4=12 Medium
Legal and Regulatory	<b><u>Information governance and information technology security</u></b> arrangements, including behaviours of the workforce, partners and suppliers, are insufficient to prevent serious avoidable data losses, breaches or authorised access to systems or data.	3x4=12 Medium
Our Performance	Current or proposed <b><u>ICT systems</u></b> essential to business operations and legal compliance are not implemented or maintained (due to being out of support or lack inherent resilience) due to limitations in availability of financial and ICT resources.	4x4=16 High
Our People	Changes in <b><u>senior leadership</u></b> impact adversely on the capability required to promote and sustain positive organisational change and transformation.	4x3=12 Medium
Manchester People	Inability to maintain and demonstrate organisation-wide arrangements to <b><u>safeguard children and vulnerable adults</u></b> result in harm to those most in need with associated impact on families as well as financial and reputational damage to the Council.	4x3=12 Medium

Our Performance	<b><u>Implementation of new case management system</u></b> (Liquid Logic) does not have the anticipated impact and fails to deliver the necessary improvements in practice, recording, reporting, management oversight and performance.	3x4 = 12 Medium
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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny - 7 January 2020

**Subject:** Corporate Core Budget Report 2020/21

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

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**Purpose of Report**

This report sets out the Corporate Core medium term financial plan and budget proposals for 2020/21. The report should be read in conjunction with the Council's overarching Business Plan report

**Recommendations**

The Committee is invited to review and comment on the directorate budget report.

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**Wards Affected:** All

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Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Maintaining growth in order to continue developing the City's trading relationships, making the case for investment in infrastructure and housing growth and the Northern Powerhouse, leading devolution negotiations and local government finance localisation opportunities and the Council's response to European Union exit process with government
A highly skilled city: world class and home grown talent sustaining the city's economic success	Lead on key programmes of reform such as work and health, providing support and responding to the continuing changes to the welfare reform agenda.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Drive leadership for reform, health integration and support for the delivery of all Council strategic priorities. Lead changes to the organisation to deliver Our Manchester through improved and more consistent management, engagement of staff and lean fit for purpose systems supported through ICT investment

A liveable and low carbon city: a destination of choice to live, visit, work	Effective prioritisation of investment in low carbon initiatives and leading the city's zero carbon ambitions and declaration of the climate emergency.
A connected city: world class infrastructure and connectivity to drive growth	Focus on the ICT infrastructure and resilience to deliver future efficiencies, enable improved ways of working and support devolution, health and social care integration and the changing shape of back office support for Manchester and other Greater Manchester Authorities.

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

- Equal Opportunities
- Risk Management
- Legal Considerations

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**Financial Consequences for the Capital and Revenue Budgets.**

The proposals set out in this report will be considered as part of the City Council preparation of the 2020/21 budget which will be submitted to the Executive on 12th February 2019.

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

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

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

Corporate Core Business Plan 2019/20 - Executive 13 February 2019

## 1. Introduction

- 1.1. This report provides the draft 2020/21 revenue and capital budget proposals for the Corporate Core. The proposed budget includes the outcome of a comprehensive review across all service areas in order to ensure that the existing budgets are realistic and sufficient to ensure that the service area can deliver its objectives and deliver the Corporate Plan priorities.
- 1.2. The report also includes those areas of service which are in the remit of Resources and Governance Scrutiny Committee but not within the Corporate Core, namely operational property, facilities management and the investment estate from within the Growth and Development directorate and details of these areas is set out in section 4 of this report.
- 1.3. This report presents a one year budget plan to reflect the Government's Spending Round for local government, it is in effect a roll forward budget from 2019/20, although a longer term budget strategy is being developed that will ensure that Corporate Core services are delivered as efficiently and effectively as possible in order to protect the delivery of front line services.

## 2. Background and Context

- 2.1. The Corporate Core plays a key role in supporting the delivery of the Our Manchester Strategy and all eight Corporate Plan priorities, through providing a range of universal services, services which enable the wider organisation to function effectively and through specific and focused support to other parts of the Council to deliver the Corporate Plan.
- 2.2. This includes supporting relationships with a wider range of key partners across Manchester, Greater Manchester, nationally and internationally to enable delivery of all of **Our Corporate Plan priorities** and the wider vision for the city.
- 2.3. The Core has a direct delivery role in delivering our Corporate Plan '**well managed council**' priority theme. This is both through the provision of front line universal services and through providing effective support services.
- 2.4. The key universal services include:
  - Revenue and Benefits
  - Customer Contact Centre
  - Shared Service Centre
  - Coroners
  - Registrars
- 2.5. The Core has a strategic role to work with directorates across the council and key partners to drive delivery of our key priorities in the corporate plan, including:
  - Manchester's approach to place-based reform - Bringing Services Together for People in Places

- Integration of Health and Social Care through partnership arrangements with the NHS
- Delivery of the Local Industrial Strategy which will deliver inclusive and green growth for the city of Manchester
- Delivery of Our Transformation - a new Council-wide portfolio of programmes which has been set up with a view to changing how we work as an organisation to ensure we can deliver our corporate priorities and specifically ensure that we are a 'well managed council'
- Continuing to ensure that the 'Our Manchester' approach is the way we do things here, rather than a thing we do
- Leadership for the Council's action plan to being zero carbon by 2038 at the latest, and support arrangements with partners to meet the city's ambition to live within the science-based carbon budget and be zero carbon by 2038 at the latest

2.6 The Corporate Plan priority of being a 'well managed Council' has the following priorities in the draft 2020/21 Council Business Plan:

***Delivery of 'Our Transformation'***

- Continue to deliver Our Transformation through strengthening accountability and the role of our managers, improving our ways of working including the introduction of key new ICT infrastructure, improving our processes and developing a longer term model for the core, leading to efficiencies
- Continue to deliver the strategic vision for the city by collaborating with internal and external partners to: create new strategies and policies; attract funding and resources; implement complex projects and programmes; and create effective strategic partnerships.
- Drive service reform across the Council and with partners and residents

***Delivery of High Quality Support Services***

- Provide financial support, insight and intelligence to maximise budgets and deliver on the Council's priorities
- Promote information as an asset working with stakeholders to recognise the importance of data and intelligence in decision making and development of service provision.
- Drive the Our People Delivery Plan, in particular work to:
  - Reduce sickness absence levels
  - Develop a more diverse workforce, at all levels, particularly in relation to Black, Asian and Minority Ethnic (BAME) and Disability representation
  - Support health and social care workforce integration and the Manchester Locality Workforce Plan
- Create a strengthened approach to development, talent management and succession planning
- Support and enhance the reputation of the Council, through effective strategic communications, professional executive support for the Chief Executive and Senior Management Team and successful civic and ceremonial events and programmes.
- Provide stable, scalable, secure and resilient ICT services, including migration to the new data centre

- Deliver innovation and excellence in public sector legal services that provides value for money.
- Provide a first class procurement service to the council and its partners, from supporting services in the upfront design to delivering successful contract awards.
- Deliver key Corporate Estates projects and programmes including the refurbishment at Alexandra House, the refurbishment of Hammerstone Road, the Gorton Hub, the Asset Management Programme and support the Town Hall Project 19/20

### ***Front Line Service Delivery***

- Deliver all statutory services related to the registration of births, deaths and marriages and Coroner Services, and to meet the required statutory and non-statutory targets.
- Deliver effective and efficient customer services and develop effective online systems which enhance the customer experience and support channel shift towards digital services where appropriate.
- Provide support to residents and maximise the collection of money owed to the Council and manage the expected reduction in new claims and caseload driven by Universal Credit

2.7 In order to support the Corporate Core in the delivery of the Corporate Plan and the above priorities there are a number of investment proposals included for consideration by Members and these are detailed below at section 4.

## **3 Revenue Strategy**

3.1 The Corporate Core has a gross budget of £309.507m, and a net budget of £69.554m with 1,823 fte's. The breakdown by service area is provided in the table below:

***Table 1: 2019/20 Base budget***

<b>Service Area</b>	<b>2019/20 Gross Budget £'000</b>	<b>2019/20 Net Budget £'000</b>	<b>2019/20 Budgeted Posts (FTE)</b>
Legal Services	12,040	6,455	261.8
Elections	1,162	1,064	12.3
Coroners and Registrars	3,204	1,897	56.0
Executive	979	979	12.5
Communications	4,784	3,108	83.4
CEX Corporate items	2,152	1,358	0
Procurement and Commissioning	1,635	1,339	31.7
Revenue and Benefits	211,209	10,026	345.3
Financial Management	5,926	5,424	150.3

ICT	13,625	13,575	160.8
HR/OD	4,715	4,525	93.2
Audit, Risk and Resilience	1,847	1,434	42.8
Shared Service Centre	1,518	863	92.7
Capital Programmes	360	(113)	90.1
Corporate Services Corporate Items	550	256	0
Customer Services	4,267	4,198	175
Commercial Governance	475	252	6
Decriminalised Parking Enforcement	10,864	(649)	18
Bus Lane Enforcement	6,582	(334)	18
Policy, Partnership, Research and Culture	16,658	9,215	57.5
Performance, Research and Intelligence	4,667	4,535	101.2
Reform and Innovation	961	820	15
Cross Cutting Savings	(673)	(673)	0
<b>Grand Total Corporate Core</b>	<b>309,507</b>	<b>69,554</b>	<b>1,823</b>

- 3.2 The 2019/20 cash limit budget is £69.554m and this is net of £3.349m savings that were approved as part of the 2019/20 budget process. The Directorate is on target to deliver the proposed savings and is forecasting an underspend of £2.306m in 2019/20. The primary reason for the underspend is from employee related budgets, due to a combination of staff not being at the top of grade and vacancies across the service along with the timing of recruitment and whether this has been internal or external. As part of the budget proposals within this report, a detailed analysis of the existing staffing budgets and the options available to review these to better reflect the staffing budget requirements has been undertaken. This will ensure all budgets are more realistic with expected activity; the outcome is set out in paragraph 3.6 below.
- 3.3 As set out above the report sets out a one year budget for 2020/21, however, the longer term implications have been considered and these will be reflected in the Medium Term Financial Plan.
- 3.4 As part of the work undertaken to review all Corporate Core budgets a **net total of £0.577m** has been identified that can support the wider Council budgets.

### Efficiency Options

- 3.5 The work that has been undertaken to identify budget options for 2020/21 has included the following strands:-
- A review has been undertaken of all Corporate Core staffing budgets in order to ensure that they are more reflective of the likely staffing costs.
  - All heads of service have been reviewing their budgets as part of the Our Transformation work which has included consideration of how

efficiencies and service improvement can be achieved through looking at options for how services are delivered.

- All Corporate budgets have been reviewed to identify opportunities whereby existing budgets can be revised in order to contribute to the overall Council budget position. There is a section on corporate budgets later in this report.

3.6 All staffing budgets have been reviewed across each service area looking at spend across the past three years. Currently staffing budgets are set using the top of each grade for all posts, and a percentage allowance reduction is made to reflect the anticipated turnover in staffing throughout the year. Based on the historic turnover it is proposed to introduce variable turnover allowances for individual services. The proposed percentages will vary from 2.5% to 6%. The overall savings proposed following this review is £0.801m from across the services in the Core.

<b>Service Area</b>	<b>Vacancy Factor % increase</b>
Policy, Partnership, Research & Culture	2%
Revenues and Benefits	2%
Performance, Research & Intelligence	2%
Communications	1%
ICT	1%
HR/OD	2%
Shared Service Centre	2%
Customer Services	2%
Audit	1%

Other work to identify efficiencies has been carried out as follows:

3.7 Revenues and Benefits and the Shared Service Centre - As part of the continued roll out of Universal credit and the increasing amount of administration that will be undertaken by the Department for Works and Pensions, as well as increasing requirements supporting the Council's strategic agenda including homelessness and the funding of supported housing and HB subsidy maximisation, a review of the existing capacity within the Revenues and Benefits Service is to be undertaken, taking into account the particular challenges associated with welfare reform policy roll out and changes. This will look to strengthen resources in some technical areas and reduce benefits processing resources. A review of resources will also be undertaken with the Customer Service Organisation and the Shared Service Centre. From consideration of existing vacancies and the changes in workload



the target is to achieve **savings of £400k** by 1 April 2020 from across all three services.

- 3.8 Schools particularly those converting to academies are undertaking more functions in-house such as recruitment, payroll and out of hours' alarm monitoring. Whilst this has reduced the income to the council of £290k the Shared Service Centre has seen an increase in the technical advice it provides such as pensions and has therefore not been able to reduce resources to mitigate the income pressure.
- 3.9 The net position for Revenues and Benefits including the vacancy factor will be **£0.547m efficiency contribution** towards the overall council budget.
- 3.10 *Human Resources and Organisational Development (HROD)* – Human Resources currently undertake large amounts of data analysis in order to provide management information and prepare reports. Performance, Research and Intelligence (PRI) currently undertake this work for the rest of the Corporate Core and it is proposed to transfer the responsibility for this work to PRI which will also **achieve a net efficiency of £50k**.
- 3.11 As part of the three year 2017/20 budget strategy £3m savings were proposed from revisions to the City Council human resources policies, the changes were cross cutting across all departments. To date over £2.9m of savings have been delivered, and areas reviewed have included review of travel arrangements, the introduction of annual leave purchase scheme and reviewing of all vacant posts. There is a **small balance of c£96k** that is still to be achieved. As part of the HROD cross cutting savings the option for staff to purchase additional leave was introduced and an initial savings target of £200k was approved in 2017/18. Due to the higher than forecast take up of the annual leave purchase scheme the target is exceeded annually by over £100k. It is proposed to **increase the annual budget for annual leave purchase by £96k** which will enable the final balance of the cross cutting saving to be achieved.
- 3.12 *PRI, City Policy and Reform & Innovation* - The services have been brought together under the leadership of the Director of Policy, Performance and Reform. As a result work has been carried out to consider how the functions can work more effectively together. The work and closer alignment of their workloads will enable a number of existing vacancies to be deleted to achieve **savings of £125k** against staffing budgets.
- 3.13 *Communications* - **£18k net savings** have been achieved through reviewing existing vacancies which will enable two posts to be deleted (£50k) and following the resignation of the current Director of Communication the proposed redesign of the senior structure will realise a further £18k. In addition, the current intranet is over 12 years old and does not provide staff with the necessary functionality and access to information. As part of the ICT investment strategy a procurement exercise has been undertaken for a new cloud hosted solution that will offer improved, intuitive functionality with universal access to all staff and partner organisations. As part of ensuring the

new intranet is maintained there are increased annual ongoing running costs of c£50k and it is proposed that this will be met from the service efficiencies leaving a net saving of £18k.

- 3.14 *ICT* has delivered £1.140m of savings over the last two years and there are further proposed savings of £260k identified. This is because of the change in how the data centre operation will function in future years and the reduced associated annual running costs. It is proposed that rather than deliver saving to the revenue budget the £260k will be used to offset both the existing £1m income target from staff time charged against capital projects (£120k) and potential increased costs of licenses that are anticipated due to the move from on premise to cloud based, and the proposed changes to the collaboration platform (£140k). This will help ensure that the costs of delivering the capital investment programme are minimised and the ICT structure is sustainable in the longer term.
- 3.15 *Capital Programmes* are looking at opportunities for collaborating with other Local Authorities in order to help strengthen the capacity for delivery, and help share some specific resources. It is anticipated that this will save **£50k through the sharing of management costs and other overheads.**
- 3.16 *Commissioning and Procurement* - As part of the 2018/19 budget, cross cutting Commissioning and procurement savings of £0.75m were approved. During 2018/19 the work was focused on supporting directorates in delivering savings through procurement in order to achieve the savings. The team have also undertaken significant work to improve contract management through the creation of contract registers, revised processes to improve efficiency and work to improve systems. The £0.75m savings have been achieved in 2019/20, £275k were permanent savings through reductions in the price of utilities following procurement, and the balance (£475k) was made through one off savings, which included specialist audit work undertaken on payments made by the City Council and some savings through staff vacancies. Work will continue to look for further efficiencies through procurement and commissioning and this will support all directorates in delivering their priorities. As part of the work to realign budgets across the Core it is proposed that the £475k balance will be will be offset against corporate efficiencies through the use of the historic pension contribution (£450k) and the reduction in external audit fees (£30k).
- 3.17 The budget for external audit fees is held corporately and the procurement of external auditors is undertaken on a regional basis. The annual audit fees payable for Manchester are going to **reduce by c£30k** compared with the fee payable in 2019/20.
- 3.18 The £0.5m savings target associated with the Our Transformation work has been fully achieved in 2019/20 through one off measures which consisted mainly of staff savings through vacant posts. The work carried out has identified the permanent measures to be implemented through realigning work, deleting vacancies and the other efficiencies set out above. This is shown in table 2.

### **Budget Pressures**

- 3.19 This section of the report sets out the budget pressures in the Corporate Core. These have been reported as overspends during 2019/20 and offset by vacancies and underspends in other areas. As part of the work to rebase the budgets across the Directorate it is recommended the efficiencies identified above are applied to offset the following:
- 3.20 *The Coroners Service* - Although technically appointed by the Local Authority the Coroner is not an employee of the Local Authority but is an independent Judicial Office holder who holds office under the Crown although the service is funded through the Local Authority. Manchester is a particularly complex area given that it covers a large NHS Trust with leading specialist units, an international airport and a category 1 prison. There has been an ongoing pressure within the Coroners service due to an increase in both the complexity of cases being heard, and an increase in the volume of cases. Whilst a review of the Coroners service is to be undertaken to ensure that the service is as effective and efficient as possible there is currently a forecast **ongoing pressure of c£400k** that will need to be mitigated from 2020/21. If there are any savings identified as part of the review they can be used to support future budget planning cycles.
- 3.21 *Legal Services* - Due to the continuing increased caseloads the cost of legal support for Children's Services has continued to increase this year. The Strategic Director of Children's Services and the City Solicitor having considered the cost drivers are working together to manage need, reduce the use of experts, streamline decision making/legal advice processes to create solicitor capacity. Children's Services and the Corporate Legal Service are working to address this position. For 2020/21 the Corporate Legal Service pressure of £300k will need to be mitigated to reduce the use of external legal services by improving the recruitment and retention of solicitors within the Council and to increase capacity to deal with more additional judicial review and age assessment challenges, this is in addition to the £0.6m investment proposed for Children's Services to address the need for legal services and to meet the requirements of the courts.
- 3.22 *Business Support* - As part of both reviewing the existing business support arrangements and the outcome of the recent job evaluation exercise undertaken to review existing salaries of a number of business support functions, given the increasing complexity of their roles the independent process determined that their existing salaries were not aligned to the roles that they were undertaking and the grades should increase. The overall increased costs are **c£360k** and this budget increase will be reflected as part of the 2020/21 budget.
- 3.23 City Policy currently have a shortfall on their budgeted income targets of c£226k which is due to some Resources and Programmes officers no longer undertaking rechargeable work for both GMCA and other external projects. They are now primarily focusing on delivering the Council's corporate priorities

such as the Our Manchester Funds and Cultural investments which are not rechargeable. In order to close the gap the service have reduced staffing budgets by £118k through deleting 1.4 vacant fte's (£62k) and increasing the vacancy factor by 2% (£56k), it is also proposed to reduce non staff budgets by £68k. If these proposals are accepted, it will leave a **shortfall of £40k**.

- 3.24 As a result of the continued improvement in council tax collection rates there has been a reduction in the number of enforcement summons issued for non-payment and this has reduced the level of assumed summons income within Revenues and Benefits by c£200k. The benefits of improved collection rates are reflected within the overall Council resources and it is proposed to realign these budgets as part of the overall budget process.

### Corporate Savings Proposals

- 3.25 Currently the City Council pays the employers pension contribution on a monthly basis following each payroll run, the pension scheme have approached the City and advised that if the pension payments are made up front for a period of three years the City could benefit from a 0.9% reduction in the level of contributions, This equates to **c£0.75m per annum**, and this would be used to support the Council budgets.
- 3.26 From reviewing all the historic corporate budgets there is **£450k budget saving** available through reducing the available budget to support historic pension fund contributions.
- 3.27 Increased rental income of £0.5m has been identified, this is due to the higher than forecast level of rental income received from Manchester Central.
- 3.28 The net efficiencies identified from the above are £0.577m, details are set out in table 2 below paragraph 5.6.

## 4 Scrutiny Arrangements

- 4.1 As part of looking to support scrutiny committee with their roles all service areas from across the Council under the remit of each scrutiny panel have been included in one overall report.
- 4.2 This section includes both background and proposed budget changes for two service areas outside of the Core which form part of the remit for Resources and Governance Scrutiny Committee. They are operational property, facilities management and the Investment estate from Growth and Development. Budget changes arising from these are not included in the Directorate summary in tables 2 and 3.
- 4.3 **Operational Property** - The service has a gross budget of £12.2m and a net budget of £7.2m, and there are 36 fte's within the service. The main responsibility is for managing and maintaining the City Council operational estate. The service will continue to manage the operational estate in the most

efficient manner, but there are no proposed changes to the existing approved budget for this service in 2020/21.

- 4.4 **Facilities Management** - Provides the facilities management function across all the City Council properties, along with some external properties. The gross budget is £13.3m and the net budget is £9.1m and there are 176fte's. The service also engages a number of external contractors to provide some services that includes repairs and maintenance and security services.
- 4.5 **Investment Estate** - continues to generate income from the for the City Council despite the challenges faced in respect of increased competition for office accommodation across the City and changing behaviour in respect of retail activity. New opportunities to generate long term income will continue to be explored and evaluated along with ongoing reviews to ensure costs against the estate are controlled.
- 4.6 As part of the budget proposals facilities management has two pressures that need to be managed for 2020/21 and they are as follows.
- 4.7 Following a procurement exercise a new contractor (Engie) was appointed to undertake the repairs and management works for the Corporate Estate. As part of the changeover arrangements there are some additional transitional costs of c£300k, the contractor is continuing to look for ways of reducing this cost, but until this is done the additional costs are to be funded through existing facilities management budgets and virements will be undertaken to ensure budgets are correctly aligned.
- 4.8 Lloyd St toilets are the City Council only owned public toilets within the City centre and in order to ensure there is 24/7 facilities available within the city centre and to support the homeless agenda it has been agreed that Lloyd St toilets will be opened and in order to do this it was recognised that additional security would be required. The forecast cost of this is £155k per annum and the part year costs have been met from within existing budgets during 2019/20, but as part of the budget options additional resources of £155k are required to fund the ongoing costs and it is proposed that additional investment will be made from Corporate resources.
- 4.9 Investment estate are proposing to generate additional income of £490k in 2020/20 through the following:
- Manchester Airport Group (MAG) approached the Council in 2018 with a proposal to re-gear part of the main Airport leases in respect of their non-core investment assets and any increase in lease income is shared with the Greater Manchester districts. In order to facilitate this it is proposed that the Council grant a lease of these assets for a term of 275 years that will be on standard commercial terms capable of attracting investment to the assets. The grant of this lease has a significant value and the ground rent has been assessed at £0.603m pa and agreed between the parties. **The additional income due to the City Council will be £340k per annum.**

- The City council has been in commercial negotiation around leasing a currently vacant Council asset to new occupiers, it is expected that the annual lease income for these premises will be around **£300k per annum**, but because it is anticipated that new occupier will only take up the space around September 2020 there is currently **only £150k assumed in 2020/21** with a further £150k to be realised in 2021/22.

## **5 Priorities for Investment and Use of Reserves**

- 5.1 *City Policy - Zero Carbon* - In order to deliver the city's zero carbon ambitions there will be a requirement for additional resources across a number of core areas including this will include both staffing and non-staffing resources. The Council has committed to underwriting the cost of a new Chief Executive role at the Manchester Climate Change Agency for 1 year, subject to unlocking financial contributions (£196k) from other strategic partners in the city, in addition to the £104k costs of strengthening the existing climate change team. Other non-staffing requirements will include *Our City* Carbon Literacy Training for Council staff and additional service specific training and external expert advisors to support the programme. Therefore, it is proposed an annual budget of £300k is established within the Core to support the delivery of this agenda.
- 5.2 *City Policy - Culture* - The Council has committed to maintaining funding of £1.5m per annum to support the Factory /Manchester International Festival as part of the commitment to match the ongoing revenue support from the Arts Council England and other Government grants. The Corporate Core currently has a mainstream budget of £1m, and this is supplemented by £0.5m every other year from the MIF reserve to support the costs of the operating costs of the MIF.
- 5.3 Delivery of the Council's strategic development priorities such as the Northern and Eastern Gateways to the highest possible environmental standards, retrofitting social housing properties and retrofitting the Council's operational estate will also require additional capital investment which is being picked up separately in the Capital Strategy.
- 5.4 *Revenues and Benefits* - £350k has been identified from within existing mainstream budgets to provide additional funding to help mitigate the implications of the welfare reform changes and increases in Council Tax. If this is agreed, then more detailed proposals will be brought included in the February scrutiny report.
- 5.5 *Our Transformation* - The Council has held a reserve on the balance sheet to meet future transformation costs. The Our Transformation work will require some additional investment into capacity to assist the council in reviewing, modernising and digitising its business processes. Rather than this being a call on the Council's limited capital resources it is suggested that £1m of this reserve is ring fenced to support the Our Transformation programme over the next three years 2020/21 - 2022/23. Use of the reserve and the anticipated

future benefits will be reported back to Members through the Executive Member for Finance and Human Resources and as part of the Global Monitoring.

5.6 Table 2 below sets out details of both investment and efficiencies from both Corporate Core directorate budgets, and other Corporate budgets. The Corporate core net change is £73k investment and this is reflected in table 3 below, in addition to this there are the following changes to the Corporate budget's that are included as part of the budget proposals and these are included in table 2 below and reconcile to the overall £0.577m contribution to the wider council budgets;

- (£450k) - Historic pension contribution budgets
- (£0.5m) - Additional commercial income
- £300k - Additional legal costs - Children's services.

**Table 2: Budget Proposals 2020/21**

<b>Service Area</b>	<b>Description of Savings/ Efficiency Option</b>	<b>Amount £,000</b>	<b>FTE Impact (estimate)</b>
Revenue and Benefits	Delete vacant posts	(400)	12
Revenue and Benefits	Changes to vacancy factor	(228)	
Shared Service Centre	Changes to vacancy factor	(63)	
Customer Services	Changes to vacancy factor	(145)	
Shared Service Centre	Reduction in income	290	0.5
<b>Revenue and Benefits/CSC/SSC Net</b>		<b>(546)</b>	
HR/OD	Reduction in staffing	(50)	1
	Changes to vacancy factor	(85)	
<b>HR/OD Net</b>		<b>(135)</b>	
Chief Executive Corporate items	HR policy savings	96	
	Increase annual leave purchase scheme	(96)	
<b>CEX Corporate items Net</b>		<b>0</b>	
Performance Research & Intelligence (PRI)	Reduction in staffing	(125)	
	Changes to vacancy factor	(91)	

<b>PRI Net</b>		<b>(216)</b>	
Communications	Delete vacant posts	(50)	2
	Changes to vacancy factor	(38)	
	Senior management changes	(18)	
	Intranet maintenance costs	50	
<b>Communication Net</b>		<b>(56)</b>	
<b>Capital Programmes</b>	<b>Increased income</b>	<b>(50)</b>	
Commissioning and Procurement	Realignment of commissioning savings	150	
Commissioning and Procurement	Reduced audit fee	(30)	
<b>Commissioning and Procurement Net</b>		<b>120</b>	
<b>ICT</b>	<b>Increase in vacancy factor</b>	<b>(76)</b>	
<b>Our Transformation</b>	<b>Reprofiling in delivery of savings</b>	<b>500</b>	
<b>Coroners</b>	<b>Investment to support increased caseloads</b>	<b>400</b>	
<b>Business Support</b>	<b>Investment to cover job evaluation implications</b>	<b>360</b>	
City Policy	Income pressure	<b>226</b>	
	Reduction in staffing	<b>(62)</b>	
	Increase in vacancy factor	(56)	
	Reduction in non staff budgets	(68)	1.4
<b>City Policy Net</b>		<b>40</b>	
Audit	Changes to vacancy factor	(18)	
Revenue & Benefits	Reduction in Enforcement notices	200	
City Policy	Zero Carbon - staffing	300	
Corporate Budgets	Pension Fund cash flow savings	(750)	
<b>Total Net Investment</b>		<b>73</b>	<b>16.4</b>
<b>Corporate Items/Other Directorates</b>			
<b>Pension fund</b>		<b>(450)</b>	



<b>contribution</b>			
<b>Increased commercial income</b>		<b>(500)</b>	
<b>Legal cost pressure</b>		<b>300</b>	
<b>Total Corporate Core Savings/Efficiency</b>		<b>(577)</b>	<b>16.4</b>

Table 3: Proposed budget 2020/21

<b>Service Area</b>	<b>2019/20 Net Budget</b>	<b>Savings Options</b>	<b>Investment and other changes</b>	<b>Growth and other adjustments</b>	<b>2020/21 Net Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Legal Services	6,455				6,455
Elections	1,064				1,064
Coroners and Registrars	1,897		400		2,297
Executive	979		360		1,339
Communications	3,108	(106)			3,002
CEX Corporate items	1,358	(846)	96		608
Procurement and Commissioning	1,339		40		1,379
Revenue and Benefits	10,026	(628)	200		9,598
Financial Management	5,424				5,424
ICT	13,575	(76)	50		13,549
HR/OD	4,525	(135)			4,390
Audit, Risk and Resilience	1,434	(18)			1,416
Shared Service Centre	863	(63)	240		1,040
Capital Programmes	(113)	(50)			(163)
Corporate Services Corporate Items	256	(30)			226
Customer Services	4,198	(146)	51		4,103

Commercial Governance	252				252
Decriminalised Parking Enforcement	(649)				(649)
Bus Lane Enforcement	(334)				(334)
Policy Partnership, Research and Culture	9,215	(186)	526		9,555
Performance, Research and Intelligence	4,535	(216)			4,319
Reform and Innovation	820			333	1,153
Cross Cutting Savings	(673)		610		(63)
<b>Grand Total Corporate Core</b>	<b>69,554</b>	<b>(2,500)</b>	<b>2,573</b>	<b>333</b>	<b>69,960</b>

## 6 Workforce Implications

- 6.1 The framework for how the Council supports its workforce is set out in the People Strategy. This is currently being updated and the revised version will form part of the suite of budget reports. As the 2020/21 budget is a roll forward from 2019/20 there are limited changes to the agreed priorities, budget and workforce implications agreed last year. The proposals in this report will require the deletion of 16.4 posts on the establishment and this can largely be achieved by the deletion of vacant posts. Work is continuing to review the overall vacancies to determine if they are true vacancies that are essential or can be offered as a further reduction to make further efficiencies.
- 6.2 In recognition of the relatively large staffing underspends that are reported annually within the Core, considerable work has been done to analyse the reasons for the underspend and look at ways that the budget can be better aligned to reflect the likely spend, and addressing a number of ongoing pressures. This has been done through revising the staffing vacancy factor applied to each budget, this is now variable for each service area and reflects the size of the overall structure and the historical turnover rates. Whilst this will have no direct impact on a reduction in workforce it will be essential that we continue to support the 'Our Manchester' behaviours to guarantee these are embedded across the various services as well as engaging with our staff to ensure they continue to feel supported and valued. All the workforce changes will be underpinned by improved technology and more modern effective ways of interacting with colleagues and customers.
- 6.3 The Core is fully engaged with the opportunity to continue the focus on workforce skills and development needs. It recognises that supporting employees to maintain high attendance levels is a fundamental element of Our Ways of Working and the Our People Strategy.

### Equality, Diversity and Inclusion

- 6.4 We will continue to ensure that the Council meets its obligations under the Public Sector Equality Duty, building on our successes at fostering good relations between Manchester's communities of identity and maintaining fair and equal access to Council functions. Through ongoing customer monitoring, satisfaction and engagement approaches, we will strengthen and utilise our growing evidence bases at both Corporate and Directorate levels to identify the differential experiences of individual identity groups in Manchester accessing Council services, and proactively respond to make these as fair and equitable as possible.

### Consultation

- 6.5 As part of the budget proposals the main areas proposed are in respect of efficiencies with no impact on front line service delivery so there will be no need for public consultation on any of the proposals included within this report.

## 7 Capital Strategy / Programme

- 7.1 The capital programme for the Corporate Core totals £63.5m over the period 2019/20-2023/24, this includes the ICT programme and loans to third parties. A summary of the current capital budget is shown in the table below, and details of the individual projects will be found in the Capital Strategy and Budget report for Executive in February:

**Table 4: Capital Programme**

	2019/20 £m's	2020/21 £m's	2021/22 £m's	2022/23 £m's	Future Years £m's	Total £m's
ICT	5.9	6.6	10.6	8.9	7.7	39.7
Corporate Investment	12.5	8.6	2.7	0.0	0.0	23.8
<b>Total</b>	<b>18.4</b>	<b>15.2</b>	<b>13.3</b>	<b>8.9</b>	<b>7.7</b>	<b>63.5</b>

- 7.2 During the 2019/20 financial year to date, the ICT Investment Programme has continued, with the recent decision to adopt a new ICT collaboration platform to replace existing systems and allow better joint working with external partners. A new social care system, incorporating a new social care payments system, has also gone live. Investment in the biomedical research facility has also continued, supporting the development of this sector in the city.
- 7.3 The Capital Strategy and Budget represents a continuation of the existing approved capital budget and will also provide information on the expected future investment requirements for the Council, including the need to be able to intervene in markets if existing outputs do not support the Council's wider aims perhaps through loan finance, and also the continued investment

required to ensure that the Council is well-managed, and in particular the role that ICT infrastructure can play in increased digitisation of services.

- 7.4 A revised ICT Strategy is being prepared as part of the full suite of reports for Budget Executive, Scrutiny and Council. This and the Technology route map which will follow will inform the future investment requirements in this area.

## **8 Conclusion**

- 8.1 The budget strategy provides information on the work that has been undertaken and is ongoing within the directorate to both ensure that we are able to meet the existing budget pressures, whilst also contributing savings towards the wider council budgets.
- 8.2 The proposed revenue budget for 2020/21 is a one-year budget which is aligned to both the Governments one-year budget settlement and the City Council one year budget proposals.
- 8.3 The Directorate budget proposals will be subject to further refinement following feedback from Scrutiny Committee and updated final budget proposals will be submitted to Scrutiny and Executive in February 2020 for final sign off.

## Appendix 1 - Delivery Plans

### 1. Revenue Financial Plan

Subjective Heading	2019-2020 Budget £'000	2020-2021 Indicative Budget £'000
<b>Expenditure:</b>		
Employees	75,353	74,462
Running Expenses	232,614	234,194
Capital Financing Costs	1,221	1,221
Contribution to reserves	11,299	11,299
Total Subjective Expenditure	320,487	321,146
Less: Other Internal Sales	(10,980)	(10,980)
<b>Gross Expenditure</b>	<b>309,507</b>	<b>310,196</b>
<b>Income:</b>		
Government Grants	(183,981)	(183,981)
Contribution from reserves	(9,124)	(9,124)
	(4,904)	(4,904)
Other Grants Reimbursements and contributions	(30,213)	(30,496)
Other Income	(11,731)	(11,731)
<b>Total Net Budget</b>	<b>69,554</b>	<b>69,960</b>

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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee –  
7 January 2020

**Subject:** Capital Investment Pipeline and Priorities

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

### Summary

This paper provides a summary of the Council's proposed capital investment priorities, which will be included in the Capital Strategy report to Executive in February.

### Recommendations

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

**Wards Affected:** Various

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

Under the governance process for capital expenditure decision making, zero and low carbon measures are a key component. Each project must set out achievable carbon reducing targets before being approved.

For some projects, the aim of the investment will be to reduce the City's carbon impact, for example the Civic Quarter Heat Network.

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	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 the strategy, notably 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	Through investment in areas such as ICT and the City’s infrastructure of road networks and other travel routes

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

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



## **1. Introduction**

- 1.1. This report seeks to provide the Committee with an update on the potential future projects which will be included within the City Council's Capital Strategy report which forms part of the City Council's suite of budget reports for 2020/21 to be reported to Executive in February, and then Council in March.

## **2. Background**

- 2.1. The Council sets a capital budget each financial year, as part of the wider budget process across the Council. However, unlike revenue expenditure, capital expenditure by its nature is not usually cyclical as it relates to the creation of assets.
- 2.2. This means that the capital programme and associated budget is managed on a rolling basis, with approved projects added as and when required. The budget report reflects the programme at a specific point in time, but recognises that it is expected to change over time.
- 2.3. In recent years the Council has implemented a revised governance process for the approval of capital projects, to support decision making and budgeting. The capital budget represents all of the projects which have received funding approval.
- 2.4. It is important that the Capital Strategy, which will restate the approved programme, also provides some forward context and specifically looks at the potential future investment requirements. This report details this and it is proposed similar narrative will be included in the final Capital Strategy report. Any future investment will need to be approved through the existing governance process before it forms part of the Council's budget.

## **3. Context**

- 3.1. The Capital Strategy is developed to ensure that the Council can take capital expenditure and investment decisions in line with Council priorities and properly take account of stewardship, value for money, prudence, risk, sustainability and affordability. The Strategy, therefore, sets out the longer term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and the impact on the achievement of priority outcomes.
- 3.2. The existing capital programme, based on the approved budget at the end of November, is shown below, and shown at project level in appendix A:

	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2024/25 budget	Total	Total 20/21 -24/25
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Manchester City Council Programme</b>								
Highways	62.1	49.6	24.9	0.0	0.0	0.0	136.6	74.5
Neighbourhoods	14.5	14.8	6.6	3.0	3.0	0.0	41.9	27.4
Growth	116.6	90.4	52.9	13.5	0.0	0.0	273.4	156.8
Town Hall Refurbishment	21.9	75.4	71.6	91.4	32.5	0.0	292.8	270.9
Housing – General Fund	17.5	24.7	10.2	0.0	8.0	0.0	60.4	42.9
Housing – HRA	26.7	52.2	40.1	5.0	0.0	0.0	124.0	97.3
Children’s Services (Schools)	13.7	43.4	51.9	0.1	0.0	0.0	109.1	95.4
ICT	5.9	6.6	10.6	8.9	7.7	0.0	39.7	33.8
Adults, Children’s and Corporate Services	17.0	24.5	4.8	0.0	0.0	0.0	46.3	29.3
<b>MCC TOTAL</b>	<b>295.9</b>	<b>381.6</b>	<b>273.6</b>	<b>121.9</b>	<b>51.2</b>	<b>0.0</b>	<b>1,124.2</b>	<b>828.3</b>
Projects carried out on behalf of Greater Manchester	151.1	38.0	0.0	0.0	0.0	0.0	189.1	38.0
<b>TOTAL</b>	<b>447.0</b>	<b>419.6</b>	<b>273.6</b>	<b>121.9</b>	<b>51.2</b>	<b>0.0</b>	<b>1,313.3</b>	<b>866.3</b>

3.3. The table above gives some context to the scale of approved investment expected to take place across the City in the coming years. It is recognised that the achievement of the Council’s strategic aims will require further investment, and therefore work has been undertaken to identify and explore the current investment priorities for the City Council.

3.4. Some of the pipeline activities will already form part of the existing budget approvals for future years such as elements of Highways, Parks, Leisure and ICT, however others will be new investments. All new investments will be expected to follow the existing approval processes for capital expenditure and will need to be affordable. This will be set out in further detail in the Capital Strategy report to Executive in February.

#### 4. Investment Priorities

- 4.1. Through the existing capital programme and recent policy decisions there are already a number of overarching future investment priorities identified which are set out below.
- 4.2. With the recent declaration of the Climate Emergency by the City Council the Council has a clear target to at least **halve its carbon output over the next five years**. Investment plans and associated benefits must consider the effect on carbon and work is taking place to understand how investment can be classified in terms of carbon impact as well as financial. The costs of new build programmes to higher environmental standards and meeting the needs of the Local Plan and planning requirements need to be considered, running alongside investment in green spaces and places including trees and green walls which will require revenue resources for ongoing maintenance. In addition, the majority of the Council's carbon emissions are from its existing corporate estate and housing stock and significant investment will be required to bring this up to carbon efficient standards. This represents a major opportunity to both establish Manchester as a centre for green technology and services, and to work with local skills providers to ensure that the city's residents are given the best possible opportunities to access these exciting new careers.
- 4.3. The Council recognises the ongoing priority to **deliver new affordable housing stock** resulting in the decision to increase the delivery target from 5,000 Affordable Homes to a minimum of 6,400 Affordable Homes by March 2025.
- 4.4. A commitment to developing a more **inclusive economy**, both for the City and the Council, is vital and this ambition is set out within the Our Manchester Industrial Strategy. Achieving this ambition may require investments on an invest to save basis in existing Council assets, and will also require strategic investment to unlock wider developments, both commercial and residential. There is a major opportunity for new developments in the city such as the Northern and Eastern Gateways to become inclusive and zero carbon exemplars but they need to be adequately resourced to bring about the kind of social, economic and environmental benefits the city desires. The use of progressive procurement policies and social value will help to ensure the maximum benefit to residents from these new developments.
- 4.5. Regeneration in North Manchester, of which the Northern Gateway will play a crucial role, will continue to be an important part of the Council's capital strategy. Investment in the leisure centre at Abraham Moss, and the proposed investment at North Manchester General Hospital, are vital parts of the regeneration strategy.
- 4.6. Increasingly there will be a role for the Council to look at **market intervention**, where the existing market outputs do not support the Council's wider aims. This is likely to be focussed on areas such as health and social care and particular residential and intermediate care, and will require significant

partnership support. Such intervention may be short term in nature, to support the development of sustainable business plans, or interventions of a longer nature to support market change.

- 4.7. A key role for the future capital programme will be to ensure that the Council's ***corporate estate is fit for purpose***. The level of investment needs to increase to support the commitment to reduce the Council's carbon output and due to the current condition of the estate. This is particularly important for the leisure estate, where the assets developed for the Commonwealth Games are now nearly 20 years old, and also in the social care estate where the budget challenges faced by providers has led to a lower level of investment by them on maintenance than expected.
- 4.8. With the ongoing work around Our Transformation, there will be a continuing need to invest in ICT infrastructure as part of being a ***well-managed Council***. Increased digitisation, and the need to move from legacy ICT platforms, will mean investment is required, alongside work on ICT resilience, network capability, and key operating systems.
- 4.9. All capital investment decisions will be underpinned by a robust business plan that sets out any expected financial return alongside the broader outcomes including economic and social benefits.

## **5. Potential Investment Proposals**

- 5.1. In developing the Capital Strategy, service areas were asked to identify potential projects, required to support the Council in achieving its strategic aims, which may require capital investment over the medium term. These are described in more detail below.
- 5.2. There are significant risks to the delivery of the existing capital programme. Construction inflation is relatively high as the Manchester construction market remains buoyant and this will impact on costs for existing and future projects and an allowance will need to be made for this. It is difficult to project the exact budget requirement but for the purposes of the Strategy it is proposed to include a total budget of £30m across all years of the programme, to be funded from borrowing.

### ***Highways***

- 5.3. To support the City's wider development and growth plans, and the delivery of the GM 2040 Transport Strategy and the emerging city centre transport strategy, work has been undertaken to look at how the funding allocated for project development can be utilised. A pipeline of schemes is being developed based on data which prioritises sites on the highway network based on a number of strategic principles. Business cases for schemes will be drawn up and brought forward on a priority basis.
- 5.4. Work will be ongoing with Transport for Greater Manchester to move forward on plans for a sustainable transport system, including reducing car journeys

together with supporting the expansion of electric vehicles through investment in charging points.

- 5.5. Investment is also expected to support the establishment and delivery of a number of major projects where highways infrastructure will play a key role. Currently proposals including the support of major developments such as consideration of HS2, Etihad Campus, Northern Gateway and the Airport and the Bee Network along with localised pinch points.
- 5.6. Investment which prioritises improvements to the network for cycling and walking will be pursued, with the development of a number of schemes approved through the GM Mayor's Challenge Fund. These works supplement other proposals which seek to promote sustainable forms of transport across the city.
- 5.7. The business case for investing in car park assets across the city in order to ensure stock is fit for purpose will be developed, and in particular the investment needed to meet additional requirements including the installation of electric charging points and cycle hire parking. Consideration to the future car parking capacity and policy for the city centre needs to be considered alongside the impact on existing revenue car parking income.
- 5.8. Work is also underway to review benefits achieved through previous Highways Investment Programmes. This will establish the rationale and outcomes for future potential investment needs.

### ***Neighbourhoods***

- 5.9. There is a need to continue with the development of the City's leisure estate, with the introduction of new leisure assets as well as large scale improvements to existing facilities as the focus of investment. It is expected that any such proposals would contribute to the low carbon aims of the Council. The funding for these works will be mixed due to the joint management of Waterfall funding with Sport England and the ability to access other national funds as well as the requirement to access City Council resources. Leisure spend over this next period will include the National Cycling Centre refurbishment, Manchester Aquatics Centre refurbishment, Abraham Moss Leisure Centre and the Hub at Hough End.
- 5.10. The focus of Parks investment will be linked to the further development and approval of the Parks Development Plan. With funding already held against this programme, details of individual schemes and work packages will be brought forward, seeking to maximise investment across park assets.
- 5.11. Following the proposed investment by Government in the North Manchester General Hospital site, the Council will also look to invest in the area. Initially this may be focussed around Crumpsall Park, but could be wider. Such investment should be a priority for the Council against any source of regeneration finance that the Government may bring forward.

- 5.12. There are a number of potential library sites for investment over the next period as part of a wider estate management and the extension of customer self-service provision. Manchester Central Library has seen over 8 million visitors since reopening in 2014 and now welcomes 2 million visitors per year - there is a need to refresh the digital element of the library and also some other front of house areas including the children's library.
- 5.13. Manchester Art Gallery are developing proposals linked to the Platt Hall Gallery and other works to broaden their offer to residents and consider storage requirements for collections including Queens Park. There is also development work being undertaken for other venues which Manchester City Council own but are operated by other organisations. The Department for Digital, Culture, Media and Sport have recently announced a new capital funding scheme for which the details and application criteria are awaited.
- 5.14. To support the Council's low carbon agenda it is proposed that the waste management fleet is reviewed to explore potential electrification. Investment to "green the city" through tree planting and the use of green walls will be reviewed and considered.
- 5.15. The development of New Smithfield Market remains a significant potential investment opportunity, with work required to understand the scope of such works and the implications for the Council.

### ***Growth***

- 5.16. There is a need to review the ongoing annual level of investment in the Council's corporate estate to ensure that it is of good standard and meets the needs of users. This may include the incorporation of assets which currently sit outside of the current Asset Management Programme, such as City Council owned schools, and may also include the maintenance of previous Sure Start centres, with the arrangements with providers reconsidered to ensure the ongoing operation of the sites.
- 5.17. The corporate estate will also be a key conduit of measures to help reduce the Council's carbon footprint and bring the estate up to a minimum energy performance certificate (EPC) rating of C, and the estate asset management programme will form part of this work aligning works to the AMP repairs schedule where possible, alongside existing programmes such as the Carbon Reduction Programme and Civic Quarter Heat Network. There will also be the opportunity to explore investment opportunities into sustainable energy supplies for the City.
- 5.18. The Council will continue to explore and lead investment opportunities in key strategic areas of the City including the Etihad Campus, Northern Gateway, Eastern Gateway, and other areas for development such as Wythenshawe Town Centre and Moston Lane. Investment in Piccadilly Gardens will also be brought forward.

- 5.19. There may also be an opportunity to invest in primary/community care hubs, similar to that being developed in Gorton although perhaps smaller in scale, working closely with the Health Service. However, the financing of these arrangements and the potential limitations around Health capital allocations will be an obvious consideration.
- 5.20. Opportunities to support the development of strategic assets through direct purchases or loans to partner organisations and third parties are also being explored as part of a wider investment approach. This may be particularly important for specific sites, such as Mayfield, where the Council's involvement can help wider investment progress.
- 5.21. Proposals to establish a ring-fenced budget for the public realm in the St John's area of the City Centre, where the Factory project is a key development, funded from the expected growth in local taxation will be brought forward.
- 5.22. The Growth pipeline is wide and varied, and therefore consideration of appropriate investment strategies will be key. Understanding how projects interlink, when investments may be realised, and therefore the capacity to deliver both practically and financially will need to be key considerations.
- 5.23. There may be strategic investment opportunities where the capital financing costs are covered by an income stream from a third party. A separate report at Part B of this agenda sets out a specific strategic investment proposal for consideration. These should not have a negative impact on the Council's capital financing capacity, but will increase the Council's level of debt until they are fully repaid.

### ***Housing – General Fund***

- 5.24. The Council recognises the ongoing priority to deliver safe, secure and affordable housing stock resulting in the decision to increase the delivery target from 5,000 Affordable Homes to a minimum of 6,400 Affordable Homes by March 2025. There is limited capacity of the Council's Housing Revenue Account and the Council's Housing Affordability Fund to support new additional Affordable Homes in the city. Therefore, significant new Affordable Home delivery in the city is dependent alternative routes including robust partnership relationships with Registered Providers and leveraging the potential of the council's land assets.
- 5.25. As noted above, the Council will play a key role in bringing forward investment across the City, but particularly in the Eastern and Northern Gateways which will include additional homes. To achieve this within the financial constraints that the Council faces, the roles of developers and the Council will need to be considered on a case by case basis, and in particular the role of the HRA.
- 5.26. The City will also work with colleagues in Greater Manchester to identify and access funding for energy measures in private households.

- 5.27. Work will be undertaken to review potential capital requirements for the development of supported and semi-supported housing options to address the needs of homeless people and young people at risk of homelessness.
- 5.28. There is also a further proposal to consider the establishment of a Council-owned temporary accommodation unit for homeless families. The delivery of either option would reduce the net cost to the city through reduced revenue spend on bed-and-breakfast and hotel accommodation.

### ***HRA***

- 5.29. The Council will consider options for retrofit works to make its existing housing stock zero-carbon. This could also help to contribute to addressing fuel poverty. Alongside this, there will be a continued focus on increasing the level of affordable housing across the City, either through models of direct delivery or through working with registered providers and other partners.
- 5.30. As noted above, the role of the HRA in providing new affordable housing will continue to be reviewed to seek business models which are sustainable and can achieve benefits for the HRA.

### ***Children's Services (Schools)***

- 5.31. The statutory requirement to provide sufficient school places across primary and secondary education continues to be monitored along with approvals as part of the Government's Free School programme to ensure places are able to meet demand.
- 5.32. Recent capital investment in the Education Portfolio has focused on the Special Educational Needs and Disabilities and Alternative Provision places in the city. There is the potential for further investment in this area as part of the next phase of the Capital Strategy.
- 5.33. The benefits of undertaking a programme of condition surveys across the Education Estate in order to take holistic decisions regarding the maintenance of school buildings will also be reviewed.
- 5.34. The ambition to deliver carbon efficient schools and the lack of easily developable sites within Manchester will mean that it is increasingly difficult to do this within the levels of DfE funding and unit cost.

### ***ICT***

- 5.35. Activity will focus on the strengthening of core ICT systems, and in particular the delivery of the next phase of Council's collaboration platform. This will inform the subsequent future capital investment requirements which are likely to include the delivery of a device replacement strategy.
- 5.36. The suite of budget reports to February Executive will also include the updated



ICT Strategy for the Council. This and the accompanying Technology Roadmap which will follow will provide the framework for future ICT investment decisions. The initial focus for the ICT investment plan will focus on collaboration, as this will underpin the corporate ICT approach - the subsequent ICT investment strategy will need to respond to the final collaboration approach, and therefore will be pursued once collaboration is substantially developed. This will include end user devices and telephony solutions. There is also a need to modernise and digitise many of the Council's core business processes which is being picked up through the Our Transformation work.

- 5.37. Whilst the main focus will be on collaboration, work will continue on supporting services across the Council in developing ICT solutions to their needs, and these will be brought forward on a case by case basis.

### ***Adults, Children's and Corporate Services***

- 5.38. Children's Services are currently developing a future estates strategy for their assets, aligning this to service plans. It is likely that capital investment will be required to support the ongoing provision of services to meet current and future needs.
- 5.39. This capital requirement is likely to include the maintenance of previous Sure Start centres, with the arrangements with providers reconsidered to ensure the ongoing operation of the sites and potentially an income stream to cover maintenance costs.
- 5.40. Adult Social Care have identified a potential need for investment to allow market intervention, enabling a response should market failure occur to ensure continuity of service. This may be short-term in nature, but could be of vital importance to limit the impact of such market issues on residents. By its nature this may need to be actioned quickly and efficiently in order to be successful, so appropriate budgets and approval routes will need to be considered.
- 5.41. Investment may also be needed to build capacity, and in particular creating capacity for specific care needs to ensure that there is appropriate provision for vulnerable residents. This may require new build facilities, or the acquisition of existing buildings which can be tailored to care models. This is likely to be closely linked to collaboration work with partners, such as the Health Service.
- 5.42. As noted above, there may also be an opportunity to invest in primary/community care hubs, similar to that being developed in Gorton although perhaps smaller in scale, working closely with the Health Service.
- 5.43. The Corporate Core needs to retain the ability to provide market intervention or allocate loans to third parties as part of a wider approach to investment which supports the achievement of strategic aims for the city and our residents. These are interventions which support the Council as a whole, and will be progressed on the basis of the business case for each.

- 5.44. There may also be a need to look into investment options regarding energy sources for the Council as a whole in order to achieve the Council's carbon aims, and this is likely to require a corporate approach.

## **6. Conclusion**

- 6.1. The Capital Strategy will form part of the suite of budget papers to support the Council's budget for 2020/21. The Strategy will detail the existing approvals and governance, alongside the priorities for future investment and the potential projects.
- 6.2. The forward-looking element of the Strategy, as set out in this report, is vital to inform future decision making on capital investment, and to support the capital resources available to the Council being used to progress the Council's overarching strategic aims.

## **7. Recommendations**

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

## Appendix A – the current Capital Programme Budget

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
<b>Highway Programme</b>						
<b>Highways Planned Maintenance Programme</b>						
Planned Highways Maintenance Programme	400	75	0	0	0	0
Drainage	3,395	2,051	2,051	0	0	0
Large Patching repairs	2,884	1,311	1,311	0	0	0
Carriageway Resurfacing	5,835	4,213	3,697	0	0	0
Footway schemes	918	4,050	3,831	0	0	0
Carriageway Preventative	6,096	6,325	3,054	0	0	0
Bridge Maintenance	370	3,782	3,048	0	0	0
Other Improvement works	500	6,217	7,311	0	0	0
<b>Highways Major Projects</b>						
Hyde Road (A57) Pinch Point Widening	1,737	3,377	0	0	0	0
Manchester/Salford Inner Relief Road (MSIRR)	7,783	100	0	0	0	0
Great Ancoats Improvement Scheme	2,576	5,388	105	0	0	0
Mancunian Way and Princess Parkway NPIF	5,306	2,983	87	0	0	0
School Crossings	4,746	924	0	0	0	0
Cycle City Phase 2	2,318	2,000	0	0	0	0
Green Bridge at Airport City	1,990	975	0	0	0	0
A6 Stockport Road Pinch Point Scheme	294	613	14	0	0	0
<b>Highways Stand Alone Projects Programme</b>						
Etihad Expansion - Public Realm	0	59	0	0	0	0
Velocity	54	0	0	0	0	0
Safe Routes to Loreto High School	212	0	0	0	0	0
20mph Zones (Phase 3)	96	370	0	0	0	0
Flood Risk Management - Hidden Watercourses	0	49	0	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
Flood Risk Management - Higher Blackley Flood Risk	0	41	0	0	0	0
Cycle Parking	15	0	0	0	0	0
Shadowmoss Rd / Mossnook Rd	12	0	0	0	0	0
Princess Rd Safety Review	186	300	0	0	0	0
Public Realm	1,163	1,199	400	0	0	0
Street Lighting PFI	10,626	2,031	0	0	0	0
Didsbury West S106	24	0	0	0	0	0
A56 Liverpool Road	83	0	0	0	0	0
A56 Chester Road	51	0	0	0	0	0
Sunbank Lane S278	40	0	0	0	0	0
Sharston Roundabout SCOOT	40	0	0	0	0	0
Derwent Avenue S106	14	0	0	0	0	0
Woodhouse Park	55	10	0	0	0	0
Christie Extension RPZ	61	294	0	0	0	0
Residents Parking schemes	224	454	0	0	0	0
Arena Security Measures	197	0	0	0	0	0
Ladybarn District Centre	243	0	0	0	0	0
Levenshulme Mini Holland Cycling and Walking scheme	651	106	0	0	0	0
CCTV Operating System Upgrade	433	0	0	0	0	0
<b>SEMMMS PROGRAMME</b>						
Local Roads (temp SEMMMS A6 Stockport)	255	0	0	0	0	0
SEMMMS A6 to Manchester Airport	50	0	0	0	0	0
<b>Bus Priority Package Programme</b>						
Bus Priority Package - Oxford Road	50	257	0	0	0	0
Bus Priority Package - Princess Street/Brook Street	153	0	0	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
<b>Total Highways Programme</b>	<b>62,136</b>	<b>49,554</b>	<b>24,909</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environment Programme</b>						
Waste Reduction Measures	1,459	0	0	0	0	0
Waste Contract	5,929	0	0	0	0	0
Smart Litter Bins	258	0	0	0	0	0
<b>Leisure Services Programme</b>						
<b>Parks Programme</b>						
Hollyhedge Park Drainage IMPS	2	0	0	0	0	0
Heaton Park Pay & Display	8	0	0	0	0	0
PIP - Park Events Infrastructure	289	0	0	0	0	0
Parks Development Programme	584	2,965	2,965	2,965	2,965	0
Heaton Park Bowls	48	0	0	0	0	0
Somme 100 Year Memorial	33	0	0	0	0	0
Painswick Park Improvement	30	0	0	0	0	0
Heaton Park Southern Play Area	370	0	0	0	0	0
Wythenshawe Park Sport Facilities S106	139	0	0	0	0	0
Northenden Riverside Park	75	0	0	0	0	0
King George V Park	81	0	0	0	0	0
<b>Leisure &amp; Sports Facilities</b>						
Indoor Leisure - Abraham Moss	2,008	9,076	3,107	0	0	0
Indoor Leisure - Moss Side	93	0	0	0	0	0
Boggart Hole Clough - Visitors Centre	0	535	0	0	0	0
Mount Road S106	32	0	0	0	0	0
Velodrome Track	71	0	0	0	0	0
HSBC UK NCC Immediate Works	499	0	0	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
Active Lifestyle Centre Artificial Grass Pitch Replacement	198	0	0	0	0	0
Interactive Football Wall - Platt Fields Park	84	0	0	0	0	0
MAC - Booth St Car Park	148	0	0	0	0	0
Culture Website	42	0	0	0	0	0
Festive Lighting Strategy	138	0	0	0	0	0
Manchester Regional Arena Track Replacement	669	831	0	0	0	0
Cremator & Mercury Abatement Plant Replacement Strategy	0	1,007	544	0	0	0
Hough End Master Plan - Strat Football Hub Development Costs	52	189	0	0	0	0
Range Stadium Capital Project	465	0	0	0	0	0
<b>Libraries and Info Services Programme</b>						
Relocation of Manchester Visitor Info Centre (MVIC)	59	0	0	0	0	0
GM Archives Web Portal	128	0	0	0	0	0
Central Library Wolfson Award	32	0	0	0	0	0
Roll Out of Central Library ICT	7	0	0	0	0	0
Newton Heath Library	17	0	0	0	0	0
Open Libraries	258	200	0	0	0	0
Contact Theatre loan	200	0	0	0	0	0
<b>Total Neighbourhoods Programme</b>	<b>14,505</b>	<b>14,803</b>	<b>6,616</b>	<b>2,965</b>	<b>2,965</b>	<b>0</b>
<b>Cultural Programme</b>						
First Street Cultural Facility	14	0	0	0	0	0
The Factory (Build)	34,077	42,652	20,367	0	0	0
The Factory (Public Realm)	461	1,717	212	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
<b>Corporate Estates Programme</b>						
Asset Management Programme	10,432	11,650	7,915	0	0	0
MAC feasibility works	933	0	0	0	0	0
Town Hall Complex Transformation Programme	67	0	0	0	0	0
Hammerstone Road Depot	1,126	8,637	4,494	0	0	0
Carbon Reduction Programme	5,988	3,791	191	0	0	0
Estates Transformation	0	0	800	0	0	0
Estates Transformation - Hulme District Office	702	0	0	0	0	0
Estates Transformation - Alexandra House	5,639	5,994	133	0	0	0
Ross Place Refurbishment	434	0	0	0	0	0
Proud Trust - Sidney Street	250	0	0	0		0
<b>Development Programme</b>						
<b>Digital Assets Board (MCDA)</b>						
The Space Project - Phase 2	987	0	0	0	0	0
The Sharp Project	600	0	0	0	0	0
Digital Asset Base - One Central Park	3,651	0	0	0	0	0
<b>Strategic Acquisitions Board</b>						
Strategic Acquisitions Programme	4,010	3,000	1,323	0	0	0
Sustaining Key Initiatives	0	0	5,000	8,600	0	0
<b>Northern Gateway</b>						
Northern Gateway	6,175	6,675	7,275	4,875	0	0
<b>Eastern Gateway</b>						
Eastern Gateway - Central Retail Park	300	829	0	0	0	0
Eastern Gateway - New Islington Marina	3,571	12	0	0	0	0
Hall and Rogers	57	0	0	0	0	0
<b>City Centre</b>						
ST Peters Square	999	0	0	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
Medieval Quarter Public Realm	170	1,493	0	0	0	0
City Labs 2	2,023	0	0	0	0	0
Manchester College	10,000	0	0	0	0	0
Digital Business Incubators	2,000	0	0	0	0	0
Lincoln Square	0	0	1,200	0	0	0
Acquisition of Courtyard at Royal Mills	1,850	0	0	0	0	0
<b>Other Strategic Development Initiatives</b>						
Hulme Hall Rd Lighting	36	0	0	0	0	0
New Smithfield Market	469	0	0	0	0	0
Heron House	3,073	0	0	0	0	0
Registrars	1,400	0	0	0	0	0
Civic Quarter Heat Network	15,064	4,000	4,000	0	0	0
<b>Total Growth &amp; Development Programme</b>	<b>116,558</b>	<b>90,450</b>	<b>52,910</b>	<b>13,475</b>	<b>0</b>	<b>0</b>
<b>Town Hall Refurbishment Programme</b>						
Our Town Hall refurbishment	21,889	75,384	71,616	91,460	32,518	28
<b>Total Town Hall Refurbishment Programme</b>	<b>21,889</b>	<b>75,384</b>	<b>71,616</b>	<b>91,460</b>	<b>32,518</b>	<b>28</b>
<b>Private Sector Housing Programme</b>						
<b>Brunswick PFI (PSH)</b>						
Brunswick PFI Land Assembly	1,726	558	0	0	0	0
<b>Collyhurst (PSH)</b>						
Collyhurst Regeneration	178	3,700	0	0	0	0
Collyhurst Environmentals	55	0	0	0	0	0



Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
Collyhurst Acquisition & Demolition (Overbrook & Needwood Close)	0	505	565	0	0	0
Collyhurst Land Assembly Ph1	33	0	0	0		0
Collyhurst Land Acquisitions Ph2	210	799	0	0		0
Eccleshall Street - 3 Sites	0	500	0	0		0
<b>Housing Investment Model</b>						
Site Investigation and Early Works HIF Pilot Sites	250	0	0	0	0	0
<b>Miles Platting PFI (PSH)</b>						
Miles Platting PFI Land Assembly	556	0	0	0	0	0
<b>Private Housing Asist Citywide Programme</b>						
Disabled Facilities Grant	7,801	6,200	6,200	0	0	0
Toxteth St CPO & environmental works	15	141	0	0	0	0
Bell Crescent CPO	0	0	0	0	482	0
<b>Private Sect Housing Standalone Projects</b>						
HCA Empty Homes Cluster Phase 2	509	1,183	0	0	0	0
Princess Rd	100	0	0	0	0	0
Empty Homes Scheme (s22 properties)	2,000	0	0	0	0	0
<b>Redrow Development Programme</b>						
Redrow Development Phase 2 onward	23	0	0	0	0	0
<b>West Gorton (PSH)</b>						
West Gorton Compensation	4	0	0	0	0	0
West Gorton Ph 2A Demolition & Commercial Acquisitions	448	904	0	0	0	0
<b>Private Sector Housing - Stand Alone Projects</b>						
HMRP	50	40	104	0	0	0
Collyhurst Acquisition & Demolition (Overbrook & Needwood Close)	-3	664	0	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
Extra Care	0	2,445	0	0	0	0
Moston Lane Acquisitions	0	0	0	0	7,500	0
Equity Loans	0	397	0	0	0	0
West Gorton Community Park	1,831	0	0	0	0	0
Ben St. Regeneration	1,256	0	0	0	0	0
Marginal Viability Fund - New Victoria	505	6,705	3,290	0	0	0
<b>Total Private Sector Housing Programme</b>	<b>17,547</b>	<b>24,741</b>	<b>10,159</b>	<b>0</b>	<b>7,982</b>	<b>0</b>
<b>Public Sector Housing</b>						
<b>Northwards - External Work</b>						
Charlestown - Victoria Ave multistorey window replacement and ECW - Phase 1	5,510	8,806	862	0	0	0
External cyclical works phase 3a	9	15	0	0	0	0
Harpurhey Lathbury & 200 Estates external cyclical works ph 3b	-18	31	0	0	0	0
Environmental works	19	0	0	0	0	0
Harpurhey Shiredale Estate externals	0	15	0	0	0	0
Moston Miners Low Rise externals	14	4	0	0	0	0
Newton Heath Limestone Drive externals	0	6	0	0	0	0
Renewal of 4 automatic pedestrian gates at Victoria Square	45	0	0	0	0	0
External cyclical works ph 3b Harpurhey - Jolly Miller Estate ph 3b	0	82	0	0	0	0
External cyclical works ph 3b Moston Estates (Chauncy/Edith Cliff/Kenyon/Thorveton Sq)	0	2	0	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
External cyclical works ph 3b Ancoats Smithfields estate	109	0	0	0	0	0
External cyclical works ph 4b Charlestown Chain Bar low rise	0	45	0	0	0	0
External cyclical works ph 4b Charlestown Chain Bar Hillingdon Drive maisonettes	0	15	0	0	0	0
External cyclical works ph 4b Crumpsall Blackley Village	28	6	0	0	0	0
External cyclical works ph 4b Higher Blackley South	28	30	0	0	0	0
External cyclical works ph 4b Newton Heath Assheton estate	0	27	0	0	0	0
External cyclical works Ph 4b Newton Heath Troydale Estate	0	89	0	0	0	0
External cyclical works Ph 5 New Moston (excl corrolites)	0	38	0	0	0	0
Environmental improvements Moston corrolites	67	0	0	0	0	0
Charlestown - Victoria Ave multistorey replacement door entry systems	0	18	0	0	0	0
ENW distribution network phase 4 (various)	382	0	0	0	0	0
Dam Head - Walk up flats communal door renewal	140	0	0	0	0	0
Newton Heath - Croyden Drive Security Improvements	100	88	0	0	0	0
Various Estate based environmental works	100	100	100	0	0	0
Delivery Costs	881	1,224	124	0	0	0
<b>Northwards - Internal Work</b>						
2/4 Blocks Heating replacement with Individual Boilers	0	7	0	0	0	0
Decent Homes mop ups ph 9 and decent homes work required to voids	90	0	0	0	0	0
One offs such as rewires, boilers, doors, insulation	11	22	0	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
Ancoats - Victoria Square lift replacement	373	0	0	0	0	0
Job 40502 Aldbourne Court/George Halstead Court/Duncan Edwards Court works	12	0	0	0	0	0
Boiler replacement programme - Job 40491	8	0	0	0	0	0
Kitchen and Bathrooms programme	265	924	0	0	0	0
Harpurhey - Monsall Multis Internal Works	1,874	888	0	0	0	0
Higher Blackley - Liverton Court Internal Works	845	0	0	0	0	0
Various - Bradford/Clifford Lamb/Kingsbridge/Sandyhill Court Internal Works	2,668	15	0	0	0	0
Charlestown - Rushcroft/Pevensey Court Internal Works	1,343	218	0	0	0	0
Collyhurst - Mossbrook/Roach/Vauxhall/Humphries Court Internal Works	2,569	228	0	0	0	0
Decent Homes mop ups phase 10 and voids	417	345	0	0	0	0
One off work - rewires, boilers, doors	158	0	0	0	0	0
Fire precautions multi storey blocks	341	1,035	0	0	0	0
Installations of sprinkler systems - multi storey blocks	676	896	0	0	0	0
ERDF Heat Pumps	500	3,468	150	0	0	0
Charlestown - Rushcroft/Pevensey Courts Lift Refurb	0	0	525	0	0	0
Multi Storey blocks door entry system renewal Sandyhill/Bradford Crts	5	31	0	0	0	0
One off type work (rewires/boilers/doors)	100	300	0	0	0	0
Fire Risk Assessments	1,356	5,250	0	0	0	0
Delivery Costs	1,658	1,073	88	0	0	0
<b>Northwards - Off Debits/Conversions</b>						
Bringing Studio Apartments back in use	17	8	0	0	0	0
Various Locations - bringing bedsits back into use	0	21	75	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
Delivery Costs	2	4	10	0	0	0
<b>Homeless Accommodation</b>						
Improvements to Homeless accommodation city wide	1	36	0	0	0	0
Plymouth Grove Women's Direct Access Centre	0	28	0	0	0	0
Improvements to Homeless Accommodation Phase 2	335	819	0	0	0	0
Delivery Costs	46	115	0	0	0	0
<b>Northwards - Acquisitions</b>						
Northwards Acquisitions	0	3	0	0	0	0
Stock Acquisitions	0	28	0	0	0	0
Delivery Costs	0	4	0	0	0	0
<b>Northwards - Adaptations</b>						
Public Sector Northwards Adaptations	200	0	0	0	0	0
Adaptations - 18/19	820	700	0	0	0	0
<b>Northwards - Unallocated</b>						
Northwards Housing Programme Unallocated	535	3,663	23,556	0	0	0
<b>Retained Housing Programme</b>						
Collyhurst Maisonette Compensation & Dem	89	0	0	935	0	0
<b>West Gorton Regeneration Programme</b>						
West Gorton PH2A Low & High Rise Demolition	26	0	0	0	0	0
<b>Future Years Housing Programme</b>						
Collyhurst Estate Regeneration	200	9,195	10,235	1,841	0	0
Buy Back Properties - Right to Buy	155	0	0	0	0	0
Collyhurst Regen - Highways Phase 1	0	190	97	1,394	0	0
Collyhurst Regen - Churnett Street	0	0	0	790	0	0
Collyhurst Regen - Needwood & Overbrook acquisition / demolition	0	125	0	0	0	0
Willert Street Park Improvements	10	0	0	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
North Manchester New Builds	546	0	0	0	0	0
North Manchester New Builds 2	442	10,700	0	0	0	0
North Manchester New Builds 3	645	0	0			0
Parkhill Land Assembly	0	0	4,270	0	0	0
Fire precautions multi storey blocks	0	1,200	0	0	0	0
<b>Total Public Sector Housing (HRA) Programme</b>	<b>26,752</b>	<b>52,180</b>	<b>40,092</b>	<b>4,960</b>	<b>0</b>	<b>0</b>
<b>Children's Services Programme</b>						
<b>Basic Need Programme</b>						
Holy Trinity VC Primary	47	0	0	0	0	0
Lytham Rd	100	0	0	0	0	0
Plymouth Grove Refurbishment	112	0	0	0	0	0
Beaver Rd Primary Expansion	113	0	0	0	0	0
Lily Lane Primary	73	0	0	0	0	0
St. James Primary Academy	34	0	0	0	0	0
Crossacres Primary School	30	0	0	0	0	0
Ringway Primary School	5	0	0	0	0	0
Webster Primary Schools	30	0	0	0	0	0
Dean Trust Expansion	1,000	2,784	0	0	0	0
Brookside Rd Moston	472	4,037	2,499	47	0	0
North Hulme Adv Playground	405	3,626	324	17	0	0
Monsall Road (Burgess)	376	4,229	376	25	0	0
Roundwood Road	480	4,096	2,393	47	0	0
KS3/4 PRU Pioneer Street	70	0	0	0	0	0
Basic need - unallocated funds	261	18,912	43,286	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	£'000					
Universal Infant Free School Meals (UIFSM) - Unallocated	341	0	0	0	0	0
<b>Schools Maintenance Programme</b>						
Moston Lane - re-roof	19	0	0	0	0	0
Abbott Primary School Fencing	11	0	0	0	0	0
Broad Oak Primary School Kitchen	669	0	0	0	0	0
All Saints Prim Rewire	477	0	0	0	0	0
Armitage Prim Windows	121	0	0	0	0	0
Bowker Vale Prim Heating	262	0	0	0	0	0
Buton Lane Prim Roof	192	0	0	0	0	0
Cheetwood Prim Heating	126	0	0	0	0	0
Crosslee Comm Heating	80	0	0	0	0	0
Crowcroft Park Roof Repairs	146	0	0	0	0	0
Grange School Sports Hall	163	0	0	0	0	0
Higher Openshaw Rewire	849	0	0	0	0	0
Lily Lane Prim Windows	53	0	0	0	0	0
Moston Fields Joinery	221	0	0	0	0	0
Ringway Prim Roof	231	0	0	0	0	0
Sandilands Prim Windows	123	0	0	0	0	0
St Mary's Junior Windows	43	0	0	0	0	0
Alma Park Gas Improvement	1	0	0	0	0	0
Schools Capital Maintenance -unallocated	1,366	3,000	3,000	0	0	0
<b>Education Standalone Projects</b>						
Paintpots	9	0	0	0	0	0
Early Education for Two Year Olds - Unallocated	52	0	0	0	0	0
Gorton Youth Zone	1,275	0	0	0	0	0
Healthy Pupil Capital Funding	257	0	0	0	0	0

Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	<b>£'000</b>					
North Ridge SEN	310	2,720	9	0	0	0
Special Educational Needs grant	1,160	0	0	0	0	0
Seymour Road	1,200	0	0	0	0	0
Commercial Wharf/ISS Refurbishment of YJS Building	294	0	0	0	0	0
<b>Total Children's Services Programme</b>	<b>13,659</b>	<b>43,404</b>	<b>51,887</b>	<b>136</b>	<b>0</b>	<b>0</b>
<b>ICT Capital Programme</b>						
<b>ICT</b>						
Solaris	2	0	0	0	0	0
<b>ICT Infrastructure &amp; Mobile Working Programme</b>						
New Social Care System	1,699	0	0	0	0	0
End User Computing	117	0	0	0	0	0
Core Infrastructure Refresh	109	0	0	0	0	0
Internet Resilience	50	0	0	0	0	0
New Rent Collection System	33	0	0	0	0	0
Communications Room Replacement Phase 2	148	2,472	3,746	0	0	0
Care Leavers Service	14	0	0	0	0	0
Data Centre Network Design and Implementation	2,667	0	0	0	0	0
End User Experience	601	3,523	0	0	0	0
Replacement Coroners System	143	0	0	0	0	0
Telephony	0	200	200	0	0	0
ICT Investment Plan	0	424	6,654	8,900	7,690	0
<b>ICT Stand Alone Projects</b>						
Compliance Bus case	278	0	0	0	0	0
<b>Infrastructure</b>						
Wider Area Network Redesign	22	0	0	0	0	0



Project Name	2019/20 Current Budget	2020/21 Current Budget	2021/22 Current Budget	2022/23 Current Budget	2023/24 Current Budget	2024/25 Current Budget
	£'000					
<b>Total ICT Programme</b>	<b>5,883</b>	<b>6,619</b>	<b>10,600</b>	<b>8,900</b>	<b>7,690</b>	<b>0</b>
<b>Corporate Capital Programme</b>						
ONE System Developments	11	0	0	0	0	0
Pay and Display Machines	750	174	0	0	0	0
Phase 1 Implementation - Locality Plan Programme Office	585	0	0	0	0	0
Integrated Working - Gorton Health Hub	3,515	16,312	2,067	0	0	0
Alcohol Treatment for Fibroscan Machine	40	0	0	0	0	0
BioMedical Investment	7,958	6,100	2,700	0	0	0
Band on the Wall	200	0	0	0	0	0
Manchester Jewish Museum Loan	290	0	0	0	0	0
Manchester Airport Car Park Investment	3,700	1,900	0	0		0
<b>Total Corporate Capital Programme</b>	<b>17,049</b>	<b>24,486</b>	<b>4,767</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Manchester City Council Capital Programme</b>	<b>295,978</b>	<b>381,621</b>	<b>273,556</b>	<b>121,896</b>	<b>51,155</b>	<b>28</b>
<b>Projects carried out on behalf of Greater Manchester</b>						
Housing Investment Fund	151,166	37,951	0	0	0	0
<b>Total GM projects</b>	<b>151,166</b>	<b>37,951</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total CAPITAL PROGRAMME</b>	<b>447,144</b>	<b>419,572</b>	<b>273,556</b>	<b>121,896</b>	<b>51,155</b>	<b>28</b>

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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee –  
7 January 2020

**Subject:** Draft 'Our People Plan 2020/23'

**Report of:** Interim Director HR and OD

### Summary

This report provides an update on the development of Our People Plan 2020/23 to deliver Our People strategy and gives an opportunity for the Resources and Governance Scrutiny Committee to comment on initial proposals

This work is progressing alongside the development of the Councils Budget for 2020 and it is intended to prepare a plan for approval at the Executive in February 2020.

### Recommendations

The Resources and Governance Scrutiny Committee is asked to note the development of Our People Plan 2020/23 to support achievement of Our People Strategy and to comment on the initial proposals.

**Wards Affected:** All

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

Our People strategy sets out the ambition for the Council's workforce in terms of skills, knowledge and ways of working. Initiatives to deliver Our People detailed in Our People Plan 2020/23 will have a positive impact on the Council's ability to achieve all of its priorities and thus should have a positive impact on achieving the zero carbon target for the city.

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	As one of the largest employers in the city, the Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our People Plan will set out the Council's approach to providing jobs within the Council in an inclusive way that ensures a diverse workforce that reflects the communities served.
A highly skilled city: world class	As one of the largest employers in the city, the

and home grown talent sustaining the city's economic success	Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our People Plan will set out the Council's approach for ongoing development of skills and talent.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	As one of the largest employers in the city, the Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our People Plan will set out the Council's ambitions in this regard.
A liveable and low carbon city: a destination of choice to live, visit, work	Our People strategy sets out the ambition for the Council's workforce in terms of skills, knowledge and ways of working. Initiatives detailed in Our People Plan will have a positive impact on the Council's ability to achieve all of its priorities and thus should have a positive impact on achieving the zero carbon target for the city.
A connected city: world class infrastructure and connectivity to drive growth	Our People strategy demonstrates how the Council will support its employees to contribute to this outcome. Priorities for this will be articulated in Our People Plan 2020/23 to ensure employees are properly equipped with the skills required to use technology effectively and deliver services appropriately in the future.

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

Our People Strategy as agreed in January 2017  
<https://democracy.manchester.gov.uk/Data/Personnel%20Committee/20170111/Agenda/6. People Strategy.pdf>

Review of progress against Our People Strategy in July 2018  
<https://democracy.manchester.gov.uk/Data/Resources%20and%20Governance%20Scrutiny%20Committee/20180719/Agenda/6. People Strategy.pdf>

## 1.0 Introduction

- 1.1 Our People strategy, agreed in Jan 2017, recognises the critical role the Council's workforce plays behind the vision of Our Manchester. In agreeing the Strategy there was a recognition that the scale of change described would take time to achieve with its delivery timeline broadly aligned to the Our Manchester 2025 vision.
- 1.2 Our People strategy sets out a compelling vision for a future workforce and workplace where our systems, processes and cultures are fully aligned with Our Manchester behaviours and where people have the skills, opportunity and support to perform at their best. - This, in turn, will ensure the Council can achieve the Corporate Plan and play its full part in delivering on the vision for Our Manchester.
- 1.3 In July 2018\_a report to the Resources and Governance Scrutiny Committee provided an update on the delivery of the strategy and emphasised the importance of a continued focus on getting the basics right in terms of our organisational framework, systems and processes for people management as a key foundation for success. A summary of achievements is attached at Appendix 1.
- 1.4 During 2019 there has been continued activity to progress initiatives in support of the Our People strategy as well as the initiation of Our People Plan 2020/23 to articulate how we will continue to progress with Our People ambitions.

## 2.0 Background

- 2.1 There is an ever changing context for the Council and it is therefore important to regularly review key strategies such as Our People Strategy to take into account emerging influences and opportunities. Key aspects of the changing context include:
- The Council's latest Budget Plans for 2020 and beyond
  - The Corporate Plan which has recently been reviewed and refreshed.
  - Development of Our Transformation programme
  - Outcome of the latest BHeard Survey when available
  - Outcome of Race Equality Review when available
  - Development of IT Strategy
  - Ongoing development of effective people management.
  - Opportunities and challenges of reform and integration with partners
  - Delivering the Adult Social Care Improvement Programme
  - Delivering the Children's locality model
  - The GM context and emerging new models of public service delivery as well as LGA research on the future of the local government workforce are also relevant
- 2.2 This context, along with learning from the last two years and horizon scanning for best practice informs the development of a draft 'Our People Plan' to include some of the emerging priorities against each theme, which we are

consulting on within the organisation and will inform the final people strategy. The diagram at Appendix 2 summarises the key themes.

### **Embedding a culture which lives and breathes the Our Manchester behaviours**

- Drive work to embed the Our Manchester behaviours including continued utilisation of the Our Manchester Experience and a review and strengthening of the behaviour toolkit.
- Continue to progress with OWOW, modernising and improving ways of working for all as part of Our Transformation programme
- Develop a culture of high trust and high accountability with clear expectations of people, systems, and processes which help embed this.
- Continue to strengthen the organisation's approach to internal communications and engagement with a focus on ensuring the full workforce understand and can access our employment offer
- Deliver the annual Leadership Summit with a focus on making Our Manchester real
- Embed the new approach to induction, including a strengthened model for senior leaders induction
- Strengthen the use of employer supported volunteering to connect employees to our priorities and communities
- Develop a clear workforce approach in response to the Council's commitment to become zero carbon by 2038

### **Modernising and reforming our service models and approaches to delivery**

- Play a leading role in driving forward work on the Health and Social Care Locality Workforce Plan, including identifying broader opportunities for collaboration and ensuring a focus on the employee experience and an integrated Our Manchester approach to the delivery of health and social care in the city
- Identify and drive forward opportunities to collaborate and improve place based service delivery as part of Bringing Services Together 'Workforce Relationships and Place Based Working' workstream
- Drive forward the workforce components of our key improvement programmes including the Adults Improvement Programme, Children's Locality Model development and Highways Improvement Programme
- Review our approaches and models for resourcing cognisant of emerging trends and opportunities around the Future of Work.
- Take full advantage of the opportunities to innovate and improve both employee experience and service delivery aligned through the growing digital agenda.

### **Driving an inclusive workforce and workplace, reflective of Manchester's diverse communities**

- Agree and implement a new model for workforce equality engagement

- Review and strengthen our approach to general and specific learning and development in relation to equality and ensure equality, diversity and inclusion is implicit across our OD offer
- Review current policy and practice in relation to race equality
- Introduce a targeted approach to accelerating the progression of BAME and Disabled employees
- Review our approach to managing workplace adjustments to support disabled staff
- Deliver an annual programme of internal communications and engagement to celebrate our diversity
- Review our workforce equality, diversity and inclusion policy
- Strengthen our approach and narrative around recruitment to emphasise Manchester as a flexible employer which values diversity
- Deliver on the priorities identified in our Employee Health and Wellbeing Strategy including a continued focus on mental wellbeing and launch of a new approach to financial wellbeing

### **Developing workforce skills and experiences to meet the organisation's needs today and in the future**

- Develop a formal Succession Planning and Talent Management framework
- Continue to deliver our public sector apprenticeship commitment maximising
- Develop approaches to strategic workforce planning to inform future workforce needs
- Develop an approach to support internal work experience and skills support
- Re-launch of the Council's approach to 'Graduate' recruitment
- Roll-out of a corporate approach to coaching and mentoring
- Developing an approach to basic skills development for staff
- Strengthen About You to include improved monitoring and tracking and an approach to identifying and supporting the development of employee potential.
- Review and strengthen approaches to supporting the employment of social value priority groups

### **Enabling and Supporting High Quality People Management**

- Increase focus and engagement on managing attendance with the aim to bring down year-on-year absence levels in 19/20 closer to the sector average of 8.5 days
- Embed a new approach to learning and development planning, with more people accessing training in 2020 than before, our L&D budgets fully spent, modernised delivery approaches and a review of training budget allocation.
- Continue to strengthen our approach to resourcing, exploring new models to meet organisational needs, quicker recruitment and reduction in agency use
- Continue to improve and modernise our HR policy framework and guidance including a fundamental review of policy in relation to in-work staff travel.

- Review & re-launch our core leadership and management programmes using feedback and evidence, with a stronger focus on basic people management
- Launch a new programme for aspiring managers
- Improve the organisation's approach to performance management by up-skilling managers, reviewing our systems and processes and driving a more performance focused culture
- Review core people management systems and processes as part of Our Transformation programme

2.3 Work has commenced to consult widely with key stakeholder groups regarding Our People Plan 2020/23 with an intention to present it to The Executive on 12 February 2020 for approval. Key stakeholders will be managers, staff groups including the staff networks and Trade Unions. The final version will also be informed by the Race Equality review and the BHeard Survey results.

### **3.0 Recommendations**

The Resources and Governance Scrutiny Committee is asked to note the development of Our People Plan 2020/23 to support achievement of Our People Strategy and to comment on the initial proposals.



## APPENDIX 1: Key Our People achievements to-date

Key achievements include:

- The launch of **About You** in March 2017 as the organisation's new approach to supporting manager/staff engagement (appraisals and one-to-ones), responding directly to staff feedback and aimed at improving engagement and strengthening performance. This was further supported by the new **ABCD framework** for senior management objective setting launched in April 2018.
- The Our Ways of Working programme, **OWOW**, which has supported the development of modernised and more flexible working practices across a range of areas enabled by ICT developments, estates modernisation, HR Policy improvements and work to support a culture shift in the organisational understanding of and attitudes to work. This work has been externally recognised by Timewise.
- A programme of work to embed the Our Manchester behaviours including the immersive **Our Manchester Experience** now attended by over 3,000 staff and a comprehensive **behaviour toolkit** supported by over 70 service-based toolkit champions
- An agreed **Employee Health and Wellbeing strategy** recognised as best-practice in the field and driving work in a range of areas, including a comprehensive offer around mental health with the launch of our **EAP**, participation in the national '**This is Me**' campaign and a comprehensive suite of training for managers and staff.
- **Over 400 apprentice starts** across the last two and a half years, meeting the non-schools element of the public sector apprenticeship target with over £1.1M actual and £2.512M of committed spend from the Council's apprentice levy on accredited learning for staff from entry-level qualifications targeted at priority Manchester residents to post-graduate courses to support our leaders. Together with a new approach to **work experience** and the re-launch of the Council's **graduate scheme**, laying the foundations for a new approach to talent management and succession planning.
- The council-wide roll out of a new programme of learning for leaders and managers (**Raising the Bar and the Our Manchester**) now attended by 52% of our managers with a further focus on this area provided by the new **Senior Leaders Group** and annual **Leadership Summit**
- Launch of the Council's **Employer Supported Volunteering** Policy in October 2017 with over 4,000 hours contributed to supporting Manchester communities
- A continued focus on equality, diversity and inclusion achieving Level 2 of the **Disability Confident** scheme for our approach to supporting disabled employees and retaining our Excellent accreditation under the **Equalities Framework for Local Government**
- The roll-out of **Universal ICT Access** to over 800 staff

- The launch of a new corporate **induction** approach in May 2019
- A range of system and process improvements in direct response to feedback including:
  - A strengthened approach to movement and development via ***m people***,
  - A streamlined approach to **resourcing and recruitment**, supporting a reduction in reliance on agency and consultants
  - Enhancements to ***mi people Self Service***
  - A new approach to **learning and development planning**, including easier access to basic training for all.
- A new interactive quarterly **Workforce Assurance Dashboard** to support leaders and managers take a more evidence-based approach to people management and identify corporate and local risks and issues more promptly.

# Our People

19/20 Delivery plan

Embedding a **culture** which lives and breathes the Our Manchester behaviours

Enabling and supporting high quality **people management**

**Modernising & reforming** our service models and approaches to delivery

Developing **workforce skills and experiences** to meet our needs today, and in the future

Driving an **inclusive workforce and workplace** reflective of Manchester's diverse communities.

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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee –  
7 January 2020

**Subject:** Workforce Intelligence Update and overview of vacancies

**Report of:** Interim Director of HR and OD

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**Summary:**

This report outlines the current highlights from the Quarter 2 2019/20 Workforce Dashboards for the Committee's information and provides detail on the current vacancies across the organisation.

**Recommendations**

The Committee is asked to note the report.

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**Wards Affected:** All

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

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

Resources & Governance Scrutiny Committee: HR Sub Group *Overview of Vacancies*

Resources and Governance Scrutiny Committee; October 2019, *Overview of Casework*

Resources & Governance Scrutiny Committee: HR Sub Group; 5 October 2017 - *Review of HR Metrics*

Resources & Governance Scrutiny Committee: HR Sub Group; 28 November 2017 - *Review of HR Metrics - Workforce Intelligence Update*

## 1.0 Introduction

- 1.1 Effective intelligence is an essential tool to drive proactive workforce management, both corporately and at a local level. To enable effective management, the workforce metrics that make up the quarterly workforce dashboard and is intended to ensure trends are identified and risks and issues addressed, as well as to highlight positive patterns and the impact of mitigating actions on those areas identified for action previously. The dashboard is reviewed by the HROD Management Team as well as Directorate Management Teams across the organisation and actions agreed in the context of broader financial and performance metrics. Appendix 2 provides the most recent dashboard for quarter 2019/20 (July - September 2019)
- 1.2 In addition more detailed analysis of current vacancies across the organisation has been provided.

## 2.0 An Overview of Key Metrics

- 2.1 Whilst the dashboard is produced quarterly, more regular (monthly) analysis is provided across the most high profile metrics and included within an integrated assurance report provided to the Strategic Management Team together with information on performance, finance and risk. The latest position across these key measures is detailed below for information.

## 3.0 Sickness Absence

- 3.1 Absence levels have increased across the organisation and now stands at an average of 12.72 days lost per employee in 12 months up to September 2019 compared to 12.33 days in the 12 months prior.

Directorate	Average days lost per fte in the month		Average days lost per fte over 12 months	
	Sep-19	Aug-19	Oct 18 - Sep 19	Oct 17 - Sep 18
<b>Chief Executive's</b>	0.88	0.83	11.56	10.59
<b>Corporate Services</b>	0.75	0.08	10.54	11.40
<b>Children's Services (including E&amp;S)</b>	1.17	1.17	13.25	12.47
<b>Adults Services</b>	1.37	1.47	16.05	14.50
<b>Neighbourhoods Directorate</b>	0.80	0.82	12.18	12.36
<b>Growth &amp; Development</b>	0.83	0.73	9.28	9.08
<b>Council Wide</b>	1.01	1.02	12.72	12.33

- 3.2 Stress/Depression continues to account for the greatest number of days lost and is the most common reason for absence in each Directorate with 6,093

days lost in Q2. The percentage of FTE lost in Q2 is up slightly from Q1 and accounts for 31% of all absence.

3.3. Significant work has been undertaken over the last 6 months to try to address rising absence figures at both a Corporate and Directorate/Service level and this activity will continue throughout the next calendar year. Progress at a Corporate level include:

- Focused work to increase management of attendance compliance with Return to Work conversations and Attendance Management Reviews has taken place.
- Wider promotion of wellbeing benefits including gym discounts, volunteering, cycle to work scheme via enhanced communications across the organisation. Council wide Health and WellBeing events have taken place across the City and within services to promote wellbeing initiatives and benefits of employment.
- Creation of a clear offer for mental health support. This is being continually reviewed and improved, with the recent introduction of the Access to Work Mental Health Support Service as a core element of our offer.
- Promotion of carers support and development of a working carers network. Flexible working policy and guidance has been updated to include specific reference to working carers. A cohort of staff have taken part in Empowered Conversations training, designed to improve the communication skills of people caring for someone living with Dementia.
- Dementia Friends sessions offered. Over 140 employees are now Dementia Friends and three members of staff are trained Dementia Champions, meaning further sessions can be delivered in-house.
- Approach to piloting Mental Health First Aid and Wellbeing Champions agreed. Controlled pilots to take place early next year.
- Annual promotion of influenza vaccination has helped to prevent greater absence as a result of flu
- Financial wellbeing offer in place and promoted to staff. A range of resources have been pulled together which support staff in managing their personal finances. A new loan product has been launched with Manchester Credit Union, providing an alternative to payday loans and helping staff to save money in interest payments.

3.3 In addition to the Corporate work, HROD are supporting a range of “deep dive” projects in each Directorate to address specific issues. The work will continue for 12 months when each project will be reviewed and the outcomes shared with Committee. The details of these more detailed pieces is set out in Appendix 3.

#### **4.0 Casework**

4.1 A detailed report was presented to Committee in October of last year which set out overall trends and activity. The table below provides an overview of live cases at the end of Q2:



## Live Cases as at Q2 (30/09/19)

All Directorates	Capability	Conduct	EDR	Total
Chief Executives	0	0	1	1
Corporate Services	2	5	6	13
Children's & Education Services	1	15	6	22
Adults' Services	0	13	3	16
Neighbourhoods	0	7	5	12
Growth & Development	4	3	2	9
<b>All Directorates: Total</b>	<b>7</b>	<b>43</b>	<b>23</b>	<b>73</b>

- 4.2 The highest number of conduct cases remain within Children's and Adults as previously reported which account for 15 and 13 cases respectively and as previously reported a large number of these cases (54%) relate to safeguarding concerns. Review of suspensions remains a priority and the overall number of suspensions has reduced with 8 staff currently suspended compared to 16 reported in Q1.

## 5.0 Agency Spend

- 5.1 Agency spend continues to show a year on year reduction with Q2 spend being £0.681m (17%) lower than the same period in 2018/19 which in large part is due to significant reductions in Children and Education and Corporate Services, with reductions of c 50% and 40% respectively.

## 6.0 Apprentices

- 6.1 The introduction of the apprentice levy from April 2017 has seen the Council required to contribute circa. £1.5m per annum (including schools) to a government account which can be drawn down to cover the training costs of apprentices.
- 6.2 The introduction of the levy coincides with a shift in the scale and scope of apprenticeships which now cover the full spectrum of qualification levels from entry level (Level 2) to postgraduate (Level 7).
- 6.3 The dashboard shows that 127 apprenticeships commenced by the end of Q2 against a commitment of 211 of which 107 were internal employees and 20 external appointments.
- 6.4 The Levy and shift in approach here will have a fundamental impact on the organisation's learning and development strategy and significant work is continuing in this area.

## 7.0 Staff outside of the Funded Structure

7.1 Currently 5 employees are in positions outside of the funded structure, with an annual cost of circa. £144K. This is a significant reduction when compared to the same quarter last year when there were 17 redeployees at an annualised cost of c£0.589m.

## 8.0 Vacancies

8.1 As part of the regular budget monitoring process detailed analysis of the overall workforce budgets is undertaken in order to determine the forecast mainstream financial position of the Council overall. In addition HROD review vacancies across the organisation on a monthly basis working with both Heads of Service and Finance colleagues.

8.2 Currently all approved posts are budgeted for at the top of grade, and include associated on costs such as national insurance and pension contributions. In recognition of both natural staff turnover and the fact that not all staff are at the top of the grade a vacancy factor is applied to staffing budgets, this is usually 2.5% of the overall staffing budget and is applied service by service.

8.3 As part of the current budget proposals the basis for setting of staffing budgets has been reviewed in both the Corporate Core and Neighbourhoods service and based on a combination of historic staff turnover and size of structure it is proposed to introduce a variable vacancy rate for individual services from 2020/21. Details of the proposed changes are included within the current budget proposals being considered by Scrutiny committee.

8.4 There are currently 661.84 fte posts showing as vacant on Manchester's establishment (see Table 1 below) of which 355.44 (54%) are currently out to recruitment and 196.4 fte (30%) are held as the service is currently going through a service redesign and 110 fte (17%) are budgeted posts on the organisational structure but are not currently being recruited to.

Directorate	Vacancies out to recruitment	Vacancies not being recruited to	Held for Redesign	Grand Total
Adults	123.44	9	8.1	140.54
Children & Education	87	1	63.7	151.7
Chief Executives	15.3	5	17.6	37.9
Corporate Services	19.5	53.7	38	111.2
Neighbourhoods	82.79	26.37	66	175.16
Growth & Development	27.41	14.93	3	45.34

<b>Grand Total</b>	<b>355.44</b>	<b>110</b>	<b>196.4</b>	<b>661.84</b>
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## 9.0 Overview of vacancies by Directorate

### 9.1 Adults

9.1.1 Adults have a total of 140.54 fte vacant posts on the structure. The majority of these posts 123.44 fte are currently out to recruitment, the large majority of these are linked to investment monies which has allowed for additional posts to be added to the establishment. There are a number of posts being held pending service redesign whilst 9 posts are not currently being recruited to:

9.1.2 There are 8.1fte posts held for service redesign:

- 2 fte are being held whilst the Adults management team redesign is concluded. These posts will be released for recruitment end of January 2020.
- 1fte, Strategic Lead in Public Health.
- 5.1fte in Business Support

9.1.3 There are 9 fte not currently being recruited to:

- 6 fte within Day Services which are being reviewed against current demand.
- 1 fte Team Leader in Homelessness which is being reviewed as part of the Homelessness Improvement Programme
- 2 fte Provider Services

9.1.4 There are currently 3 fte posts that have been vacant for over 12 months.

### 9.2 Children's and Education

9.2.1 There are a total of 151.7 fte vacant posts on Children and Education's structure of which 87 fte are currently being recruited to, whilst a number are being held pending redesign and 1 is not currently being recruited to.

9.2.2 There are 63.7 fte posts held for service redesign:

- 45.9 fte x Access & Sufficiency Redesign - timescale to implement is 6 months.
- 7.5 fte x Fostering - CPAT team moving to localities, timescale to implement is 3 months.
- 3 fte x Permanence, District CAMHS, timescale to implement is 3 months.
- 2.7 fte x Schools QA & SEND - timescales to implement is 4 months.
- 1.6 fte x Leaving Care - timescales to implement is 3 months.
- 1 fte x Information Governance Teams - timescales to implement is 3 months.
- 1 fte x Safeguarding Board - timescale to implement is 6 months.
- 1 fte x Early Years Access - timescales to implement is 3 months.

9.2.3 There is 1 fte not currently being recruited to:

- 1 fte Head of Locality - this position is within Children's Locality Social Work Team and is covered by a consultant. The Directorate has exercised internal and external recruitment unsuccessfully.

9.2.4 There is currently 1 fte posts that have been vacant for over 12 months.

### **9.3 Chief Executives**

9.3.1 There are a total of 37.9 fte vacant on the structure of which 15.3 fte are currently out to recruitment and 17.6 fte are held for redesign with a 5 not currently being recruited to.

9.3.2 There are 17.6 fte posts held for service redesign:

- 4 fte are held for Coroners and Registrars, consultation due to start in the New Years and posts recruited to by February 2020
- 13.6 fte are held in Legal Services for pending redesign, timescales currently being worked up. 8 vacancies have been filled since September 2019.

9.3.3 There are 5 fte not currently being recruited to:

- 1 fte Commercial Business Lead in Communications will be recruited to via graduate recruitment.
- 1 Principal Lawyer is currently under review following significant issues filling the post.
- 1 Legal Officer will be recruited to before the end of the financial year.
- 2 Communications roles will go out to recruitment in January 2020.

9.3.4 There are currently 2 fte posts that have been vacant for over 12 months.

### **9.4 Corporate Services**

9.4.1 There are currently 111.2 vacancies on Corporate Services structure, of which 19.5 fte are currently being recruited to, 38 fte are being held pending a service redesign with 53.7 fte of vacancies not currently being recruited to, please see high level summary below:

9.4.2 There are 38 fte posts held for service redesign:

- 9 fte held for the Parking Redesign. Consultation has closed and the service are progressing with building the new agreed structure and are progressing with recruiting to vacancies. The aim is to be completed by the end of January 2020
- 2 fte held for the Shared Service centre pending a restructure linked to succession planning.

- 12 fte held for Audit and Risk Management. The structure and proposals are currently being developed by the Service and with support from Bolton Council. This is now likely to be completed until June 2020.
- 1 fte held in Data Governance. Consultation has closed as the service are working through the matching arrangements and building the new structure. This will be completed in January 2020
- 3 fte held in Capital Programmes. Consultation has closed and recruitment will commence early January 2020.
- 11 fte held for PRI Data Governance service redesign consultation is now completed and they will be looking to fill these roles as part of the service redesign which should be completed by February 2020

9.4.3 There are 53.7 fte not currently being recruited to:

- 2.21 fte are being held in Customer Organisation as they are reviewing the structure and how the budget is being used.
- 14.8 fte are held for group recruitment and over establishing posts in Revenue and Benefits. 11.5 Benefits Officers, 1.34 fte Technical Officers and 2 fte Account Managers are due to be recruited to early in the new year..
- 2.7 fte in Shared Service Centre are all held whilst the service review the succession plans.
- 1 fte in Financial Management is being held for 2020 to be filled via graduate recruitment.
- 1 fte in Procurement held pending review before the end of the financial year.
- 21 fte Capital Programmes, these are in the main technical vacancies that they have been unable to fill on a permanent basis. As part of the agreed recruitment strategy the service are working closely with the local universities to build a pipeline of potential apprentices and graduates (this approach has led to a number of appointments in 2019). In addition to this a development plan for current employees is underway and includes professional development as part of the 'grow our own' strategy. 13 of these vacancies are filled via consultants and agency staff.
- 5 fte HROD, these vacancies are pending a service review in January 2020. The HR Director is currently filled via a consultant pending further recruitment exercise.
- 1 fte in ICT, Service Now Administrator is currently being filled via a consultant, the service are currently reviewing the role profile and salary.
- 5 fte in PRI will be going out to recruitment before the end of the financial year.

9.4.4 There are currently 26.3 fte posts that have been vacant for over 12 months.

## 9.5 Neighbourhoods

9.5.1 There are currently 175.16 fte vacant posts on Neighbourhoods establishment of which 82.79 are currently out to recruitment. In addition 66 are held pending services redesigns and 26.37 are not currently being recruited to

9.5.2 There are 66 fte posts held for service redesign:

- 47 fte in Parks held for a service redesign. The majority of the recruitment is complete and it is envisioned this will be concluded by the end of January 2020.
- 1 fte Grade 10 in the Waste and Recycling Team is currently being reviewed and will be concluded by the end of January 2020.
- 18 fte in Highways, review is complete and management interviews have been held. It is envisioned interviews for the remaining posts will be concluded by end February 2020.

9.5.3 There are 26.37 fte not currently being recruited to:

- 2 fte in Grounds Maintenance and 2 fte in Highways Maintenance. These posts are being converted into Apprenticeship roles and it is likely all will be filled by March 2025.
- 5.11 fte within Libraries. Work is underway to review the establishment as this figure includes a number of very part time hours.
- 5.8 fte in Galleries which the service intend to recruit to in the new year.
- 8fte in Compliance and Community Safety, these posts have very recently been reviewed and the Service intend to recruit to them in the New Year.
- 1 fte in Directorate Support and the intention is to fill in the New Year.
- 1.46 fte Manchester Fayre, recruitment will be progressed in January 2020
- 1 fte Neighbourhood Team South, capacity is currently being reviewed to determine if post is required.

9.5.4 There are currently 4.2 fte posts that have been vacant for over 12 months.

## **9.6 Growth and Development**

9.6.1 There are 45.34 vacancies on the structure of which 3 are held for redesign, 27.41fte out to recruitment and 14.93 are not currently being recruited to.

9.6.2 There are 3 fte posts held for service redesign:

- 3 fte posts currently held in Housing & Residential Growth, and Development whilst a review of the team is carried out.

9.6.3 There are 14.93 fte not currently being recruited to:

- 11.93 fte in Facilities Management (FM) held for the reopening of Alex House in 2020 and of Gorton Hub.
- 1 fte in the Development team have grade SS1 Development Manager which the HEAd of Service is currently reviewing.
- 2 fte in Housing and Residential Growth which are being reviewed by the Head of Service.
- SS4 Director of Housing and Residential Growth post which is temporarily being covered by a consultant and will be reviewed in early 2020.

9.6.4 There are currently 1.85 fte posts that have been vacant for over 12 months

## **10.0 Conclusion**

- 10.1 The information above is intended to provide the Committee with an overview of workforce metrics and vacancies across the organisation. Committee are asked to note the contents of the report.

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**Appendix 1: Dashboard definitions**

<b>Measure</b>	<b>Detail</b>	<b>Level of reporting</b>
Headcount and fte staff numbers at period end		Service level
Net change in staff headcount	Starters, leavers and overall net change at a headcount leve;	Directorate (data available at a lower level if required)
Staff turnover	Percentage of turnovers based on fte leavers and overall fte	Directorate level
Employees not in funded positions	Employees who are no longer in funded positions along with the projected annualised cost of these and the number of medical movers	Service level
Workforce budgets: Forecast Variance from budget at period end		Service level
Workforce Development Budget	Workforce budget spend against the allocation	Directorate level
Equality make up of workforce	Proportion split of the workforce by BME, Gender, Disability and Sexual Orientation. The split is done for the full workforce and those above grade 10	Directorate level
Average days lost per fte in a working month	Data provided as a line graph over 15 months	Service level
Average days lost per fte over 12 months	Total days lost per fte over 12 months compared to previous 12 months	Service level
Total days lost through absence in the quarter	Quarterly comparison to previous quarter	Service level
Percentage breakdown of recorded absence by term	Absence is broken down into short term (under 5 days), medium term (between 5 and 20 days) and long term (20+ days)	Service level

Breakdown of absence terms by count of incidences	How many incidences of short, medium term and long term absences in each quarter	Service level
Referrals to occupational health	Quarter numbers of referrals over 2 years	Directorate Level
Utilisation summary of the Employee Assistance Programme	Telephone calls and online hits by month since its launch	Directorate level
Number of absence triggers hit	The number of employees who hit one of our three absence triggers (5 days in 3 months, 3 incidences in 3 months or long term incidences)	Service level
Percentage of concluded absence where Return to Work interview has been recorded on SAP		Service level
Top three absence reasons by service		Service level
Cases currently with HROD at period end	Number of Capability, conduct, Employee Dispute Resolution and Management of Attendance Cases currently with HR	Service level
RAG rating of cases currently with HROD	The cases are rated Red, Amber or Green dependent on their risk factor	Service level
Agency Spend by month	Agency spend by month compared to the last two years	Directorate level
Agency spend by service	Year to date agency spend compared to the previous year	Service level
Quarterly spend on overtime and additional hours	The amount paid out in overtime in the quarter	Service level
Apprenticeship Commitment for the year	The apprenticeship commitment against the numbers of external starts and internal starts	Service level

Resource requests approved during the quarter	The number of recruitment requests that have been approved in the online system reported by whether it was a request for an external or internal advert	Service level
Role types of resource requests approved during the quarter	The same data as above but detailing whether this is a new post, permanent role or time-limited post	Service level
Time frame of resource requests completed in the quarter	The average time for the timeframe of having a recourse request approved to appointing someone into the position along with the shortest time and longest time	Service level
Time frame of resource requests completed in the quarter	The average time for the timeframe of having a recourse request approved to having someone start into the position along with the shortest time and longest time	Service level
Number of employees requiring DBS renewal in the next 3 months		Service level

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# Q2 2019/20 Workforce Assurance Dashboard

## Headlines

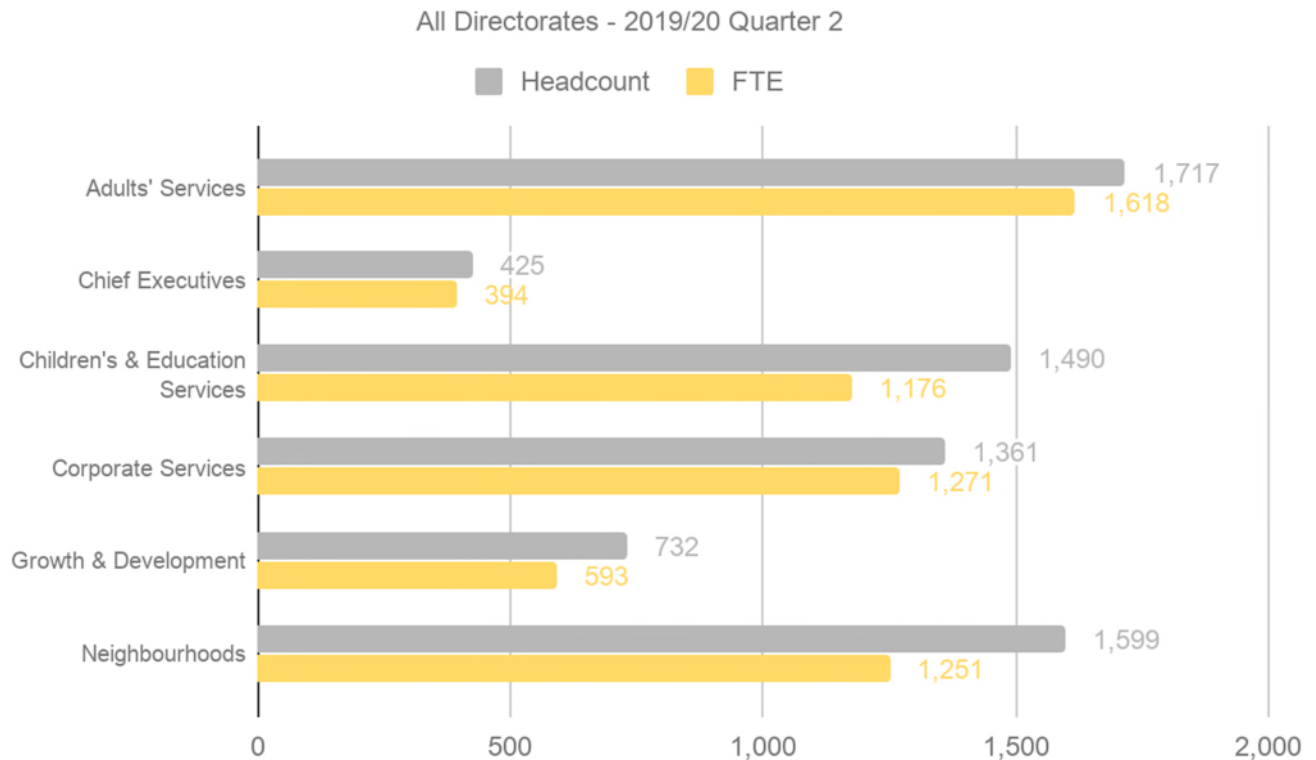
- Increase of 14 in headcount against Q1
- Net 32 external starters in the quarter, made up of 193 starters and 161 leavers
- A £2.489m full year workforce underspend forecast
- 60% of annual apprenticeship commitment had started by the end of Q2
- Monthly days lost per FTE figure showing a downward trend since January, although at 12.65 days the 12 month figure is still 0.3 days per FTE higher than the prior 12 months
- Stress/Depression remains the main reason for days lost across the council, accounting for 31% of all days lost in the quarter. Stress/Depression is the main reason for days lost in every Directorate
- Gastrointestinal absences are the top reason for the number of incidences in each Directorate other than Adults, where Stress/Depression is the main reason.
- Return to Work Completion rates have increased from 90% in Q1 to 91% in Q2
- Agency spend 17% lower than Q2 18/19
- Both Overtime and Additional Hours very similar to Q2 2018/19

# Workforce Composition

## Headcount and FTE Staff Numbers at Period End

Total Headcount: 7,324

Total FTE: 6,303



The headcount for the council has increased by 14 since the end of Q1, although FTE has seen an increase of 34.

Adults has seen a headcount increase of 23 and Children's and Education Services an increase of 25, with Neighbourhoods seeing a headcount reduction of 30, due to a reduction of 28 in Manchester Fayre - Catering, 14 of these due to a TUPE Transfer.

Within Adults the Adult Social Care Service saw the greatest increase in headcount, up 30 against Q1 including 24 external starters, 17 of which were Social Workers, along with a further 7 PAT assessors. This increase in headcount continues to be driven by recruitment to the roles created through additional investment monies in Adults'

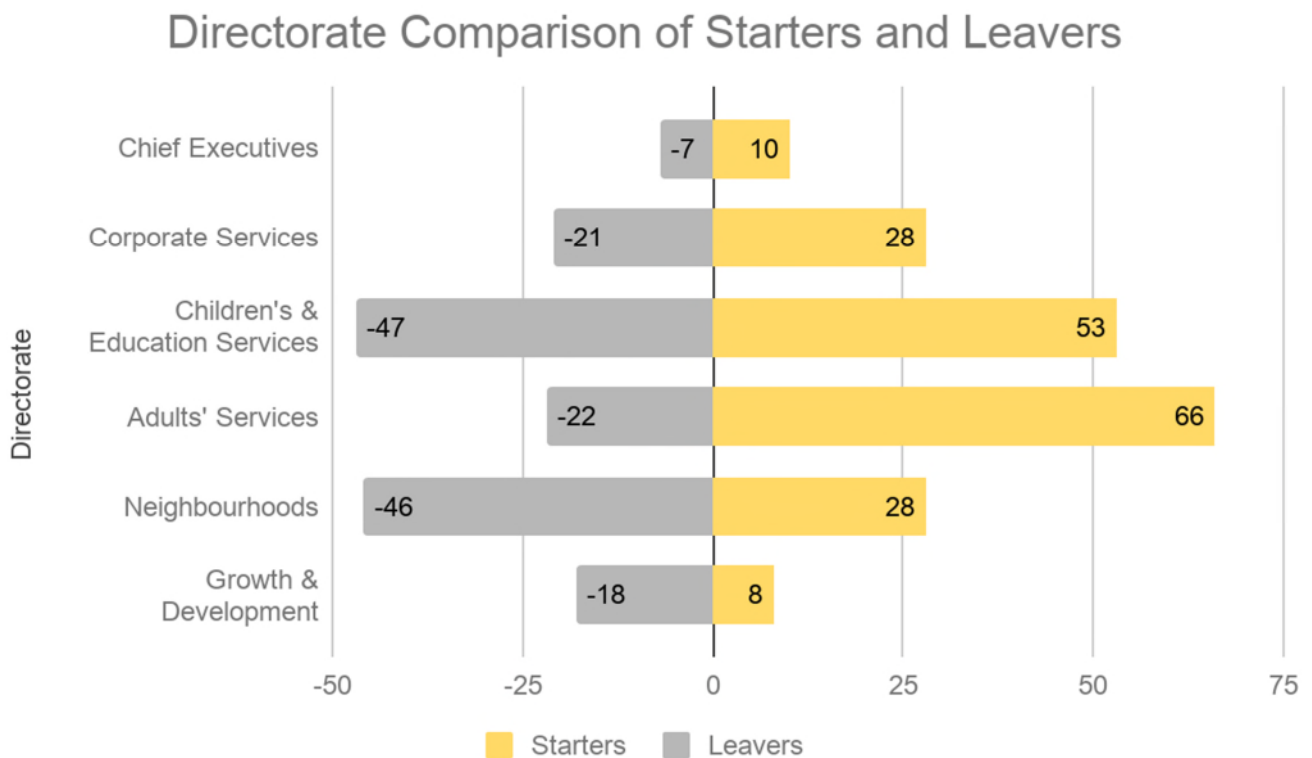
## Equality Make-up of the Workforce

	Adults' Services	Childrens & Education	Chief Executives	Corporate Services	Growth and Development	Neighbourhoods	Grand Total
BAME (Grades 01-09)	28%	23%	19%	23%	23%	17%	23%
BAME (Grades 10-12)	7%	5%	6%	7%	3%	16%	8%
BAME (SS Grades)	0%	0%	10%	3%	8%	6%	4%
<b>BAME (All Staff)</b>	<b>27%</b>	<b>22%</b>	<b>17%</b>	<b>21%</b>	<b>21%</b>	<b>17%</b>	<b>22%</b>
Disabled (Grades 01-09)	5.9%	5.1%	7.5%	6.6%	5.8%	3.9%	5.5%
Disabled (Grades 10-12)	10.9%	2.8%	2.0%	2.7%	3.1%	1.8%	3.7%
Disabled (SS Grades)	6.7%	0.0%	0.0%	5.6%	0.0%	0.0%	2.9%
<b>Disabled (All Staff)</b>	<b>6.1%</b>	<b>5.0%</b>	<b>6.5%</b>	<b>6.4%</b>	<b>5.5%</b>	<b>3.8%</b>	<b>5.4%</b>
Female (Grades 01-09)	73%	83%	64%	56%	64%	60%	68%
Female (Grades 10-12)	63%	80%	67%	43%	31%	49%	55%
Female (SS Grades)	58%	53%	58%	44%	47%	56%	51%
<b>Female (All Staff)</b>	<b>72%</b>	<b>83%</b>	<b>64%</b>	<b>55%</b>	<b>62%</b>	<b>59%</b>	<b>67%</b>
LGB/Other (Grades 01-09)	6.5%	5.8%	7.2%	6.2%	4.3%	5.6%	5.9%
LGB/Other (Grades 10-12)	5.7%	8.7%	6.5%	1.8%	5.0%	5.9%	5.1%
LGB/Other (SS Grades)	23.1%	0.0%	12.5%	0.0%	10.0%	6.7%	6.7%
<b>LGB/Other (All Staff)</b>	<b>6.7%</b>	<b>5.8%</b>	<b>7.3%</b>	<b>5.6%</b>	<b>4.5%</b>	<b>5.7%</b>	<b>5.9%</b>

To add comparative context to the equality statistics for the Council's workforce, the following should be considered. Ethnic diversity profile of Manchester residents: Non-BME **66.6%**; BME **33.7%** (Source: 2011 Census © Crown Copyright 2016). Gender profile of Manchester residents: Female **49.26%**; Male **50.74%** (Source: ONS 2016 MYE © Crown Copyright 2017). Disability profile of Manchester residents: **17.76%** of Manchester residents describe themselves as having a disability or long-term health problem that limits their day-to-day activities (Source: 2011 Census © Crown Copyright 2016).

The Council is currently undertaking an externally-commissioned workforce race equality review incorporating desktop research, workforce interviews and workshops, the review will be used to update our strategic approach with an anticipated outcome in January 2020; details will be shared at that time. In tandem with this a programme of general workforce equality developments is progressing on track, with a new strengthened model for staff equality groups now launched.

## Starters &amp; Leavers Quarter 2 2019/20



Directorate	Net Change
Chief Executives	3
Corporate Services	7
Children's and Education Services	6
Adults' Services	44
Neighbourhoods	-18
Growth & Development	-10

Adults Services has seen the greatest number of external starters in quarter 1, at 66, with 22 external leavers in the quarter, resulting in a net increase of 44. Adult Social Care saw the greatest number of starters, with 24, with Homlessness (10) and Learning Disability (9) also significant numbers of starters.

Of the 161 external leavers in the quarter 14 were due to TUPE transfer (in Manchester Fayre - Catering), 21 were due to retirement, 25 were recorded as Other Local Government Employment (12 of which were in the Children's Locality Service, with all but one these being Social Workers). There were 7 dismissals across the authority in Q2.



## Redeployees

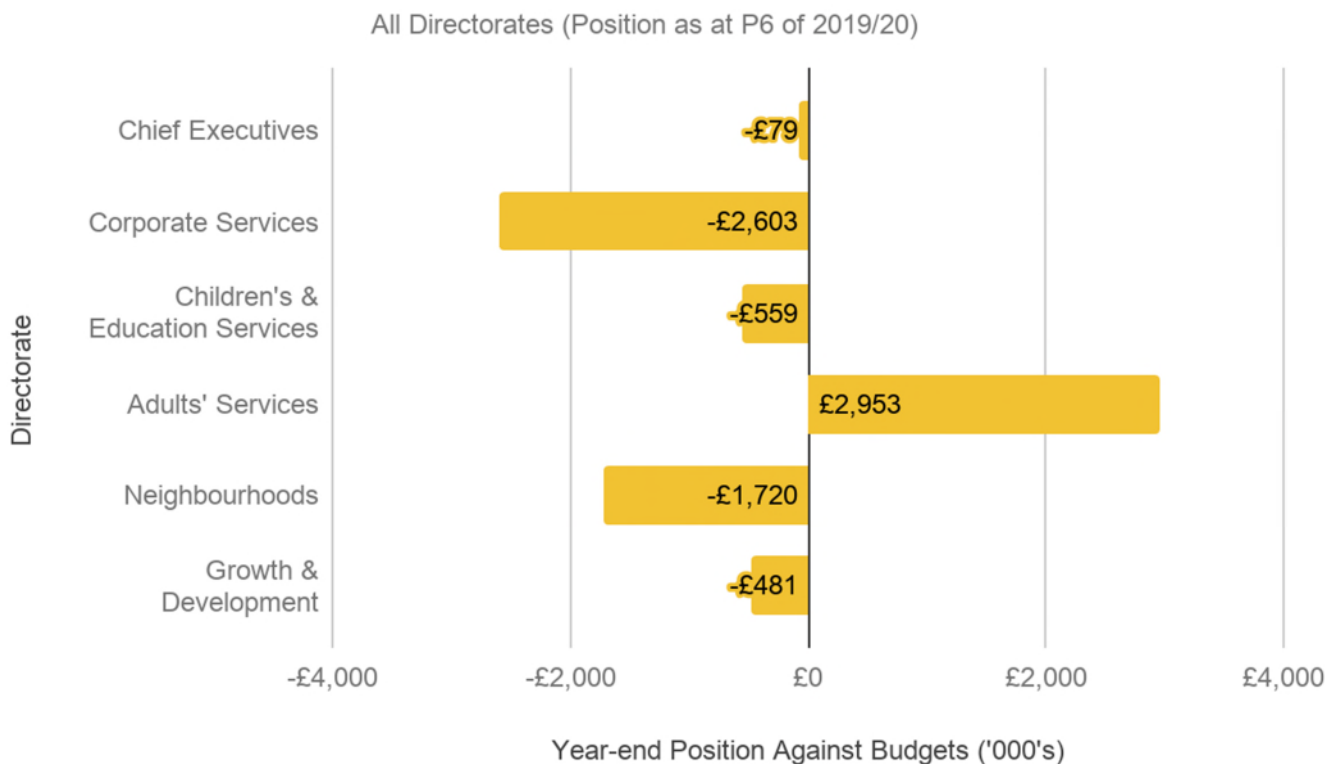
All Directorates	New Redeployees in Qtr	Placed Redeployees in Qtr	No. Live Redeployees	Annualised salaries of current redeployees	No. of Medical Redeployees
Adults' Services	2	0	2	£42,365	4
Chief Executive's	0	0	0	£0	0
Children's & Education Services	2	3	2	£50,127	1
Corporate Services	0	1	0	£0	0
Growth & Development	0	1	1	£21,166	0
Neighbourhoods	0	0	1	£30,714	0
<b>All Directorates Total</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>£144,372</b>	<b>5</b>

The number of live redeployees at the end of Q2 (6) is very slightly higher than the end of Q1 (5), with Adults and Growth & Development both increasing by 1, although the annualised salary of these employees is £25k lower than for the 5 live redeployees seen at the end of Q1, a 15% reduction.

The number of medical movers has dropped from 9 at the end of Q1 to 5 at the end of Q2, with Adults seeing a reduction of two and Corporate Services and Neighbourhoods both reducing by one.

## Workforce Budgets: Forecast Variance from Budget as at P6

Total Workforce Budget Variance as at P6: **£2.489m underspend (combined total for all directorates)**



An underspend of £2.489m is projected at year end (increasing to £5.438m if future planned recruitment assumptions are removed). This relates to:

£0.559m underspend in Children's, £0.930m excluding recruitment assumptions. Underspends of £1.185m relate mainly to vacancies (and part year recruitment) within Children Services Localities, and to a lesser extent within Fostering and Children's Safeguarding. The underspends are partly offset by overspends of £0.626m most notably the projected use of agency staff to cover unsocial hours within Supervised Contact (a review of this service is due to commence shortly), staffing costs above the budgeted structure within the Families First Service and Quality Assurance and overspends on School Crossing Patrols.

£2.953m overspend in Adult Social Care, £2.619m excluding recruitment assumptions. There are overspends of £3.816m, the overwhelming majority of which (£3.675m) relate to In-house Services where agency spend continues to be incurred to cover sickness, vacancies and training and reflects the fact that this is a statutory service where immediate agency cover is required to maintain safe staffing levels. The agency projection is based on the average hours for April to September continuing at the same level in the remainder of the financial year. Actions being taken to address this pressure include: reassessing client needs, recruitment to permanent positions to reduce reliance on agency staff and improved rota arrangements through improved utilisation of IT systems and management information. The remaining overspends of £141k relate primarily to overtime payments due to service demand within the community alarms service. These overspends are partly offset by underspends of £0.863m relating mainly to mainstream funded vacant positions and delayed recruitment plans within Reablement, Adult Localities, Public Health and Manchester's Service for Independent Living (MSIL). A balanced position is forecast in Homelessness.

£2.682m underspend in the Corporate Core, £3.849m excluding recruitment assumptions. Underspends of £2.778m continue to relate predominantly to vacant positions across the Directorate, notably within Revenues and Benefits, ICT, Customer Services, Financial Management, City Policy and the Shared Service Centre. The underspends are partly offset by overspends of £96k within Democratic and

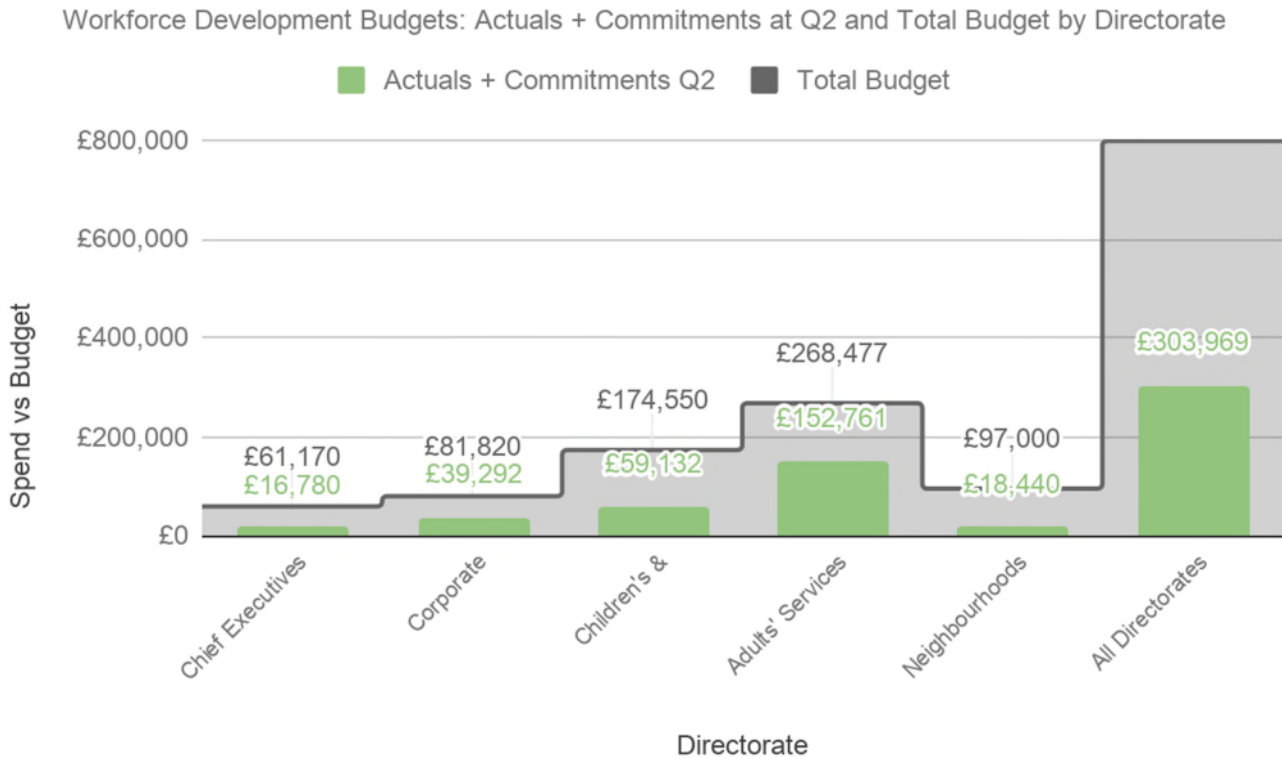
Statutory Services and Executive Services relating to additional staffing costs for the European elections and additional support staff costs for members.

£1.720m underspend in Neighbourhoods, £2.425m excluding recruitment assumptions. This relates primarily to vacant positions and high staff turnover (due to unsocial hours) within Compliance (£0.780m) – notably Food and Health Safety, Housing Licensing and the Out of Hours Team where recruitment timescales can be lengthened where posts need to be police vetted. There are also significant vacancies within Highways Revenue (£381k), Manchester Contracts (£167k), Community Safety (£159k), and to a lesser extent within Directorate Support (£64k) and Libraries and Galleries (£84k) with the balance relating to minor under and overspends across the Directorate. It should also be noted that the underspend on Highways Revenue continues to offset spend on consultants whilst recruitment to the associated vacant positions takes place.

£481k underspend in Growth and Development, £0.853m excluding recruitment assumptions. This relates primarily to vacant positions across the Directorate, mainly within Facilities Management (£227k), Corporate Property (£112k) and Work and Skills (£100k) .

## Workforce Development Budgets

### All Directorates Actual Spend + Commitments at P6: £303,969

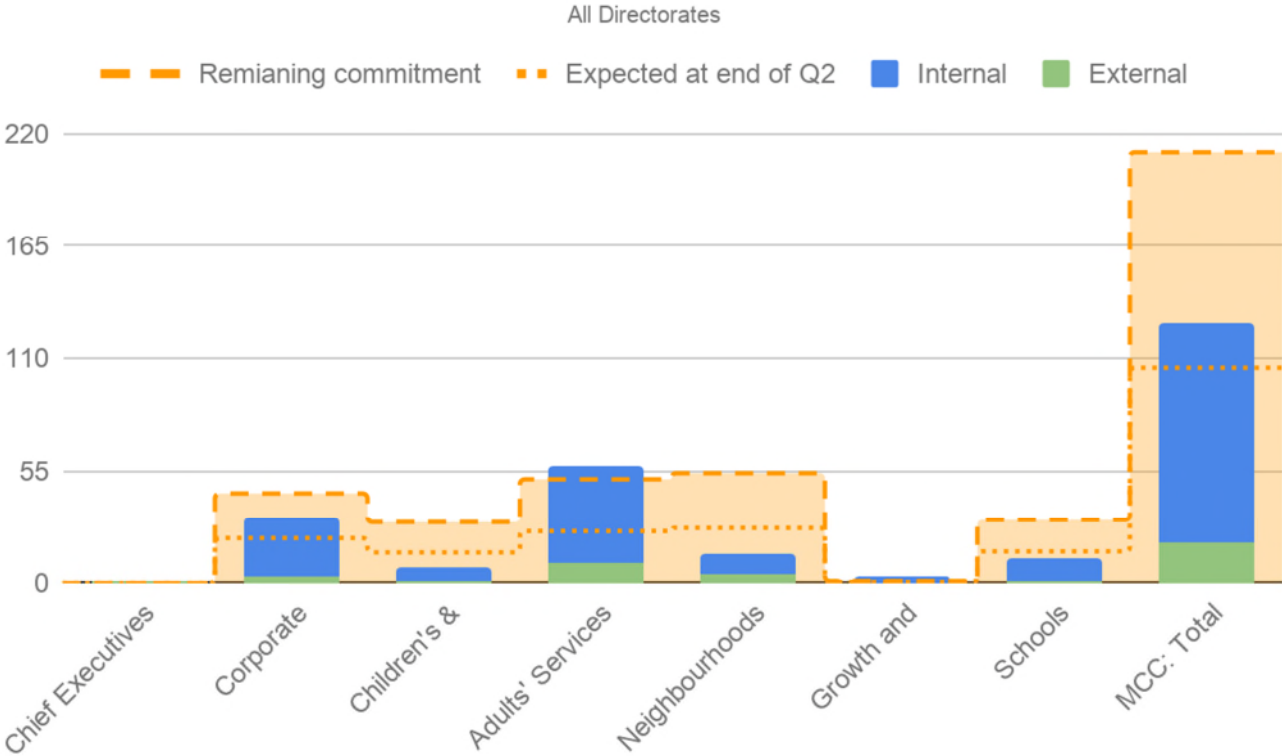


To the end of Q2 £304k of the annual £798k budget has been spent or committed, 38%. The percentage spent or committed at the end of Q2 by directorate is as follows :

- Adults' Services - 57%
- Corporate Service - 48%
- Children's & Education - 34%
- Chief Executives - 27%
- Neighbourhoods (inc G&D) - 19%
- Authority wide - 15%

# Apprentices

**Total Apprentice Starts: 127 (Internal: 107, External: 20)**



By the end of Q2 127 apprentices had started across MCC, against an annual commitment of 211, resulting in 60% of the annual commitment having already started.

Adults Services had already exceeded its annual commitment of 51 starts by the end of Q2, with 57 employees having started an apprenticeship in Quarters 1 and 2. Corporate Services is also significantly exceeding the number of starts expected at Q2, with 32 starts, against a Q2 target of 22.

# Monitoring Absence

## Narrative

Days lost per FTE has reduced since the peak winter period, as would be expected, with monthly absence levels remaining stable for each month in Q2, being fractionally over 1 day lost per FTE. July and September were very slightly higher than the equivalent period in 2018, although August was nearly 0.1 days per FTE higher than August 2018.

Adults Services continues to show the greatest number of days lost per FTE of any Directorate

The number of Days lost per FTE for the 12 months October 18 to September 19 was 0.3 days higher than the previous 12 months, with 4 of the 6 directorates reporting increases, with Adults Services seeing the greatest increase, followed by Chief Executives.

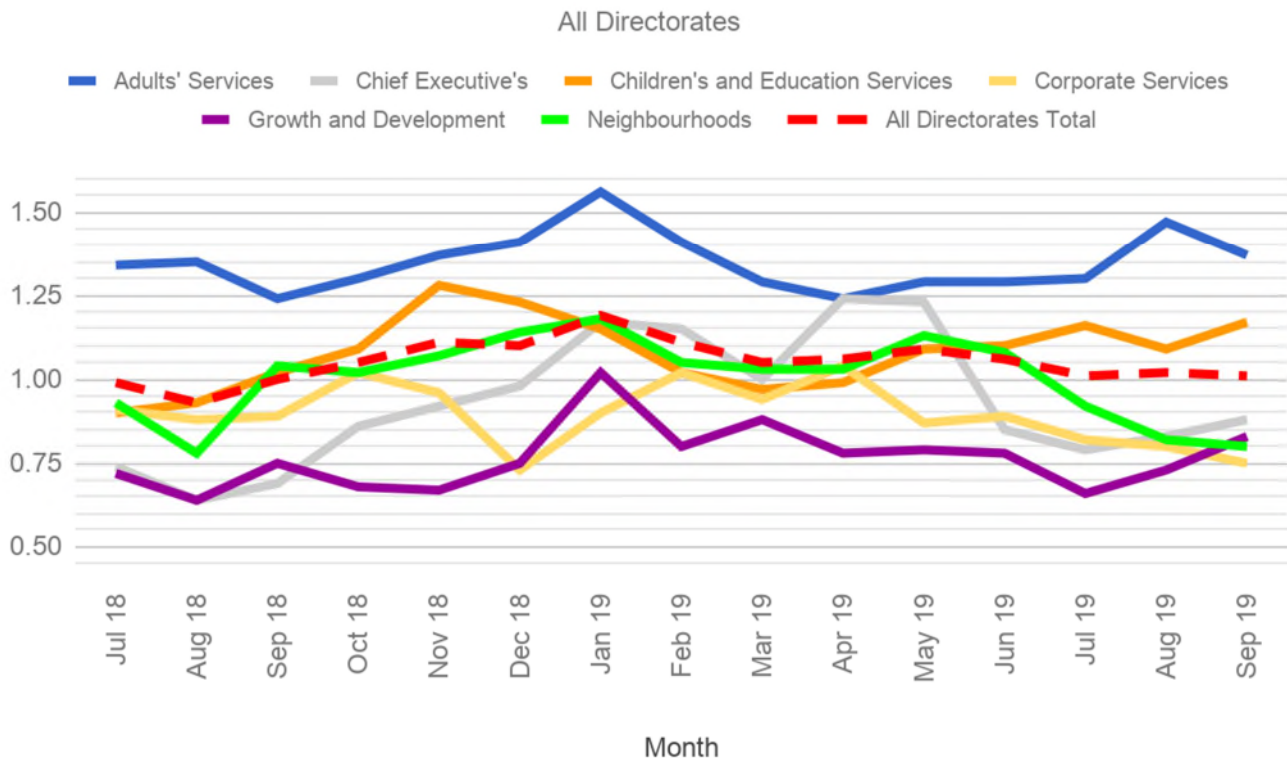
Stress/Depression continues to account for the greatest number of FTE days lost, with days lost due to this reason increasing from 5,426 in Q1 to 6,093 in Q2, an increase of 667 FTE days, up 12%. The percentage of FTE days lost in Q2 due to Stress/Depression was 31%, slightly up from the 30% seen in Q1.

In line with the increase in Stress/Depression Long Term absences have seen an increase, accounting for 66% of days lost in Q2, up from 65% in Q1.

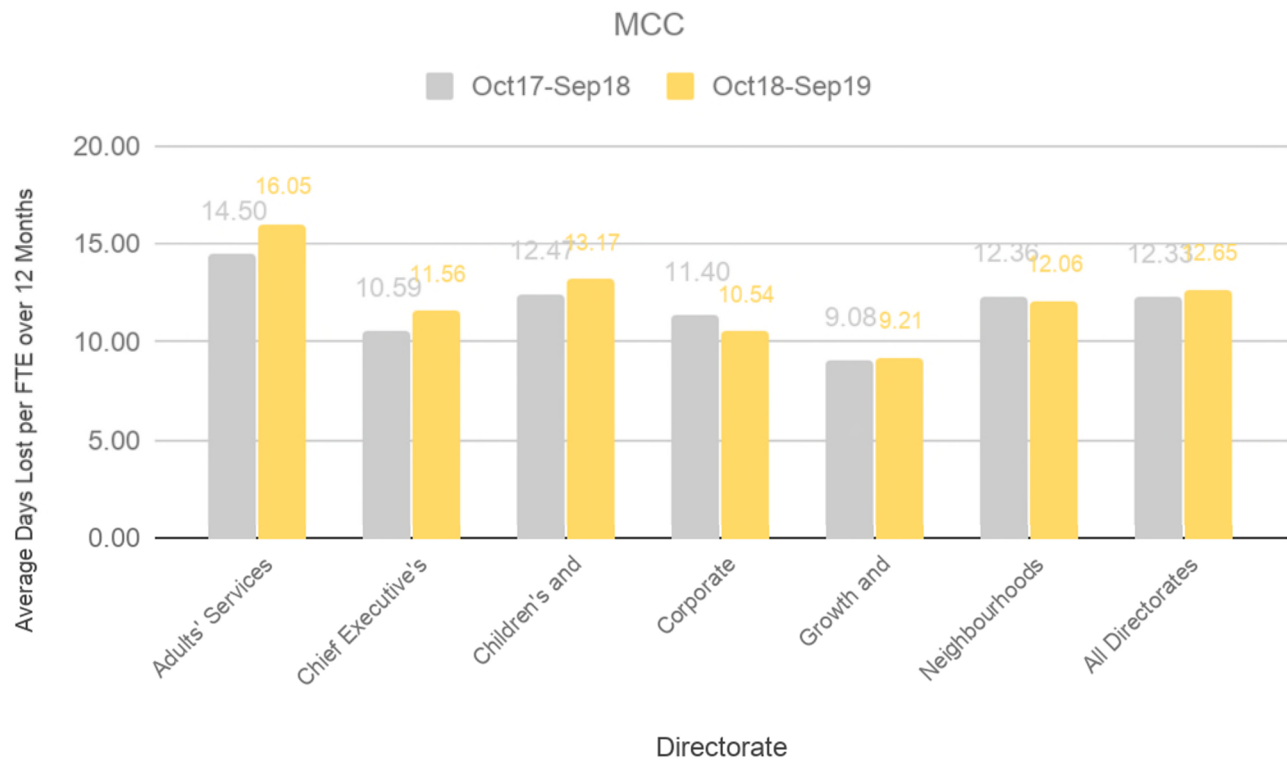
After seeing a reduction in Q1 the Return to Work completion rate has increased in Q2, to 91%, just below the Q4 18/19 high of 92%. Only Corporate Services and Growth and Development have seen reductions in the completion rates since Q1, both very slight, although the completion rate in Corporate Services is still the highest of any Directorate.

### Average Days Lost per FTE in a Working Month

MCC Average Days Lost per FTE: Jul - 1.01 Aug - 1.02 Sep - 1.01



### Average Days Lost per FTE over 12 Months: Oct - Sep



## Days Lost Through Absence in the Quarter

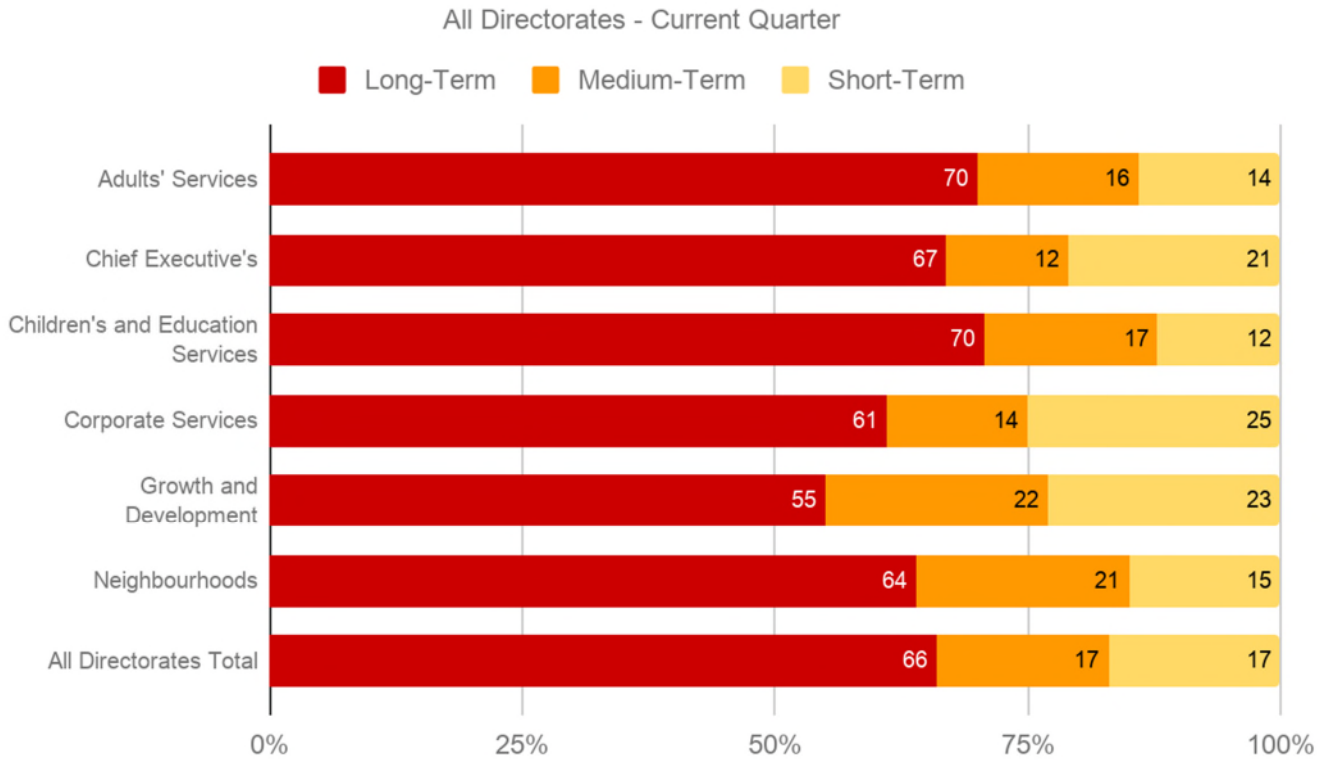
DIRECTORATE	Q1 2019-20	Q2 2019-20	Q2 FTE	Q2 Days Lost per FTE
Adults' Services	5,475	6,656	1,587	4.19
Chief Executive's	1,166	997	393	2.53
Children's and Education Services	3,371	4,222	1,213	3.48
Corporate Services	3,207	3,086	1,279	2.41
Growth and Development	1,273	1,337	597	2.24
Neighbourhoods	3,894	3,437	1,330	2.58
All Directorates Total	18,387	19,736	6,402	3.08

## Top Absence Reasons by Directorate - Days Lost and Number of Incidences

Directorate	Top absence reason for days lost	Total no. Days Lost	% of all days lost in service	Top absence reason for no. incidences	No. Incidences
Adults' Services	Stress/Depression	2,087	31	Stress/Depression	89
Chief Executive's	Stress/Depression	368	37	Gastrointestinal	25
Children's and Education Services	Stress/Depression	1,344	32	Gastrointestinal / Stress/Depression (joint 1st)	54
Corporate Services	Stress/Depression	773	25	Gastrointestinal	79
Growth and Development	Stress/Depression	434	32	Gastrointestinal	37
Neighbourhoods	Stress/Depression	1,086	32	Gastrointestinal	49
All Directorates Total	Stress/Depression	6,093	31	Gastrointestinal	320

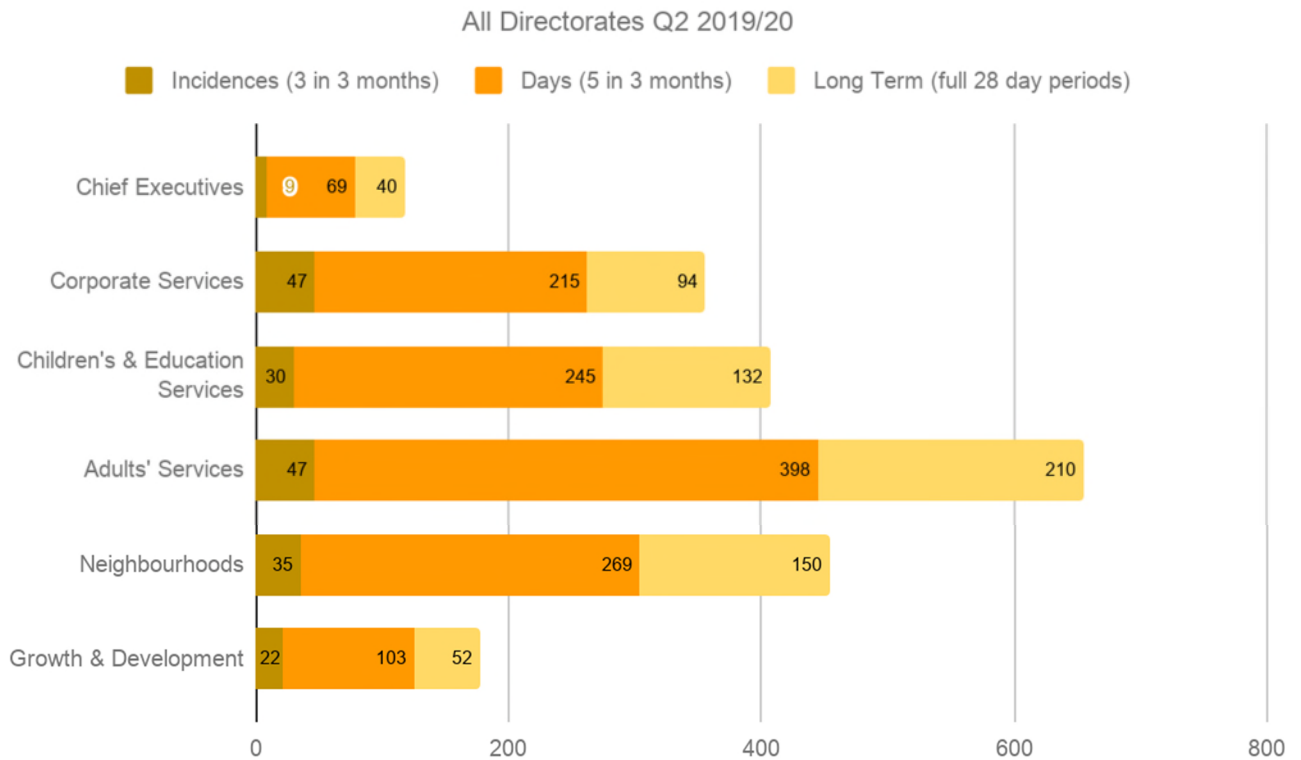


## Percentage Breakdown of Recorded Absences by Term



Number of Triggers: 3 instances in 3 months, 5 days in 3 months or long-term

Total Triggers Hit: **2,167** (Incidences: **190** Days: **1,299**, Long-Term: **678**)



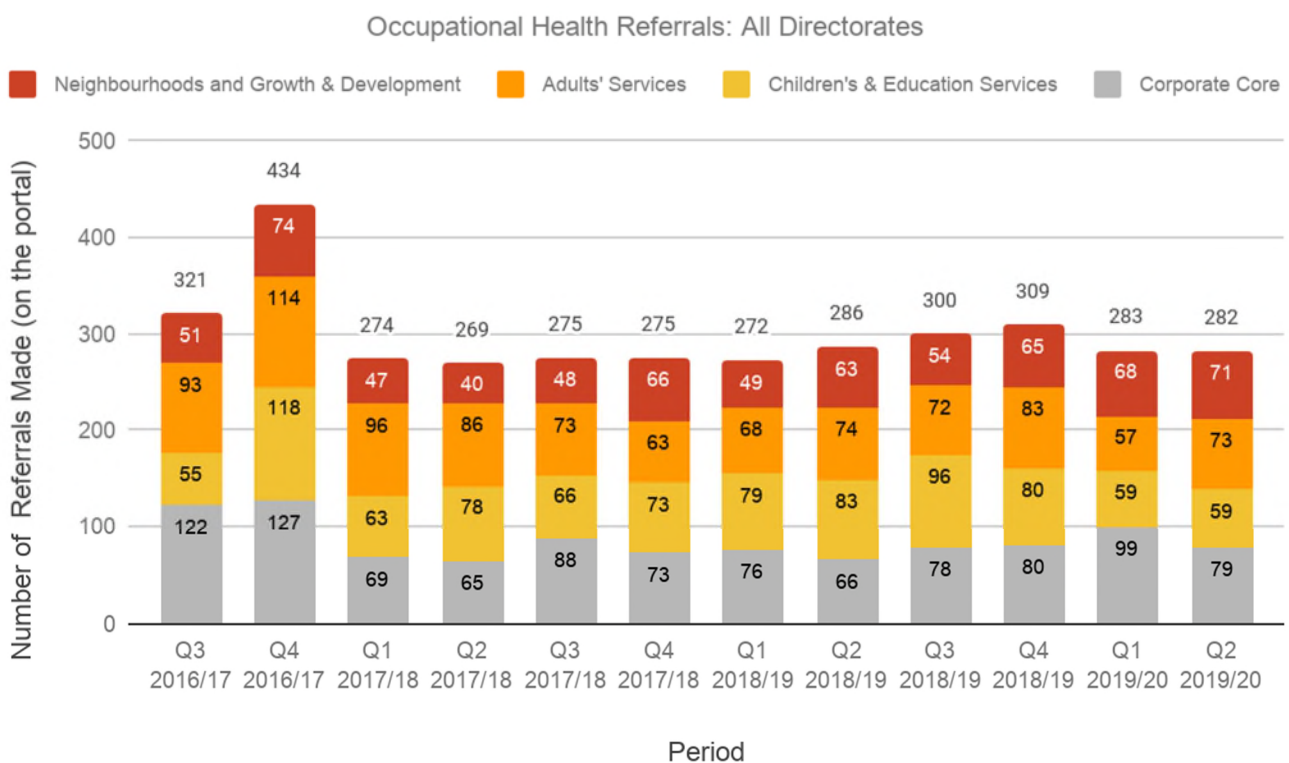
## % of concluded absences where RTW interview has been logged on SAP

All Directorates	% of RTWs completed for Q1 19-20	% of RTWs completed for Q2 19-20
Adults' Services	88%	90%
Chief Executive's	94%	96%
Children's and Education Services	86%	87%
Corporate Services	98%	97%
Growth and Development	88%	87%
Neighbourhoods	90%	91%
All Directorates Total	90%	91%

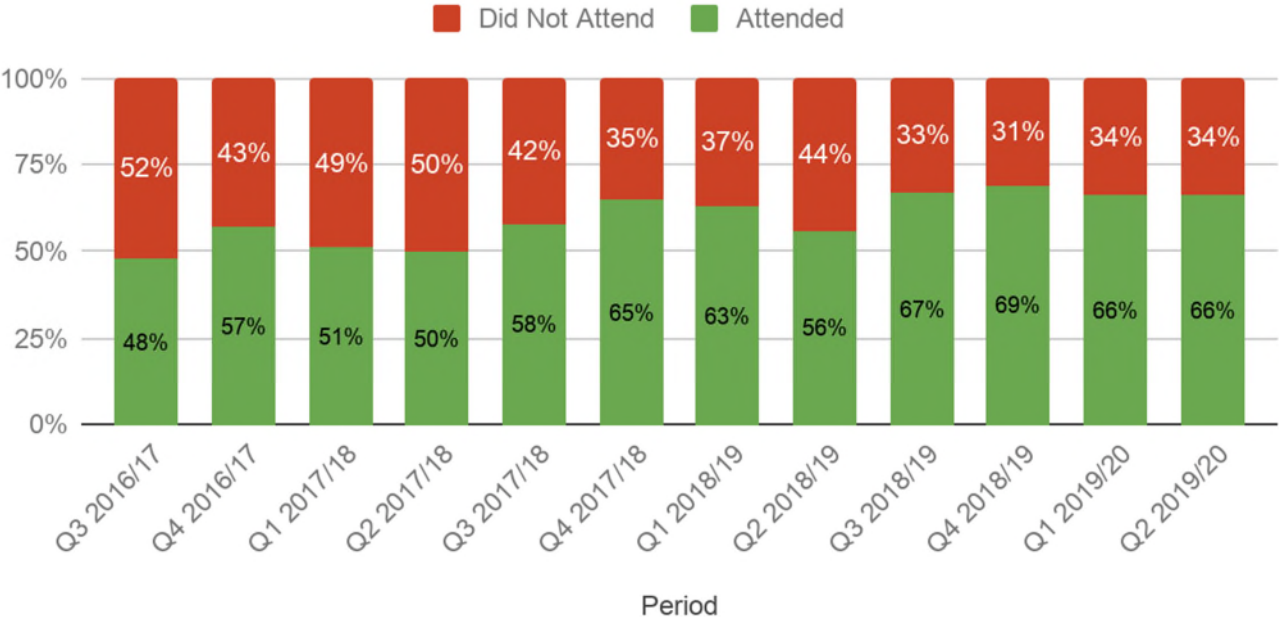
## Referrals to Occupational Health

The proportion of Occupational Health appointments not attended has remained static against Q1, at 34%. These 83 unattended appointments have cost the Council over £8,000 in the quarter.

The data shows that whilst the Corporate Core accounts for 24% of all absence and 26% of the workforce the directorate accounts for 35% of all referrals to occupational health. Comparatively, Adults' directorate accounts for 30% of all days lost in the quarter, 25% of the total workforce and only 20% of all referrals to occupational Health suggesting an under-usage of this resource.

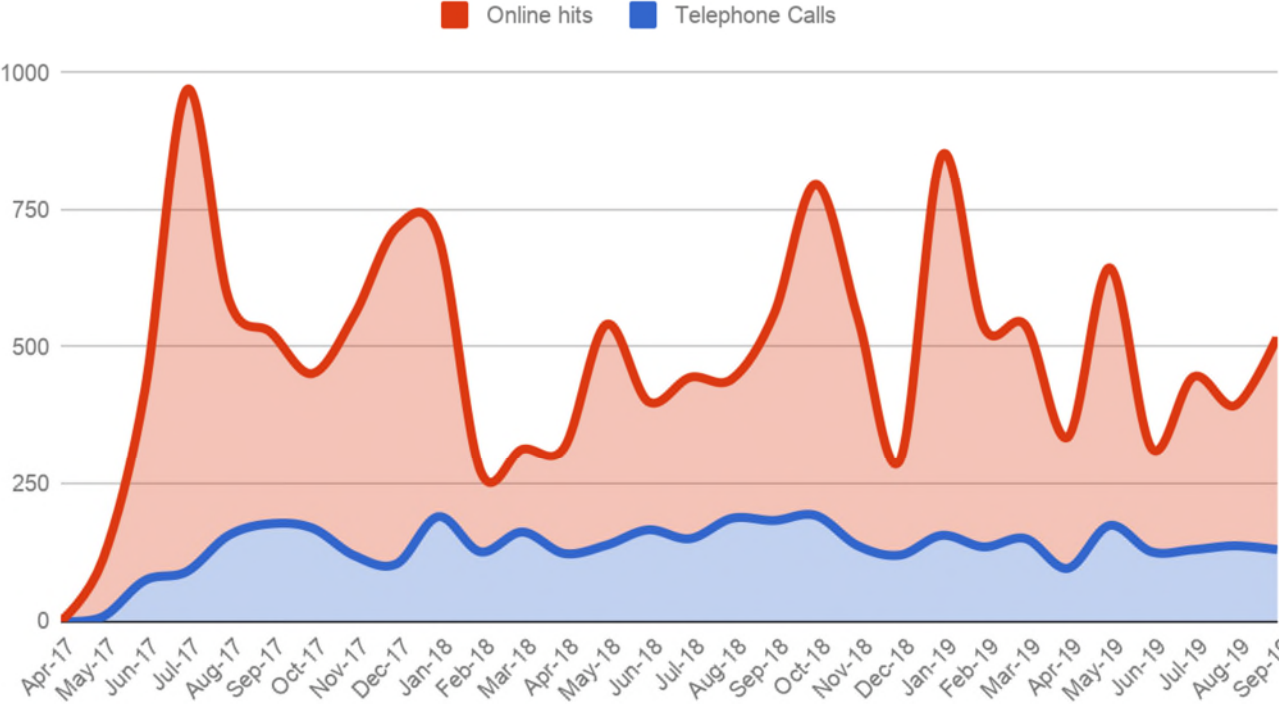


### Percentage of Occupational Health Appointments Attended: All Directorates



### Employee Assistance Programme

Telephone Calls and Online Hits to EAP: All Directorates



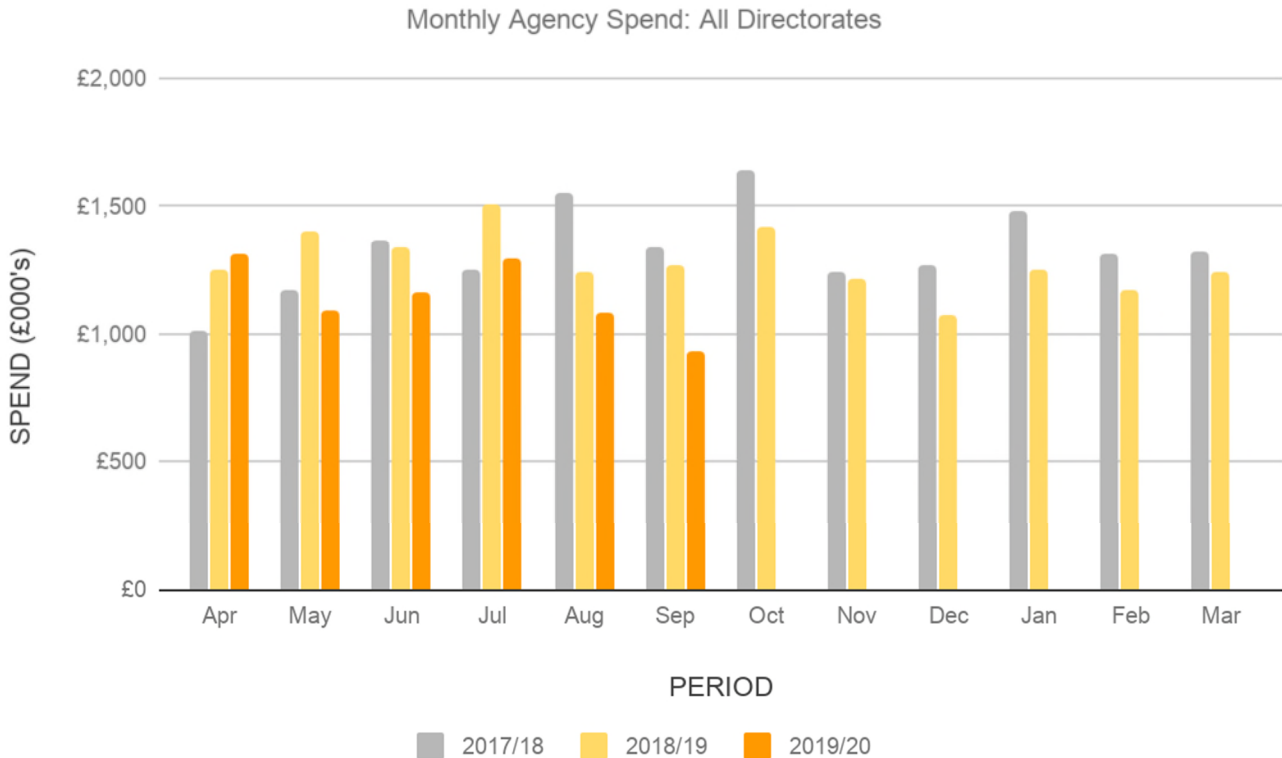
## Cases currently with HROD as at 30/09/19

All Directorates	Capability	Conduct	EDR	MOA	Total
Chief Executives	0	0	1	15	16
Corporate Services	2	5	6	32	45
Children's & Education Services	1	15	6	50	72
Adults' Services	0	13	3	59	75
Neighbourhoods	0	7	5	70	82
Growth & Development	4	3	2	25	34
All Directorates: Total	7	43	23	251	324

# Resourcing

## Agency Spend per Month

Total Agency Spend: Jul 19/20 **£1,295k**, Aug 19/20 **£1,084k**, Sep 19/20 **£932k**



Agency spend continues to show a year on year reduction, with Q2 spend being £681k (17%) lower than the same period in 2018/19.

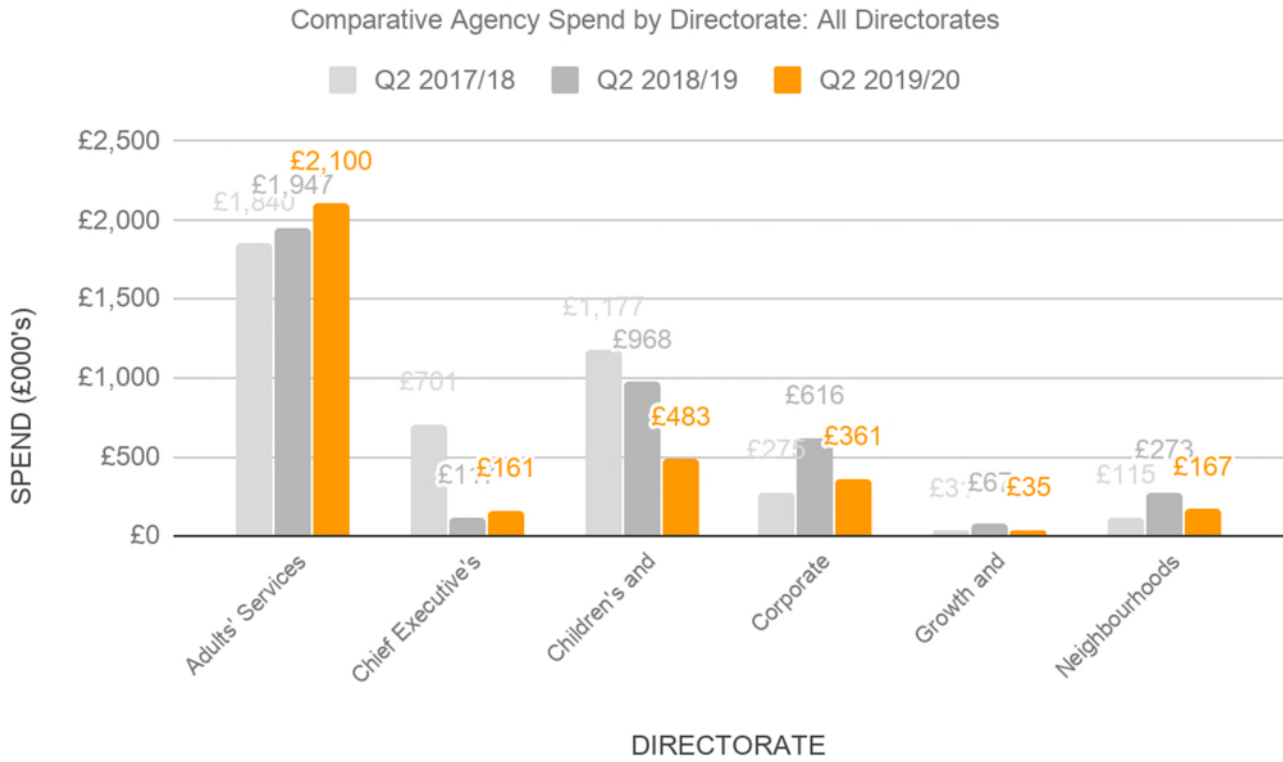
This reduction is largely due to Children's and Education Services and Corporate Services reducing spend, by circa 50% and 40% respectively.

Both Adults' Services and Chief Executive's saw increases against Q2 18/19, with Adults' spend being £2.100m, whilst this is very slightly below Q1 19/20, by £3k, there is a chance that spend in Q2 could exceed Q1 if any late timesheets are received by the Agency provider.

Quarterly spend in Adults for the last three quarters is higher than any quarter since Q1 2015/16 at least. Of the spend in Adults in Q1 70% was recorded as Vacancy, with a further 13% showing None Entered.

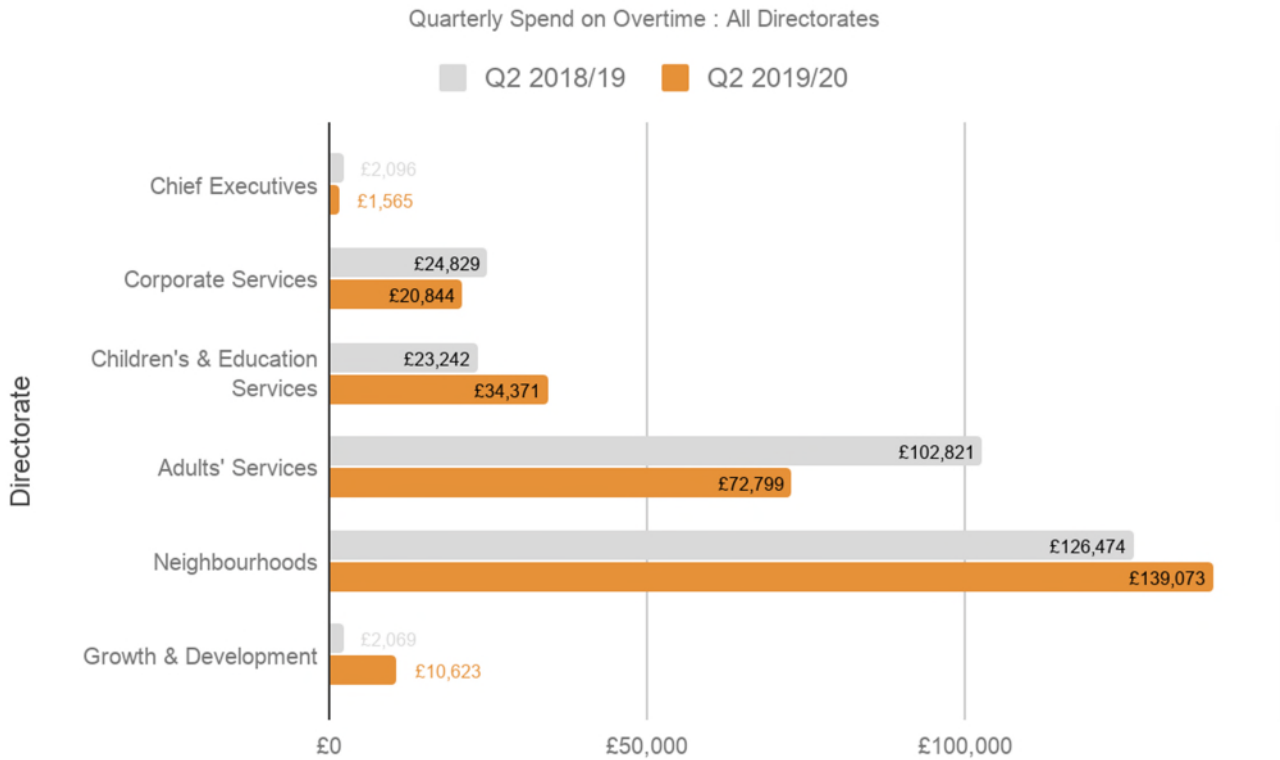
## Agency Spend by Directorate

Total Agency Spend: 2017/18 Q2 **£4.139m**, 2018/19 Q2 **£3.988m**, 2019/20 Q2 **£3.307m**



## Quarterly Spend on Overtime

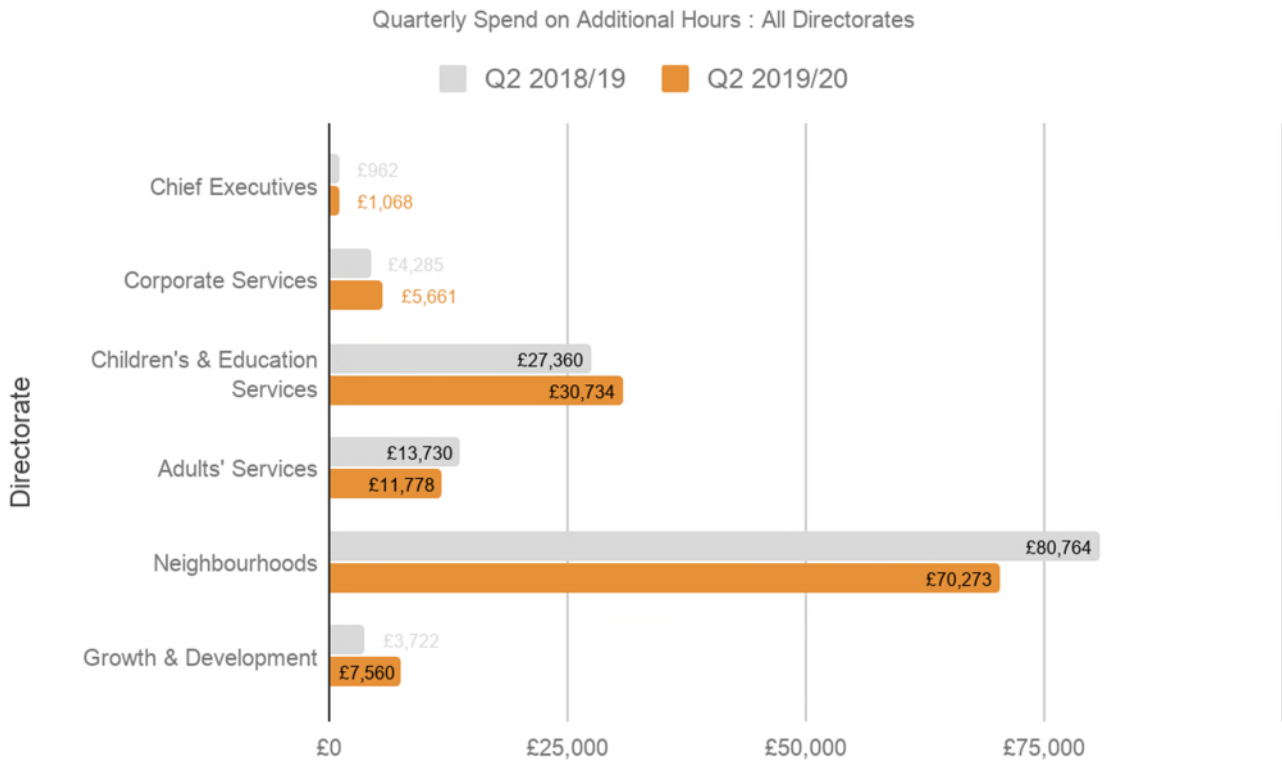
Total Overtime Spend: 2018/19 Q2 **£281,531** 2019/20 Q2 **£279,275**



Overtime spend in Q2 is static against Q1, at £279k and similar to the £281k spend in Q2 18/19. Neighbourhoods saw an increase in overtime spend of £27k against Q1, with Corporate Services seeing a £25k reduction.

## Quarterly Spend on Additional Hours

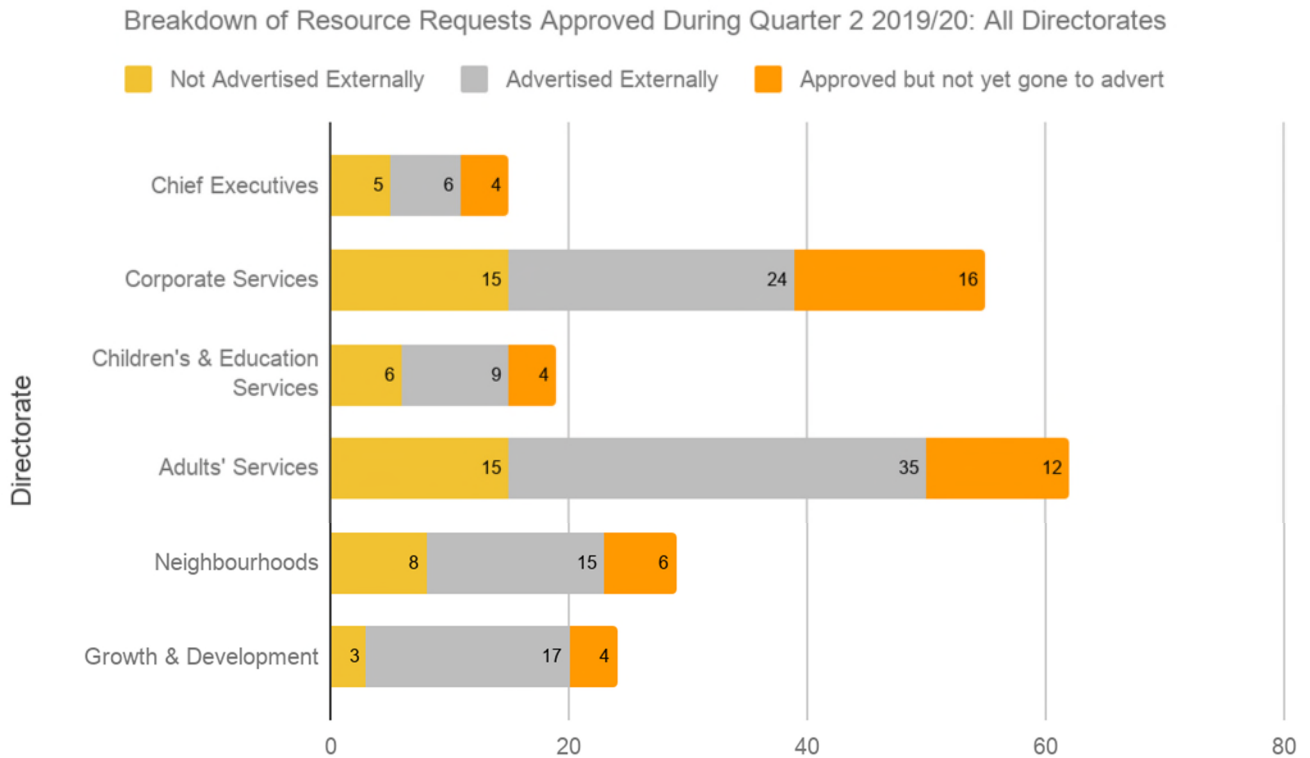
Total Additional Hours Spend: 2018/19 Q2 **£130,823** 2019/20 Q2 **£127,074**





## Resource Requests Approved During the Quarter

Total Requests Approved in Quarter: 204 (Not Advertised Externally - 52, Advertised Externally - 106, Approved but not yet gone to Advert - 46)



## Number of Employees Requiring DBS Renewal in the Next 3 Months

Directorate	Instances of non-compliance	Total Posts (with someone in post) requiring DBS check	% of non-compliance
Chief Executive's	5	152	3.29%
Corporate Services	2	199	1.01%
Children's & Education Services	10	1403	0.71%
Adults' Services	12	1468	0.82%
Neighbourhoods	19	640	2.97%
Strategic Development	15	347	4.32%
All Directorates: Total	63	4209	1.50%

## Council-wide Compliance Rate

**All Directorates**

Total Posts requiring DBS	4209
% of non-compliance	1.50%
<b>Compliance rate</b>	<b>98.50%</b>

The compliance rates have been calculated by dividing the **instances of non-compliance** in each directorate where an employee is non-compliant, by the **number of posts requiring DBS**.

**"Instances of non-compliance"** is the count of all employees classed as "Stage 4 Non-Compliant": employees at this stage are non-compliant because they have not complied with the DBS renewal process and their non-compliance is escalated to the Lead Countersignatories of the directorates. Staff are notified to renew their DBS check 6 months prior to the expiry of their current DBS clearance. They become non-compliant if they do not complete a renewal DBS application within 3 months of being notified.

The **"number of posts requiring DBS"** is the count of all posts requiring DBS where a person was in post at the time of reporting.

## Appendix - Management of Attendance

### Children's Services - Home to School Transport

#### Background

Home To School Transport Service supports children and young people with SEND with travel arrangements to and from school which enables the Council to meet its statutory duty. The service is comprised of 250 (86 FTE) Passenger Assistants Grade 1.

In Quarter 3 18/19 the service had the highest absence in Children's & Education Services with:

- 833 days lost within the quarter.
- 5.8 days lost per FTE
- 32 long term absence incidences
- 136 short-term absence incidences
- 20% of absence relates to stress/depression

The service was identified as requiring an absence management intervention due to the absence levels. An action plan was co-produced with the management team with specific targets set in respect of reducing short-term absence and supporting staff with health and wellbeing. The action plan (set out below) was designed to address the causes of absence, workforce development requirements and management capability & capacity.

The intervention has been in place for 9 months and the absence levels within the service has significantly improved. In Q2 19/20, the service has one of the lowest absence rates within Children's & Education Services with:

- 502 days lost within the quarter
- 3.13 average days lost per FTE
- 16 long term absence incidences
- 52 short term absence incidences
- Stress/depression no longer the main cause of absence.

Action - Home to School	Target end date	Progress to date
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Transport		
Resilience Training	28/02/2020	<p>A resilience training package has been designed and approved by Michelle Devine</p> <p>The course will be delivered in October 2019 half-term and February 2020 half-term</p> <p>180 Passenger Assistants attended the training in October 2019</p>
Review Mandatory Training	28/02/2020	<p>Review of the quality and frequency of de-escalation concluded. A proposal to increase the frequency and duration of de-escalation training from once every 3 years for 30 minutes to once a year for half a day has been agreed by the Head of Service. This is in-line with similar services ie Children's Residential.</p> <p>A revised training plan to be developed and new de-escalation training to be delivered from February 2020 onwards.</p>
Set absence objectives within Head of Service's about you.	Completed.	<p>CLT agreed to include absence objectives for the top 3 services with the highest absence</p> <p>HRBP to meet DoE to draft/set objective.</p>
Absence calls to be taken by line managers	Completed.	<p>A letter has been drafted to staff confirming the expectations when reporting in sick.</p> <p>Service briefed by Head of Service re only management should take calls for sickness reporting</p> <p>Compliance report developed to track % of managers taking calls</p>
Child Rotation	Completed	<p>Proportion of the young people the service supports have greater needs (complexity, behavioural and physical). Manager to rota staff as and when service allows to support staff wellbeing.</p>
<p>Increase Occupational Health referrals for absence which relates to stress/depression</p> <p>Improve the quality/effectiveness of referrals.</p>	31/03/2020	<p>Alison Backhouse providing on-site support and is reviewing absence reasons to determine whether referral is appropriate.</p> <p>Alison Backhouse to assist with referral questions and training to be delivered on 23/09/2019.</p>

Review the quality of Return to Work & Attendance Management Reviews.	28/02/2020	Service provided x 10 samples of RTW and AMR.  HR has analysed and identified areas for improvement. Training session delivered to the management team on 23/09/19  A further dip sample will be taken in February 2020 to review the impact of the training and assess the quality/improvements.
Monthly absence management surgeries	Completed	Regular surgeries established for management to attend with absence cases.
Establish monthly reporting cycle	Completed	Monthly absence management information provided to the management team.
Establish additional management positions and capacity.	31/03/2020	Service redesign to be implemented by November 2019.  Proposal to be considered by CLT and HR sign-off in September 2019  Staff and Trade Union consultation closed on 12 December. Implementation and interviews January - March 2020

## Corporate Core - Legal Services

### Background

Legal Services was identified as a service area to focus on as part of the absence management plan as they are consistently in the top three highest level of sickness absence quarter on quarter across the Core despite doing a significant amount of work to reduce absence. The service have a head count of 253 (FTE 240) so are the second largest across the Core. The overarching aim of the review is to support the service to reduce absence and to support staff to feel happy, healthy and be successful in work. In order to support Legal Services and action plan has been pulled together between the HR Business Partner and the service, and agreed actions for resolution now form part of a project plan which will be delivered over a 12 month period.

The following figures provide key sickness information from Q2 2018/19 & Q219/20:

- Average Days lost per FTE over 12 months (Q218/19) - 11.49 (Q2 19/20) - 15.05

- Days lost in Quarter (Q2 18/19) - 726 (Q2 19/20) - 577
- Top reason for sickness absence is Stress/Depression for days lost with Gastrointestinal being the highest for number of incidences.
- Long Term sickness cases (Q218/19) -8 (Q219/20) -12
- Medium Term sickness cases (Q218/19) - 9 (Q219/20) - 5
- Short Term sickness cases (Q218/19) - 91 (Q219/20) - 61

Action - Legal Services	Target end date	Progress to date
Pilot a number of workshops to compliment skills managers need to become a more person centred service, these to include; Strengths based and difficult conversations; Being the best manager you can be; Mental Health Awareness; Review and understanding personality types. Managing sickness absence.	31/03/2020	Currently looking to commission the workshops and outline the scope for the agreed outcome objectives.
Promote Mental Health First Aiders.	Completed	Discussed at Health & Wellbeing Board and Legal are one of the pilot services.
Creating mentally healthy legal workplaces	31/12/2019	Mel to review the spec and costs of the LawCare offer and if cost effective then we can progress to commission.
Objective on pro-active management of all sickness (LT/MT/ST) absence to be included on all manager About You performance reviews.	Completed	Raised at LMT to ensure that this is included as a performance measure for 2020.
Review patterns of sickness and recognise early signs of trends or behaviours.	On-going	TH currently holding fortnightly MoA meetings with David Green to review top 10 cases/ patterns and trends. LMT need to ensure managers who have issues are invited and engaged with these sessions.

Ensure vacancies are managed in a timely manner	31/01/2020	A number of new posts are currently being created to support both the Childcare Legal/Commercial/Regeneration teams due to a number of resignations and increase workloads.
Review the quality of Return to Work & Attendance Management Reviews and ensure a quality discussion takes place.	31/1/2020	Tracey to work with ELT managers to review the quality of the return to work forms and Mel to support with any strengths based conversations to ensure quality conversations take place between manager and staff member.
Fortnightly absence management surgeries	On-going	Surgeries are currently taking place on a fortnightly basis and are well attended, Need to ensure those managers who have issues and are not attending are invited via LMT.
Providing monthly absence statistics	Completed	Currently providing monthly data to David Green to present at LMT as a standing item. HR BP attends on a bi-monthly basis to review.
Attend Legal staff briefings sessions in January 2020	31/01/2020	HR have 20 min presentation at each of the two sessions booked in January 2020. Presentation slides to include data relating to Legal Services as well as support already in place. Discussion with staff to understand issues and what solutions or suggestions they may have.
Attend ELT (Extended Leadership Team)	Completed	Next ELT date for this is 17 October. Agreed slot for HR to discuss Dashboard and the MoA presentation. Looking to provide workshops.
Review concerns raised by LMT regarding the issues on SAP in relation to the entry of RTW's.	31/12/2019	Significant errors raised by LMT regarding the data accuracy of RTW's. Issue raised at LMT with Leanne Edwards SBP for ICT.

### Adult Services - Disability Support Accommodation Services (DSAS)

## Background

The Disability Supported Accommodation Service has historically experienced high levels of sickness absence and appears frequently in the top 3 Directorate Services for highest number of days absence per FTE each quarter. The service is comprised of a workforce of circa 300 FTE and operates on a citywide basis across North, South and Central areas of Manchester. The workforce are front line and support some of the most vulnerable, challenging and complex citizens with learning and physical disability needs in the city.

The work can be extremely physical with manual lifting and handling, and can also be challenging in terms of citizen behaviour which can sometimes be aggressive or quite complex in terms of health requirements. Musculoskeletal, injury, surgery and stress and depression are the main reasons for absence across the service.

The purpose of the review is to reduce absence and support the managers/supervisors to be confident and have the skills to manage attendance effectively, developing interventions and utilising the relevant tools to support the workforce to sustain an improved level of attendance.

The following figures provide key sickness information showing a comparison from Q2 2018/19 to Q2019/20:

- Average Days lost per FTE over 12 months (Q218/19) - 17.5 (Q2 19/20) - 15.60
- Days lost in Quarter (Q2 18/19) - 1253 (Q2 19/20) - 1551
- Top reason for sickness absence is Stress/Depression. Top reason for highest incidences of absence is Gastrointestinal.
- Long Term sickness cases (Q218/19) - 27 (Q219/20) - 31
- Medium Term sickness cases (Q218/19) - 17 (Q219/20) - 18
- Short Term sickness cases (Q218/19) - 28 (Q219/20) - 40

Action - DSAS	Target end date	Progress to date
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<p>OD Lead to work with Service and Team Managers to identify solutions where skills gaps and additional training across identified areas is required</p>	<p>31/3/2020</p>	<p>A Training Focus Workshop facilitated by the OD Lead and Service Manager was held earlier in the year following a meeting with the Head of Service. All managers from across the Service were invited to attend the morning workshop and all Heads of Service were invited to attend the afternoon session.</p> <p>The purpose of the workshop was to identify the required training courses for each service and the expected numbers of places required on each training course over the next 12 months. The workshop enabled the services to identify the mandatory training required for new and existing staff, including refresher training, and also identify additional training and development opportunities that managers/supervisors will be required to ensure staff have the knowledge, skills and confidence to perform in their roles.</p> <p>The results were incorporated into the overall Adults directorate training plan and has been used as a base to commission the required training for the service for 2019/2020.</p>
<p>Resilience/Restorative Supervision Training to provide a foundation for maximising effective staff management</p>	<p>31/12/2019</p>	<p>Sessions for restorative supervision have already been commissioned within other service areas. In DSAS whilst it has been agreed that resilience training and restorative supervision will be commissioned the Head of Service would like this to progress at the point a number of new Support Coordinators take up their new roles. The timescale for this is the end of December. There are also further conversations to take place with regard to considering whether the service would benefit from MIND or Remploy delivering some sessions.</p>

HR Induction in key people policies	30/1/2020	Content for supporting the induction process is ready in draft and will be presented to a select group of managers for comment in January 2020
Reinstate the HR Casework support clinics for absence and conduct	Completed	DSAS meetings have been reinstated on a monthly basis with Head of Service and Operational Manager. Active discussions on cases and relevant actions being monitored.
Focus on the management of Medical Redeployees	Completed	A thorough review of all employees deemed to medical redeployees has taken place which has resulted in a significant reduction from circa 35 to 7. Some returned to substantive post with reasonable adjustment. There is now a systematic review of each case on a monthly basis to track progress. HR are supporting the managers in identifying suitable alternative posts for employees. In conjunction with MAES, basic skills training has been commissioned for medical redeployees to support increased skill base and better opportunities for alternative employment
Identify and focus on staff with regularly occurring absence	Completed	Currently identified 4 cases. Managers have been contacted to arrange to meet with HR to agree an action plan for each of these. Meetings held by the end of October.
Review the cases of absence due to stress/depression from the Q1 dashboard.	Completed	Information and overview of each case is being prepared for discussion with Service Manager and Head of Service by end of Sept. Further actions to follow from this
Review the quality of Return to Work conversations.	30/01/2020	Managers have been asked to send x 10 RTW forms to Sarah Hampson and David Marsh by end Sept 2019 - this has been extended until the end of Jan
Review the quality of Attendance Management Review meetings/conversations		Managers have been asked to send x 10 AMR letters to Sarah Hampson and David Marsh by end Sept 2019. This has been extended until the end of Jan

Distribution of Return to work compliance reports	Completed	Reports now being sent. This action is ongoing
Create additional management positions	Completed	Business case, finance and relevant approvals in place. New structure to be implemented by mid-October.

## Neighbourhoods - Highways Maintenance

### Background

The Highways Maintenance team (previously known as 'Manchester Contracts') disaggregated from the Highways Service in July 2019 and transferred to Commissioning and Delivery, therefore only Q2 2018/19 information on sickness absence is available. During July 2019, the team were managing 7 long term sickness cases which has now reduced to nil as a result of the actions below. The service is made up of 71 FTE predominantly male craft workers and have historically struggled with physical ailments and mental health issues.

The following figures provide key sickness information from Q2 2018/19:

- Average Days lost per FTE over 12 months (Oct 18 - Sept 19) is 20.04 per FTE
- Days lost in Quarter - Q2 - 355 days
- Top reason for sickness absence (Q2 2018/19) - joint reason for most days lost and number of incidences is Stress/Depression and Musculoskeletal
- Short Term sickness cases -13 (Q2 19/20)
- Medium Term sickness cases - 5 (Q219/20)
- Long term sickness cases 6 - (Q219/20)

The intervention has been in place for 4 months and long term absence levels within the service has improved.

The service is closely linked with with Grounds Maintenance which also comes under Commissioning and Delivery and a summary of the actions proposed and delivered to manage absence management is below:

Action - Highways Maintenance	Target end date	Progress to date

Develop career plans (and succession planning) for employees in manual roles who develop physical (and age related) conditions that prevent them from carrying out their roles.	Complete	The Service Manager has now met with all employees in the service and development plans have been created for each employee in order to assist them to fulfil their ambition. Three operatives have now been placed on Engineering Technician Apprentices.
Deliver training on management of attendance to service areas - includes roles of responsibilities for managers/employees/HROD, reasons for compliance, triggers, meaningful conversations and AMRs	Complete	<p>Training was delivered in November 2018 with a refresher training scheduled for September 2019</p> <p>At the sessions, managers raised the difficulty in handling disability related absence and applying sanctions to short term absence. They were generally unsure about how to take employees through the entire absence management process and they weren't aware of the support available at the Council such as flexible working practices, parental leave, carer's passport and mental health offer. There was a general lack of confidence in distinguishing and supporting employees with sickness issues and those that had caring responsibilities.</p>
HROD to undertake absence surgeries on a monthly basis to help educate managers to review cases and build experience and self reliance in the process.	31/03/2020	HR Specialist started the monthly meetings with managers and supervisors starting from April 2019. They review the actions agreed from the last meeting and focus on long term sickness cases and look at strategies to resolve issues. Progress has been made so far on improving compliance with sickness procedures, and setting and following up actions does seem to focus managers' minds. More progress to be made on forward planning, strategic thinking and on using the AMRs to challenge patterns of sickness, and also a particular issue of using Annual Leave in the first part of the year to mask sickness, leading to an increase of sickness later

		in the year.
Targeted support to help managers to write detailed Occupational Health referrals to Healthworks	Ongoing	HR Specialist has been checking the referral forms and advising managers of suggested amendments. As a result, the report has now included more clearer medical information and there have been examples of employees coming back to work sooner. In particular, the service are being supported to provide much more background to Healthwork about the management of the case so far which makes it more difficult for the employee to provide information unchallenged at the appointment.
Review the quality of Attendance Management Review (AMR) meetings/conversations	15/11/2019	HR Casework colleagues have been providing support on AMR outcomes. It was agreed that five would be checked by mid November 2019. To date these have not been forthcoming but the service will be reminded at the next surgery that this offer in place.
Monthly absence reports for Manchester Contracts to be provided to the service	31/07/2020	HR has been sending absence reports from July 2019
Objective on reducing short and long term sickness absence to be entered into relevant managers' annual performance measures	31/03/2020	This is a new measure added to action plan

### Growth and Development - Manchester Adult Education Service (MAES)

Background

MAES was identified as a service area to focus on as part of the absence management plan as they were consistently in the top three highest level of sickness absence quarter on quarter across Growth and Development (however they are the second largest service area). MAES was identified as a service requiring extra support because their number of days lost in the quarter peaked to 637 days lost in Q4 2018/19. There are currently three long term sickness cases support by HR Casework team. The service is made up of 177FTE teaching and support staff.

The following figures provide key sickness information for the service:

- Average Days lost per FTE over 12 months:
  - Oct 18 - Sept 19 - 10.11 per FTE
  - Oct 17 - Sept 18 - 9.67 per FTE
  
- Days lost in Quarter:
  - Q2 - 344 days
  - Q1 - 448 days
  - Q4 - 637 days
  - Q3 - 425 days
  - Q2 - 399 days
  - Q1 - 240 days
  
- Most days lost - Stress/Depression
- No of incidences - Cold, Cough and Flu
- Short Term sickness cases -31 (Q2 19/20)
- Medium Term sickness cases - 16 (Q219/20)
- Long term sickness cases 53 - (Q219/20)

The following actions were agreed with the service to help lower sickness absence:

Action - MAES	Target end	Progress to date
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	date	
OD development work to help managers take responsibility for their role and understand accountabilities. This will include workshops and different ways of working (e.g. using youtube, webinars, learning styles)	31/03/2020	<p>OD development work includes:</p> <ul style="list-style-type: none"> <li>Role of manager - sitting with service and helping them to understand their role</li> <li>Using different learning styles with team members</li> <li>Management charter - accountabilities</li> <li>Mental Health Awareness</li> <li>Review and understanding personality types</li> </ul> <p>In January 2019, the service held a staff conference and invited a consultant to discuss handling difficult conversations as well as the Council's Employee Assistance Programme.</p>
As colds, coughs and flu is the top reason for the number of incidences, the Directorate will offer flu vaccination at employee's work location to ensure it is easily accessible.	Completed	Flu vaccination sessions were offered at a number of adult learning centres from 2 Dec to 12 Dec and take up was high (approx 300 vaccinations across Neighbourhoods and Growth and Development). Employees can continue to claim back £10 toward the cost of vaccination if offered elsewhere.
Offer drop in sessions to help managers tackle difficult sickness cases	Ongoing	HR Specialist delivered the sessions an hour prior to the MAES team meeting and in the afternoons. In total, there were sessions for two hours every fortnight starting May 2019 and scheduled up to February 2020. Any impact will likely be seen in Q 2019/20.
Deliver training on management of attendance	Completed	<p>Session took place 22 Nov.19. 15 managers from across MAES attended with more to be added to the session.</p> <p>The sessions lasted 3 hours and included: roles of responsibilities of managers/employees/HROD, reasons for compliance, triggers, meaningful conversations and AMRs</p>

Review the quality of Attendance Management Review (AMR) meetings/conversations	Part Completed	HR Casework requested at least 6 AMR letters from MAES service areas. So far they have only seen 2 AMR outcome letters, and these were relating to cases they were advising on. HR emailed service manager on 1 November for a reminder for other letters.
Monthly absence statistics to be provided to MAES	31/12/2020	To start from October 2019. SAP updates has caused issues with producing sickness data therefore this has not been provided on a monthly basis, however HR shared detailed sickness data with the Head of Office in October relating to all sickness data for academic year Sept 2018 - Aug 2019
Objective on reducing short and long term sickness absence to be entered into relevant managers' annual performance measures	31/03/2020	This is a new measure added to action plan
Consider MAES structure to look at lines of reporting and capability of lower graded managers to deal with sickness issues. Links to action 1 (on OD development work to determine if a restructure is needed)	31/03/2020	<p>HR has worked with the service to clarify management structure.</p> <p>At the moment, the lowest grade of manager responsible for staff is paid Grade 4 and there are three of these managers (managing between 4-5 staff each). However there are queries whether these Grade 4 are undertaking true management responsibilities.</p> <p>There are 7 Grade 5 managers managing 3-6 staff each on the non teaching side.</p> <p>There are two Grade 6 managers managing 3-5 staff each.</p>



Implement Mental Health First Aid service in MAES	Ongoing	This has been discussed at Health & WellBeing Board MAES has been selected to be involved in the pilot starting during October/November.

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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee –  
7 January 2020

**Subject:** Overview Report

**Report of:** Governance and Scrutiny Support Unit

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### **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.

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**Wards Affected:** All

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### **Contact Officer:**

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

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

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

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
3 Sept 2019	RGSC/19/44 Revenue and Benefits Annual Report	To request the Director of Homelessness provide a briefing note on the level of debt owed to the Council through the use of dispersed temporary accommodation and that this includes a comparison with Local Housing Allowance rates on a ward basis.	Still awaiting response from the Director of Homelessness	Mike Wright
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"> <li>• how quickly support was accessible by individuals placed in dispersed accommodation;</li> <li>• when the strategic review was intended to be fully scoped; and</li> <li>• the projected timescale for</li> </ul>	Still awaiting response from the Director of Homelessness	Mike Wright Fiona Worrall Nicola Rea

		<p>the strategic review to be completed and anticipated costs.</p> <ul style="list-style-type: none"> <li>• Who will be involved in the review; and</li> <li>• The budget provision afforded to the review</li> </ul>		
3 Dec 2019	RGS/19/71 GDPR communications update	To recommend that the City Solicitor circulates the number of reportable breaches that had been reported to the Information Commissioner's Office	This information was emailed to the Committee on Monday 23 Decembers 2019	Fiona Ledden

## 2. Key Decisions

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

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

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

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

An extract of the most recent Register of Key Decisions, published on **20 December 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
<b>National Taekwondo Centre 2018/10/19A</b>  Enter into a 39 year lease with Sport Taekwondo UK	Chief Executive	Not before 1st Nov 2018		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk

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

<p><b>Capital Investment in schools Ref: 2016/02/01D</b></p> <p>The approval of capital expenditure in relation to the creation of school places through new builds or expansions.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Business Case</p>	<p>Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk</p>
<p><b>Estates Transformation Ref:2017/06/30D</b></p> <p>The approval of capital spend to ensure that the operational estate is fit for purpose.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Business Case</p>	<p>Richard Munns r.munns@manchester.gov.uk</p>
<p><b>Silver Offices Refurbishment (located at One Central Park) Ref: 2017/07/18B</b></p> <p>Capital expenditure approval for the cost of refurbishment works at part of the facility.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Reports to the Executive and Full Council dated 28 June 2017</p>	<p>Ken Richards k.richards@manchester.gov.uk</p>
<p><b>TC969 - Provision of LAN AND WLAN 2019/03/01E</b></p> <p>MCC requires a delivery partner to refresh the hardware in the Comms</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st May 2019</p>		<p>Report and Recommendation</p>	<p>Andrew Blore a.blore@manchester.gov.uk</p>



Rooms and to design, test and implement a fit for purpose Software Defined LAN and Wifi.					
<b>TC986 - SAP support and maintenance (2019/03/01F)</b>  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
<b>Provision of Telephony / Unified Communications 2019/03/01G</b>  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
<b>Wide Area Network provision 2019/03/01L</b>  To appoint a supplier to provide our Wide Area Network Solution.	City Treasurer (Deputy Chief Executive)	Not before 29th Mar 2019		Report and Recommendation.	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk

<p><b>Heron House 2019/03/01P</b></p> <p>Disposal by Leasehold of office accommodation at Heron House.</p>	Chief Executive	Not before 1st Apr 2019		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk
<p><b>Manchester Active Annual Contract Renewal 2020 2019/04/02B</b></p> <p>To consider the renewal of the contract for the delivery of the Manchester Sport and Leisure Strategy.</p>	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
<p><b>The Manchester College property, Ashley Lane, Moston. 2019/05/21A</b></p> <p>Approval of Capital Expenditure for the acquisition of the property and future demolition.</p>	City Treasurer (Deputy Chief Executive)	Not before 21st Jun 2019		Checkpoint 4 Business Case	Nick Mason n.mason@manchester.gov.uk
<p><b>Strategic land and buildings acquisition 2019/06/03B</b></p> <p>The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands</p>	City Treasurer (Deputy Chief Executive)	Not before 3rd Jul 2019		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk

Regeneration Framework.					
<p><b>Strategic land and buildings acquisition 2019/06/03C</b></p> <p>The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2020		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
<p><b>House of Sport (2019/07/26A)</b></p> <p>Remodelling of the Regional Athletics Arena/National Squash Centre to incorporate and accommodate the relocation of sports and related institutions to be known as the House of Sport.</p>	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
<p><b>Hammerstone Road Depot refurbishment (2019/07/30A)</b></p> <p>The approval of capital expenditure to refurbish the depot to increase utilisation, reduce carbon emissions</p>	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

and improve the accommodation.					
<p><b>Manchester Regional Arena - Indoor &amp; Outdoor Athletics Track Replacement (2019/08/01A)</b></p> <p>The approval of capital expenditure for the refurbishment works on both the indoor and outdoor athletics tracks at Manchester Regional Arena.</p>	City Treasurer (Deputy Chief Executive)	Not before 30th Sep 2019		Checkpoint 4 Business Case	Neil Fairlamb N.Fairlamb@manchester.gov.uk
<p><b>CCTV System Replacement (2019/08/19A)</b></p> <p>To appoint a supplier to replace the Council's CCTV operating system and associated storage servers.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Contract Report with recommendation	Danny Holden d.holden1@manchester.gov.uk
<p><b>OTH - Early Works (3) prior to Notice to Proceed (2019/09/12B)</b></p> <p>Approval to spend Capital Budget on Early Works</p>	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

<p><b>Section 22 Empty Homes Pilot Agreement with Mosscares St Vincent's Housing Group (2019/09/23A)</b></p> <p>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.</p>	City Treasurer (Deputy Chief Executive)	Not before 22nd Oct 2019		Checkpoint 4	Martin Oldfield m.oldfield@manchester.gov.uk
<p><b>Commercial Wharf Lease and Refurbishment (2019/09/24A)</b></p> <p>To enter into a lease for a term of 5 years and to complete a refurbishment of the property</p>	City Treasurer (Deputy Chief Executive)	Not before 31st Oct 2019		Draft Lease document and Checkpoint application	Julie Heslop julie.heslop@manchester.gov.uk
<p><b>Highways Structures Improvements (Ref:2019/10/23A)</b></p> <p>The approval of capital expenditure to undertake</p>	City Treasurer (Deputy Chief Executive)	Not before 23rd Nov 2019		Checkpoint 4 Business Case	Colin Butterworth c.butterworth@manchester.gov.uk

remedial works on highway structures identified from Principal Bridge Inspections					
<p><b>Great Ancoats Street Improvement Works (Ref:2019/10/23B)</b></p> <p>The approval of capital expenditure for the purpose of highway improvement works to Great Ancoats Street.</p>	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
<p><b>Blackley Cremator Replacement Strategy (2019/11/04C)</b></p> <p>To seek approval of capital expenditure to replace three current cremators with two, and replace mercury abatement plant at Blackley Crematorium.</p>	City Treasurer (Deputy Chief Executive)	Not before 3rd Dec 2019		Feasibility report costings and Checkpoint 4	Barrie Jones b.jones@manchester.gov.uk
<p><b>Our Town Hall - Early Works (4) prior to Notice to Proceed (2019/11/04D)</b></p> <p>To seek approval to spend Capital Budget on Early Works.</p>	City Treasurer (Deputy Chief Executive)	Not before 3rd Dec 2019		Business Case Early Works (3) prior to Notice To Proceed	Jared Allen j.allen4@manchester.gov.uk

<p><b>Microsoft Consultancy engagement piece Q20377 (2019/11/05A)</b></p> <p>To award a contract to allow for the Microsoft engagement and consultancy piece as part of the transition to Microsoft Office 365</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 4th Dec 2019</p>		<p>Report and Recommendation</p>	<p>Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk</p>
<p><b>Microsoft Licenses TC718 (2019/11/05B)</b></p> <p>To appoint a Microsoft Licensing Partner to work with the Council and revise its licensing estate.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 4th Dec 2019</p>		<p>Report and Recommendation</p>	<p>Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk</p>
<p><b>Council Tax Base 2020/21 (2019/11/13A)</b></p> <p>To set the 2020/21 Council Tax Base</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 31st Jan 2020</p>	<p>In consultation with the Executive Member for Finance and Human Resources.</p>	<p>Council Tax Base report</p>	<p>Julie Hardman julie.hardman@manchester.gov.uk</p>
<p><b>Business Rates Base 2020/21 (2019/11/13B)</b></p> <p>To set the 2020/21 Business Rates Base.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 31st Jan 2020</p>	<p>In consultation with the Executive Member for Finance and</p>	<p>Business Rates Base report</p>	<p>Julie Hardman julie.hardman@manchester.gov.uk</p>

			Human Resources.		
<p><b>Council Tax 2019/20 Balance (2019/11/13C)</b></p> <p>To agree the estimated council tax surplus or deficit</p>	City Treasurer (Deputy Chief Executive)	Not before 15th Jan 2020	In consultation with the Executive Member for Finance and Human Resources.	Council Tax balance report	Julie Hardman julie.hardman@manchester.gov.uk
<p><b>Business Rates 2019/20 balance (2019/11/13D)</b></p> <p>To agree the estimated business rates surplus or deficit.</p>	City Treasurer (Deputy Chief Executive)	Not before 15th Jan 2020	In consultation with the Executive Member for Finance and Human Resources.	Business Rates balance report	Julie Hardman julie.hardman@manchester.gov.uk
<p><b>Microsoft 365 Migration (2019/11/13E)</b></p> <p>To seek approval of capital expenditure for a collaboration project and to enter into separate contacts for additional Microsoft User Licenses with an appropriate reseller and for consultancy support for migration to the new collaboration platform.</p>	City Treasurer (Deputy Chief Executive)	Not before 12th Dec 2019		Checkpoint 4 Business Case	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk



<p><b>Northwards Harpurhey 200 Estate Internal Works (2019/11/19A)</b></p> <p>To grant approval of capital expenditure for the purpose of replacing the kitchen or bathroom (including installation of electric shower) where not previously replaced, and full rewires to properties (where required) to 139 properties.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 18th Dec 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>
<p><b>Wide Area Network (WAN) Replacement (2019/11/19B)</b></p> <p>To grant the approval of capital expenditure for the procurement and implementation of an updated WAN for Manchester City Council.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 18th Dec 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk</p>
<p><b>Highways Northern/Eastern Gateway Walking &amp; Cycling Scheme (2019/12/03A)</b></p> <p>The approval of capital expenditure for the purpose</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Jan 2020</p>		<p>Checkpoint 4 Business Case</p>	<p>Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk</p>

of development costs for the scheme.					
<p><b>Highways Corridor Scheme Development and Implementation (2019/12/03B)</b></p> <p>The approval of capital expenditure to develop and implement the highway corridor schemes.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Jan 2020		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk
<p><b>Public Realm Asset Management Programme 2019/20 and 2020/21 (2019/12/03C)</b></p> <p>The approval of capital expenditure on public realm works in both Piccadilly and Deansgate Wards</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Jan 2020		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk
<p><b>Contract for the Provision of Insurance Coverage TC1031 (2019/12/03D)</b></p> <p>To appoint a Provider to deliver the service.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Jan 2020		Report and Recommendation	Samantha Wilson samantha.wilson@manchester.gov.uk

**Development and Growth**

<p><b>Delivering Manchester's Affordable Homes to 2025 - Disposal of sites (2019/09/05B)</b></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>
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<p><b>Land Disposal at Blackrock Street, Beswick (2019/09/11C)</b></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 &amp; 11.09.19</p>	<p>Richard Cohen          r.cohen@manchester.gov.uk</p>
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Neighbourhoods					
<p><b>Provision of Neighbourhood Services Case Management System TC1024 (2019/09/10A)</b></p> <p>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.</p>	City Treasurer (Deputy Chief Executive)	Not before 3rd Feb 2020		Confidential Report with Recommendation	Rachel Williams rachael.williams@manchester.gov.uk
<p><b>Liquid Fuels Award (2019/11/22A)</b></p> <p>To seek approval to award a Contract to 1 supplier to supply liquid fuels to the City Council and is used by Fleet Services.</p>	City Treasurer (Deputy Chief Executive)	Not before 21st Dec 2019		Confidential Contract Report with recommendation	Gary Campin g.campin@manchester.gov.uk
<p><b>Young Manchester Funding (2019/12/06A)</b></p> <p>To finalise the contract value for the continuation of funding to Young Manchester</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Jan 2020		Manchester Youth Offer Strategy	Lisa Harvey Nebil lisa.harvey-nebil@manchester.gov.uk

Highways					
<p><b>A6 Stockport Road 2019/03/01K</b></p> <p>The approval of capital expenditure to provide additional lane width to the A6 Stockport Road and a cycle bus stop bypass.</p>	City Treasurer (Deputy Chief Executive)	Not before 29th Mar 2019		Checkpoint 4 Business Case	Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk
<p><b>Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/08/07B)</b></p> <p>To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Contract Report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk
<p><b>Framework for The Supply of Dense Bituminous Macadam (DBM) &amp; Associated Products TC012 (2019/08/29B)</b></p> <p>To appoint more than one supplier to a framework for the supply Dense</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Report and Recommendation	Robert Kelk, Procurement Manager r.kelk@manchester.gov.uk

Bituminous Macadam (DBM) & Associated Products					
<p><b>Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/09/03B)</b></p> <p>To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential contract report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk
<p><b>Highways Investment Programme - Large Patching Programme (2019/10/02A)</b></p> <p>The approval of capital expenditure for the purpose of Highways Investment Programme Patching Programme 2019/20 &amp; 2020/21</p>	City Treasurer (Deputy Chief Executive)	Not before 30th Oct 2019		Checkpoint 4 Business Case	Kevin Gillham k.gillham@manchester.gov.uk

<p><b>Highways Maintenance Defect Repairs TC1039 (2019/09/03C)</b></p> <p>To seek approval to award a Contract to one supplier to undertake a backlog of all current highway defect repairs</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Nov 2019</p>		<p>Confidential contract report with recommendation</p>	<p>Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk</p>
<p><b>Surfacing of Carriageways - TC040 (2019/09/11B)</b></p> <p>To seek approval to award a Framework agreement to 3 suppliers to undertake the re-surfacing of carriageways within the Manchester boundaries.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 2nd Dec 2019</p>		<p>Confidential Contract Report with Recommendation</p>	<p>Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk</p>
<p><b>Proprietary treatments to Carriageways &amp; Footways TC041 (2019/09/11D)</b></p> <p>To seek approval to award a Framework agreement to 4 suppliers to provide proprietary treatments to carriageways and footways within the Manchester boundaries.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 2nd Dec 2019</p>		<p>Confidential contract report and recommendation</p>	<p>Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk</p>



<p><b>Car Park Management Services TC1054 (2019/11/04E)</b></p> <p>To appoint a supplier to provide Car Park Management Services</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Sep 2020</p>		<p>Report and Recommendation</p>	<p>Danny Holden d.holden1@manchester.gov.uk</p>
<p><b>Children and Families</b></p>					
<p><b>Extra Care - Russell Road LGBT Project 2019/03/01H</b></p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Steve Sheen s.sheen@manchester.gov.uk</p>
<p><b>Extra Care - Millwright Street Project 2018/03/01I</b></p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Steve Sheen s.sheen@manchester.gov.uk</p>

Adults Social Care and Health					
<p><b>TC1041 - TEC Phase 1 - Falls protection / Panic Alarm and GPS Tracking (2019/08/23A)</b></p> <p>To appoint a supplier to provide falls protection / panic alarms with GPS Tracking.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p><b>TC1042 - TEC Phase 1 - Movement and Environmental Sensors that analyse and sense those at risk of falling (2019/08/23B)</b></p> <p>To appoint a supplier to provide movement and environmental sensors that analyse and sense those at risk of falling</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p><b>TC1043 - TEC Phase 1 - Movement and Environmental Sensors that analyse movement patterns (2019/08/23C)</b></p> <p>To appoint a supplier to provide movement and</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk

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

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

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

4. Resources and Governance Scrutiny Committee - Work Programme – January 2020

Work Programme – January 2020

Tuesday 7 January 2020, 10.00am (Report deadline Friday 20 December 2019) <b>** DUE TO CHRISTMAS BREAK PLEASE CAN ALL REPORTS BE SUBMITTED BY FRIDAY 20 DECEMBER 2019**</b>				
Theme –				
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.	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley	There will be no detailed business plans for Directorates included in this report
The Council's Capital Projects pipeline	To receive a report that on the Council's capital projects pipeline, including any major changes to the capital strategy	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley Janice Gotts	
Draft Peoples Strategy	To receive a report on the Council's draft Peoples Strategy.  To include an update on staff vacancies	Cllr Ollerhead (Exec Member for Finance and HR)	Helen Grantham	

Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	
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**Tuesday 4 February 2020, 10.00am  
(Report deadline Friday 24 January 2020)**

**Theme – Budget and Corp Core updates**

<b>Item</b>	<b>Purpose</b>	<b>Executive Member</b>	<b>Strategic Director / Lead Officer</b>	<b>Comments</b>
Budget 2020/21 – final proposals	The Committee will consider refreshed budget proposals following consideration of original proposals at its January 2020 meeting.	Councillor Ollerhead (Exec Member for Finance and HR)	Carol Culley	There will be no detailed business plans for Directorates included in this report
ICT update	To provide a further update on work around resiliency for Manchester's IT network and service.  To include an update on the implementation of Liquid Logic including how it is being utilised and the benefits that are being derived from its use.	Councillor Ollerhead (Exec Member for Finance and HR)	Ian Grant	
Legal Services Update	To receive a report on the work of the Council's Legal Services Department.  Details of the report to be confirmed	Councillor Ollerhead (Exec Member for Finance and HR)	Fiona Ledden Jacqui Dennis	
Delivering the Our Manchester Strategy	This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for	Cllr Ollerhead (Exec Member for Finance)	Cllr Ollerhead	

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

**Monday 24 February 2020, 10.00am – BUDGET MEETING**  
**(Report deadline Thursday 13 February 2020)**

**Theme – Budget**

<b>Item</b>	<b>Purpose</b>	<b>Executive Member</b>	<b>Strategic Director / Lead Officer</b>	<b>Comments</b>
The Council's Budget 2020/21	To receive an update on the Councils Budget options prior to submission to the Executive and Full Council.  To include an update on the Global Revenue and Monitoring position.	Cllr Ollerhead (Exec Member for Finance and HR)	Carol Culley	There will be no detailed business plans for Directorates included in this report



**Tuesday 3 March 2020, 10.00am  
(Report deadline Friday 21 February 2020)**

**Theme – Policy and Performance – Our Manchester Approach and Our Transformation Programme**

<b>Item</b>	<b>Purpose</b>	<b>Executive Member</b>	<b>Strategic Director / Lead Officer</b>	<b>Comments</b>
Evaluation of the Our Manchester approach	To receive a further report evaluating how of Our Manchester and how this is helping to deliver the required Council savings targets.	Cllr Ollerhead (Executive Member for Finance and HR)	Carol Culley James Binks	See minute RGSC/19/20 from March 2019 meeting
Our Transformation Programme – progress update	To receive an update on the progress of work and outcomes of the Our Transformation Programme.  To include practical examples of the difference being made as part of this piece of work.	Cllr Ollerhead (Executive Member for Finance and HR)	Carol Culley Fiona Ledden James Binks	See minute RGSC/19/56 from October 2019 meeting
Policy and Performance Priorities	To receive a report on the priorities and performance of the Council’s Performance, Policy and Reform department for the 2020/21 Municipal Year.	Cllr Ollerhead (Executive Member for Finance and HR)	James Binks	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee’s work programme and any items for information.		Mike Williamson	

<b>Items to be Scheduled</b> (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
S106 governance arrangements	To receive and update report following Internal Audit's review of the new S106 governance arrangements and that this report includes the following information:- <ul style="list-style-type: none"> <li>• An indication of affordable housing being provided from S106 contributions</li> <li>• How Developers are encouraged to mitigate any harm from their developments</li> <li>• Best practice and comparison of S106 arrangements with other GM local authorities; and</li> <li>• The S106 triggers for planning applications within the Deansgate Ward (Land Bounded By Chester Road, Mancunian Way And Former Bridgewater Canal Offices and Land Bounded by Jackson Row, Bootle Street, Southmill Street and 201 Deansgate.</li> </ul>	Cllr Stogia (Exec Member for Environment, Planning and Transport)	Julie Roscoe Eddie Smith	Representatives from Neighbourhoods and Capital Programmes attend to help address the Committees concerns around the rate of spend of S106 agreements
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"> <li>• 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;</li> </ul>	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

	<ul style="list-style-type: none"> <li>• future opportunities connected to innovative income opportunities;</li> <li>• distinctions between the amount of income generated from cores services the Council provides for social reasons and those it provides solely to make profit; and</li> <li>• what other local authorities are doing around income generation which the Council could possibly look to emulate</li> </ul>			RGSC/19/40)
Council Communications themed meeting	<p>To include:-</p> <ul style="list-style-type: none"> <li>• Review of the Council's communications plan for 2019/20;</li> <li>• Review of the Council's Christmas 2019 Communications plan;</li> <li>• The Council's approach to consultation with Manchester residents;</li> <li>• The Council's approach to consultation with Manchester residents on its budget process for 2020 and beyond; and</li> <li>• Update on how successful the Council has been communicating with staff on the requirements of GDPR.</li> </ul>	<p>Cllr 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"> <li>• Scrutiny of equalities within the workforce;</li> <li>• BHeard survey 2019 results and outcomes; and</li> <li>• Case and performance management (including the management of staff suspension)</li> </ul>	Cllr Ollerhead (Exec Member for Finance and HR)	Helen Grantham	<p>Date to be confirmed</p> <p>Potentially February 2020</p>
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	To receive an update on what is being delivered for the City through these arrangements	Cllr Leese (Leader)	TBC	Date to be confirmed

Reform				
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