



## **Resources and Governance Scrutiny Committee**

Date: Tuesday, 3 March 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.**

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## **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** 5 - 18  
To approve as a correct record the minutes of the meeting held on 4 February 2020.
- 5. Evaluation of the Our Manchester approach** 19 - 54  
Report of the Director of Policy, Performance and Reform  
  
This report provides an evaluation of how the Our Manchester Strategy and approach is helping to deliver the required Council savings targets.
- 6. Our Transformation Programme - progress update** 55 - 68  
Report of the Deputy Chief Executive and City Treasurer  
  
This report provides an update on the progress of work and outcomes of the Our Transformation Programme. The report includes practical examples of the difference being made as part of this piece of work.
- 7. Policy and Performance Priorities** 69 - 90  
Report of the Director of Policy, Performance and Reform  
  
This report provides details on the priorities and performance of the Council's Performance, Policy and Reform department for the 2020/21 Municipal Year.

**8. Overview Report**

91 - 118

Report of the Governance and Scrutiny Support Unit.

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

## Information about the Committee

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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.

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Smoking is not allowed in Council buildings.

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

## Further Information

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

Michael Williamson  
Tel: 0161 2343071  
Email: [m.williamson@manchester.gov.uk](mailto:m.williamson@manchester.gov.uk)

This agenda was issued on **Monday, 24 February 2020** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension, Manchester M60 2LA

## Resources and Governance Scrutiny Committee

### Minutes of the meeting held on Tuesday, 4 February 2020

#### Present:

Councillor Russell (Chair) – in the Chair  
Councillors Ahmed Ali, Andrews, Clay, Lanchbury, B Priest, Rowles, A Simcock, Stanton and Wright

#### Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources

**Apologies:** Councillors Davies, Moore and Wheeler

#### RGSC/20/7 Minutes

To approve the minutes of the meeting held on 7 January 2020 as a correct record.

#### RGSC/20/8 The Council's Updated Financial Strategy and Budget reports 2020/21

Further to Minute RGSC/20/02, the Committee considered a report of the Deputy Chief Executive and City Treasurer which provided a further update on the Council's financial position and set out the next steps in the budget process.

In conjunction with the above, the Committee also received and considered the Corporate Core medium term financial plan (MTFP) and budget proposals for 2020/21, the Council's Capital Strategy and Budget 2019/20 to 2023/24 and the Housing Revenue Account 2020/21 to 2022/23.

The Committee was invited to consider and make recommendations on the budget proposals which were within the remit of the Committee prior to their submission to the Executive on 12 February 2020.

In relation to the Council's updated Financial Strategy and Budget 2020/21, some of the key points that arose from the Committees discussions were:-

- There was concern with regard to the 'Fair Funding Review' that following research by the Personal Social Services Research Unit (PSSRU), there was a potential reduction in future funding of circa 14% in relation to Adult Social Care funding in Manchester and an assurance was sought that the Council would continue to lobby government on the 'Fair Funding Review';
- Was social deprivation taken into account as part of the 'Fair Funding Review';
- How had the contribution of just over £2m to the Business Rates reserves been determined, what was the existing level of this reserve and how did this compare to other Greater Manchester local authorities; and

- Clarification was sought as to how the potential increase in income of £1m in 2020/21 relating to Housing Benefit for temporary accommodation would be derived.

The Deputy Chief Executive and City Treasurer assured the committee that the Council was making substantial representations to government on the potential implications of the 'Fair Funding Review' and the changes proposed in terms of Adult Social Care funding in Manchester were deeply concerning.

The Deputy City Treasurer advised that the Fairer Funding Review was more population based and not deprivation based, which was often a key indicator in the level of need in respect of Adult Social Care.

The Deputy City Treasurer explained that the additional contribution to the Business Rate reserve was derived from the additional £3.7m growth in Business Rates income, of which £1.7m was to be set aside to meet the demand pressures within Children's Services, with the remainder to be placed in the Business Rates reserve. At present the total value of this reserve was approximately £19m. In terms of comparisons to other local authorities, it was agreed that this information would be provided to the Committee after the meeting.

The Deputy City Treasurer advised that the potential additional £1m income would be derived from the ability to claim Housing Benefit for temporary accommodation based on a small scale transfer of existing properties to be managed by Registered Providers (RPs). It was reported that this additional income would be reinvested in the service.

In respect of the Corporate Core Budget Report 2020/21, some of the key points that arose from the Committees discussions were:-

- Would the anticipated £50k saving through collaborative work with other local authorities in regards to capital programmes be achieved this financial year and who were these other local authorities;
- Assurance was sought that with the removal of long term vacant posts, this would not impact on service delivery and staff morale;
- What were the ongoing pressures to the Coroner's Service that required a further £400k mitigation and whilst acknowledging the that the Coroners Service was independent from the Council, why was it not being required to make a savings contribution;
- In relation to commissioning and procurement, what was the nature of the specialist audit work referred to in the report;
- Assurance was sought that any savings within Revenues and Benefits did not impact on the ability for residents to contact the Council through the shared service centre;
- In Table 1 within the report, why was the budget for the capital programme reducing;
- What was the reason for the uplift in costs within the existing Business Support arrangements;
- What was the nature of the additional transitional costs as part of the changeover arrangements to the new contractor for the repairs and management works for the Corporate Estate and clarification was sought as to

whether it was correct that the new contractor was required to find ways in reducing this cost;

- Had the feasibility study been undertaken yet for the provision of a further public convenience within the city centre; and
- Further information was sought on the proposed funding for zero carbon staffing and the bringing forward of the pension fund contribution.

The Deputy Chief Executive and City Treasurer advised that the Council had an agreement with one particular local authority in Greater Manchester to collaborate on capital programmes to strengthen the capacity of delivery, which centred around improvements to their capital checkpoint process and planning and delivery of some of their capital schemes.

It was explained that across a number of service areas in the Corporate Core, vacant posts had been budgeted at the top of their grades which would never be filled at this level and accordingly the turnover factor had been adjusted to ensure budgets were not being held where they were not required. Secondly, a review had been undertaken of long term vacancies and were no longer required, these posts had been removed from the staff structures

The Head of Finance advised that in terms of the Coroners Service that the additional funding was required to deal with an increase in complex cases and the Deputy Chief Executive and City Treasurer agreed to circulate the trend data around the cases and complexity to Members after the meeting.

The Deputy Chief Executive and City Treasurer explained the nature of the specialist audit work that had been undertaken, and advised that this was reported to the Council's Audit Committee on an annual basis. She also advised that any savings derived from a review of the Shared Service Centre would come from the changes in how the Council operated and the removal of any long term vacancies.

The Head of Finance advised that Table 1 within the report detailed the revenue budget of the capital programme which was an income target and the reduction was as a result of adjustments to the budget. Assurance was given that there was no direct impact on the capital programme resulting from this reduction. He also advised that the uplift in costs within the existing Business Support arrangements was a result of a number of additional posts being created to help support additional needs and also as a result of increases of salaries of existing posts due to the complexity of the work required.

The Deputy City Treasurer confirmed that it was part of the contract with the new contractor for the repairs and management works for the Corporate Estate that they were required to improve quality and deliver efficiencies once they start the contract. The transitional costs related to the TUPE process of staff that transferred over from the original contractor to the new contractor.

The Deputy Chief Executive and City Treasurer commented that there had been no formal work undertaken around a further public convenience in the city centre but the feasibility of this was being looked at.

The Deputy City Treasurer explained that by bringing forward the pension fund contribution, this would result in an additional £750,000 saving over each of the next three years.

The Deputy Chief Executive and City Treasurer advised that in terms of zero carbon staffing, there would be a further two FTE posts recruited to and the Council had underwritten the cost of the Chief Executive post of the Climate Change Agency for a year in recognition of its importance. Additional funding had also been identified for the need to draw in the expertise that was required.

In relation to the Council's Capital Strategy and Budget 2019/20 to 2023/24 some of the key points that arose from the Committees discussions were:-

- In terms of carbon reduction proposals, how was the Council going to determine what measures to invest in, given a number of the measures would be expensive to implement and a number funding commitments had already been made for the next four years;
- There was concern in regards to the implications to the Council and the Highways infrastructure following the recent announcement by the Prime Minister to prohibit the sale of petrol, diesel and hybrid vehicles by 2035;
- Was there an opportunity to advocate that the Council was planting more trees to contribute towards addressing issues of carbon dioxide emissions;
- Was there any potential for private tenants and/or corporate landlords to be part of the Civic Quarter Heat Network;
- Was there any possibility to identify a budget for small works packages relating to highways improvements;
- There was still concern that there was no identified funding for Highways capital programme from 2022 onwards;
- In relation to investment in car park assets, was there any update on the NCP Joint Venture;
- There was concern that the cost of some of the carbon reduction proposals, such as the retrofit works to make existing housing stock zero-carbon and the ambition to deliver carbon efficient schools would be too expensive for the Council to implement; and
- It was commented that whilst reducing carbon emissions was an important duty on the Council, there was a need to ensure that this did not result in other important areas becoming overlooked, such as the fire safety of high rise properties.

The Deputy Chief Executive and City Treasurer explained that the report only detailed capital schemes that had already approved through the checkpoint process and, as such, it did not list everything that the Council would be delivering. It was also explained that the report also set out the priorities for the decisions around future investment for the next three to five years and as the Carbon Reduction Action Plan developed, specific costing proposals would be incorporated into the capital strategy.

It was acknowledged that whilst the announcement by the Prime Minister would have an impact on the Council and the Highways network, the Deputy Chief Executive and City Treasurer referenced several pieces of work being undertaken that would look to contribute towards addressing the consequences of the announcement. It was also



reported that in terms of the Civic Quarter Heat Network, there was the intention for private tenants and/or corporate landlords to be incorporated in its use.

The Executive Member for Finance and Human Resources commented that he was in early discussions with members of the Neighbourhoods and Environment Scrutiny Committee around identifying a small budget that could be used to support small works highways investment, however, he clarified that this would not be a secondary highways budget. The Deputy Chief Executive and City Treasurer confirmed that investment in the City's highways network was still a priority for the Council, but as a significant amount of funding was received from central government, it was not possible to factor in specific programmes into the capital strategy until the funding became available.

The Deputy City Treasurer advised that work was still on going with the NCP Joint Venture and agreed circulate the timescale of the replacement of the Joint Venture with NCP to members following the meeting.

The Deputy Chief Executive and City Treasurer commented that discussions were underway with the DfE around future funding for the delivery of carbon efficient schools and the Council was also exploring external funding streams to contribute to the cost of the retrofitting of Council housing and operational estates.

In relation to the Housing Revenue Account 2020/21 to 2022/23 some of the key points that arose from the Committees discussions were:-

- Would the proposed rent increases still be within the Local Housing Allowance rate; and
- Why was there a variance in heating charges at different schemes.

The Head of Finance advised he would provide confirmation that the proposed rent increases were within the Local Housing Allowance rate. The Head of Housing explained that the variance in heat charges was based on the consumption in previous years and were set to try and cover the anticipated consumption.

## **Decisions**

The Committee recommends that their comments be submitted for consideration by the Executive at their meeting on 12 February 2020, and in doing so, notes the proposed recommendation's to the Executive relating to the Capital Strategy and Budget 2019/20 to 2023/24 and the Housing Revenue Account 2020/21 to 2022/23, those being:-

- Capital Strategy and Budget 2019/20 to 2023/24

The Executive is requested to:

- (1) Approve and recommend the report to Council, including the projects for Executive approval in section 6.2.
- (2) Note the capital strategy.

- (3) Delegate authority to the Deputy Chief Executive and City Treasurer in consultation with the Executive Member for Finance and Human Resources to make alterations to the schedules for the capital programme 2019/20 to 2023/24 prior to their submission to Council for approval, subject to no changes being made to the overall estimated total cost of each individual project.
- Housing Revenue Account 2020/21 to 2022/23

The Executive is recommended to:

- (a) Note the forecast 2019/20 HRA outturn as set out in section 4.
- (b) Approve the 2020/21 HRA budget as presented in Appendix 1 and note the indicative budgets for 2021/22 and 2022/23.
- (c) Approve the proposed 2.7% increase to dwelling rents, and delegate the setting of individual property rents, to the Director of Housing and Residential Growth and the Deputy Chief Executive and City Treasurer, in consultation with the Executive Member for Housing and Regeneration and the Executive Member for Finance and Human Resources.
- (d) Approve the proposal that where the 2020/21 rent is not yet at the formula rent level, the rent is revised to the formula rent level when the property is relet.
- (e) Approve the proposed 2020/21 changes for communal heating charges as detailed in paragraphs 5.15 to 5.19.
- (f) Approve the proposed 2020/21 Northwards management fee as detailed in paragraphs 5.27 to 5.28.
- (g) Approve the proposed increase in garage rental charges as outlined in paragraph 6.1

### **RGSC/20/9 Domestic violence and abuse funding and commissioning review**

The Committee considered a report of the Strategic Director (Neighbourhoods), which provided a response to questions raised at the Scrutiny Committee meeting in September 2019 about the review of domestic violence and abuse funding and commissioning arrangements.

The main points and themes in the report, included:-

- The re-tendering and re-commissioning of domestic violence and abuse accommodation services had been progressed satisfactorily, with contracts being awarded to the successful bidders and mobilisation arrangements being implemented, in advance of commencement in April 2020;
- Negotiations were ongoing with the Director of Population, Health and Wellbeing regarding allocation of contributory funding to enable further continuation of the MiDASS service;
- Confirmation was awaiting of the CSP grant that provided for a range of other services and initiatives such as behaviour change programmes, counselling for children affected by DV&A and intervention for those affected by child to parent violence;
- The review team had noted Members' comments and reflected them in the drafting of the scope and terms of reference of the review of all Domestic

Violence and Abuse services, which would be approved at the Domestic Violence and Abuse Strategy Group;

- Details were provided of intended spend on DV&A services whilst the funding and commissioning review was completed and its recommendations finalised; and
- Once the review was completed, the findings and recommendations, and the updated Domestic Violence and Abuse Strategy, would be submitted to the Strategy Group for endorsement and to the CSP Board for final ratification and, in the case of the Strategy, approval to launch and publish.

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

- Had the Domestic Violence and Abuse Strategy Group approved the draft terms of reference and timescale for the review;
- There was a need to ensure work with other GM local authorities continued to take place and grow to aid in reciprocal arrangements;
- Assurance was sought that there would be a consistent level of service provided across the organisations that were receiving funding;
- Was it recognised that there was reduction in the number of domestic violence incidents occurring;
- It was positive to see the prominence the Council was giving to supporting those who had been subject to domestic abuse;
- It was reiterated that the review, whilst being cognisant of budgetary pressures, should not be restricted to the current financial envelope; and
- In terms of funding, where did the CSP grant come, when would confirmation of receipt of this be received and connected to this, if the CSP grant was not received and/or reduced, what would be the Council's alternative plan for delivering these services.

The Strategic Director (Neighbourhoods) confirmed that the Domestic Violence and Abuse Strategy Group had met on the 23 January 2020 and approved the draft terms of reference and timescale for the review. It was reported that GM Strategy Group existed whose purpose was to look at what services needed to be commissioned and supported at a GM level and the Council was represented on this Group.

The Committee was advised that as part of the review, service users and those with lived experiences would be consulted to ensure the provision of services recently recommissioned met the needs of victims. It was also reported that there had been an increase in the reporting of domestic abuse incidents. This did not necessarily mean that there had been an increase in the number of incidents occurring, but could reflect that more victims were having the confidence to report incidents and it was hoped that as part of the review, an outcome would be the reduction in the number of statutory service interventions and an increase in the number of early interventions to prevent victims coming into crisis accommodation.

The Strategic Director (Neighbourhoods) advised that the Council that it was hoping to receive notification of the CSP grant funding by the end of February 2020 and it had a high level of confidence that it would receive the funding required to continue to deliver domestic violence and abuse services. She acknowledged that if the grant

was reduced, then the Council would have to look at mainstream funding to continue to deliver services.

The Chair proposed that the Council wrote to the Mayor of Greater Manchester setting out its concern around the unreasonable wait in receiving notification of CSP funding and also its concern in relation to the impact in the ability to deliver services should there be a reduction in this grant funding.

### **Decision**

The Committee:-

- (1) Notes the report; and
- (2) Requests that the Chair writes to the Mayor of Greater Manchester setting out our concern around the unreasonable wait in receiving notification of CSP funding, and that the Committee would not want to see any elements of this budget reduced, and also setting out its concern in relation to the impact in the ability to deliver domestic violence and abuse services should there be a reduction in this grant funding;
- (3) Recommends that should the budget provision from the GMCA reduce, that this would be reported to the Committee;
- (4) In that event that the Council should increase its spend to make up the shortfall; and
- (5) Reiterated the previous recommendation that whilst the Committee is cognisant of the budgetary pressures of the Council, the DV&A review should not be constrained to the current spending envelope.

### **RGSC/20/10 ICT update**

Further to minute RGSC/19/54, the Committee considered a report of the Interim Director of ICT, which provided an update on the proposed reshaping of Council's Information and Data Strategy. The report also included an update on the resilience of the Council's IT service provision.

Some of the key points referred to in the report included:-

- An overview of the work that had been ongoing to ensure that the Council remained on track in order for the Cabinet Office to deem the Council PSN compliance in 2020;
- An update on ICT resilience and key projects;
- The reasons for a pause in data storage migration in relation to the new Data Centre Programme and the work being done to get the project back on its critical path to limit the impact to timescales and budget;
- Details of work that was being undertaken under the Network Refresh Programme;
- Progress to date with the procurement of a new core telephony and contact centre systems;
- An update on the progress in the adoption of the Liquidlogic suite of systems;

- The Council's intended move to adopt Microsoft technology for productivity, collaboration and communication, in place of the current Google software, which was scheduled to be completed by the end of September 2020;
- An update on the progress to date with the refresh of the ICT strategy; and
- The ICT revenue and capital budget positions.

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

- An assurance was sought that the Council did not share residents' personal data with external companies other than its required partners;
- An assurance was sought that the Council would achieve PSN compliance in April 2020;
- What were the financial implications associated with the delay in the data storage migration in relation to the new Data Centre Programme and who would absorb this cost;
- Why was the original decision taken to use the Google platform for collaboration when Microsoft offered a similar product at the same point in time;
- Were there any critical legacy systems that were currently operating on the existing Google platform and if so, what steps were being put in place to ensure these transitioned over to Microsoft without significant risk;
- There was concern that the intended implementation target date of the Microsoft collaboration platform was ambitious given the number of other significant projects that the Directorate was currently working on; and
- There was slight concern that the ICT strategy was being refreshed whilst the Council did not yet have a permanent Director of ICT in post.

The Executive Member for Finance and Human Resources assured the Committee that the Council did not provide any personal data it held on residents to external companies, other than its partners and only where it was required to do so. He added that in most, if not all circumstances, any data that was shared was anonymised. He added that the Council was currently looking at how it collected and stored residents' data with a view to adopting an appropriate set of principles.

The Head of Programme Office assured the Committee that the work that had been undertaken to date was on track for the Council to achieve PSN compliance in April 2020. The Committee was advised that analysis would need to be undertaken of some of the legacy systems to identify what they currently supported in order to identify suitable alternatives.

In terms of the financial implications in the delay of the data storage migration, it was reported that the cost of this was in the region of £70,000, which would be absorbed by the supplier of the new Data Centre.

The Deputy Chief Executive and City Treasurer noted the concerns raised in refreshing the ICT strategy when a permanent Director was not in post and advised that interviews for this position were being undertaken on 7 February 2020. She also advised that the original decision to use the Google platform for collaboration was taken based on it being the most cost effective option at the time and acknowledged that since then, Microsoft had developed its collaboration platform (Microsoft 365), which now had greater functionality than the current Google platform.

The Head of Programme Office reaffirmed that it was the intention of the Directorate to complete the migration from Google to Microsoft 365 by the end of September 2020.

## Decisions

The Committee:-

- (1) Notes the report; and
- (2) Requests an update report to a future meeting on the progress being made with the migration from Google to Microsoft 365 and all other major ongoing IT projects.

## RGSC/20/11 Delivering the Our Manchester Strategy

The Committee considered the report of the Executive Member for Finance and Human Resources, which provided an overview of work undertaken and progress towards the delivery of the Council's priorities, as set out in the Our Manchester Strategy (OMS), for those areas within his portfolio.

Some of the key points that arose from the Committees discussions within the Executive Members report were: -

- What further work was being done to encourage other organisations to promote the city becoming a Living Wage City;
- Achieving the Living Wage employer accreditation was welcomed by Members;
- Was there any more information on the work that the Executive Member had undertaken to address the Council's climate change agenda, with reference to the income received by the Council from Manchester Airport;
- The improvements in the BHeard results from the 2019 survey were recognised;
- Was the Executive Member undertaking any work to lever any significant sources of external funding to tackle climate change;
- Had any consideration been given to updating the content of Listening in Action material, with reference to the Council's position in tackling climate change;
- What was the Executive Member's views on the position of apprenticeships as part of the 'Our People' strategy; and
- What more could be done to improve how the Council promoted its employment opportunities in order to attract the best people possible.

The Executive Member for Finance and Human Resources advised that in terms of working towards becoming a Living Wage city, he was engaging with a number of anchor institutions to actually commit to paying the Manchester living wage to its staff. In terms of climate change, he reported that responsibility for Manchester Airport fell in the Leader portfolio, but he would pass on the Committee's comments. He advised that going forward schemes within the Capital Programme would need to demonstrate how they would contribute to addressing the Council's climate change agenda and in terms of Social Value, he was awaiting results back from a pilot within Highways where a 10% weighting in terms of addressing climate change had been

included in two tenders, to see if this was something that could be rolled out across all Council tenders.

The Executive Member for Finance and Human Resources commented that the Council would also look to try and source any external funding streams that were available to tackle climate change, such as grants for external charging point for electric vehicles. He added that the Council would also look to use its leverage with other organisations to push this agenda forward. He advised there was a HR refresh taking pace and the feedback from the BHeard survey would feed into the content of future Listening in Action sessions.

The Executive Member for Finance and Human Resources commented that he was very passionate about apprenticeships and advised that last year, the Council (excluding schools) had exceeded its target in the number of apprenticeship starts and data would be released around this at the Social Value Conference on the 14 February 2020.

In terms of recruitment, the Executive Member acknowledged that in certain sectors the Council struggled to compete with the private sector as it was not able to match salary levels, however, he commented that working for the Council had a number of other non-monetary benefits and it was these benefits that the Council needed to promote more in order to attract the best possible applicants.

### **Decision**

The Committee notes the report.

### **RGSC/20/12 Overview Report**

The Committee considered a report of the Governance and Scrutiny Support Unit which contained key decisions within the Committee's remit and responses to previous recommendations was submitted for comment. Members were also invited to agree the Committee's future work programme.

### **Decisions**

The Committee:-

- (1) Notes the report;
- (2) Agrees the work programme.

### **RGSC/20/13 Legal Services Update**

The Committee received a presentation from the Deputy City Solicitor, which informed Members of the structure and role of the Council's Legal Services department and provided an update on the work undertaken by the Department.

The main points and themes within the presentation included:-

- An overview of the aspects of work the different teams within Legal Services undertook;
- Examples of areas of success in delivering, innovative and excellent legal services that provided value for money;
- How the Department contributed to the Council's corporate plan priorities; and
- An overview of the positive responses from Legal Services 2019 client survey.

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

- Further information on the diversity of the service's workforce would be welcomed in future reports;
- Was there any potential increase in capacity for supporting aspects of adult social care around protecting vulnerable children and adults;
- Concern was raised in relation to the turnaround time on leases associated with the Council and was there any KPI's in relation to this specific area;
- Clarification was sought as to what legal responsibility the Council had to staff who had been TUPE transferred to another employer;
- Clarification was sought as to what the single justice procedure was, implemented in Manchester by the Legal Services Regulatory Team;
- It was requested that Members be provided with the short guide to the constitution

The Deputy City Solicitor advised that the service was working with Children and Families and Adult Services around the deprivation of liberty for children, to assess what this would mean in terms of additional volumes of work due to the complex nature of the work required.

The Deputy City Solicitor commented that she was not aware of any specific issues in relation to the delays in granting leases but agreed to look into this. She advised that it was dependent on the type of lease arrangement that was being sought as to how long these would take to progress.

The Committee was advised that once council staff had been TUPE transferred to a new employer, whilst their employment rights were protected by law, the Council's legal obligation to them ceased to exist after their transfer was completed.

The Deputy City Solicitor explained that the single justice procedure allowed the Council to deal with particular matters, such as fixed penalty matters in connection to environmental crimes in the city, by a way of electronic means where a guilty plea had been entered into. This saved the need for the Council to have a solicitor attend court to deal with individual cases. This had saved time and money and had been picked up as an area of good practice amongst other Greater Manchester local authorities. She also gave a commitment to provide members with a copy of the short guide to the constitution.

## **Decision**

The Committee notes the presentation.

## **RGSC/20/14 Exclusion of Press and Public**



**Decision**

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

**RGSC/20/15 Legal Services update (Public Excluded)**

The Committee considered a report of the City Solicitor, which set out how the Council's Legal Service Department was funded, which included commercially confidential information regarding external contracts to partner organisations.

Having had regard to the report, the Committee asked a number of questions to which the City Solicitor responded.

**Decision**

The Committee notes the report.

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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee – 3 March 2020

**Subject:** Evaluation of the Our Manchester approach

**Report of:** Director of Policy, Performance and Reform

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### Summary

Resources and Governance Scrutiny Committee have requested a report on the evaluation of the Our Manchester approach, including how Our Manchester is helping to deliver the required Council savings targets. This report seeks to illustrate what progress to date has been made, through the supporting Our Manchester Monitoring and Evaluation Framework. The Framework aims to understand what has been achieved in terms of reduction in demand, improved outcomes and savings. It does this by looking at:

- What was delivered?
- How well was it delivered?
- What was the impact of what was delivered?
- Was the impact sustainable?
- What savings have been made?

The evaluation looks at the activation stage of the Our Manchester workstreams which include:

- Bringing Services Together for People in Places - incorporating the place based approaches
- Health and Social Care
- The Our Manchester Funding Streams: The Our Manchester Investment Fund and the Voluntary and Community Sector Fund
- Workforce and culture
- Communications and Engagement

### Recommendations

That the Committee notes the findings from the evaluation.

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**Wards Affected:** All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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Climate change considerations will be aligned with the Our Manchester approach, for example engaging residents effectively on climate change using Our Manchester
---

approaches. As this evolves, these aspects of Our Manchester will be factored into the evaluation framework outlined in this paper.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The Our Manchester approach is ‘how’ we will deliver all the outcomes and ambitions of the Our Manchester strategy by working in fundamentally different ways across the city and the council.  All of the Our Manchester strategy outcomes are key outcomes that are part of the logic models and the evaluation framework outlined in this paper.
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:

Name: James Binks  
 Position: Director of Policy, Performance and Reform  
 Telephone: 0161 234 1146  
 E-mail: [j.binks@manchester.gov.uk](mailto:j.binks@manchester.gov.uk)

Name: Carol Culley  
 Position: Deputy Chief Executive and City Treasurer  
 Telephone: 0161 234 3435  
 E-mail: [carol.culley@manchester.gov.uk](mailto:carol.culley@manchester.gov.uk)

Name: Paul Holme  
 Position: Strategic Lead for Intelligence and Data Science  
 Telephone: 0161 234 4566  
 E-mail: [p.holme@manchester.gov.uk](mailto:p.holme@manchester.gov.uk)

Name: Dawn Billups  
 Position: Senior Researcher  
 Telephone: 0161 234 3972  
 E-Mail: [d.billups@manchester.gov.uk](mailto:d.billups@manchester.gov.uk)

**Background documents (available for public inspection):** None

## 1.0 Introduction

- 1.1 Resources and Governance Scrutiny Committee have requested a report on the evaluation of the Our Manchester approach, including how Our Manchester is helping to deliver the required Council savings targets. This report seeks to illustrate what progress to date has been made.

## 2.0 Background

- 2.1 Our Manchester is a fundamental and complex set of changes to everything we do across the city. The Our Manchester Monitoring and Evaluation Framework aims to understand what has been achieved in terms of reduction in demand, improved outcomes and helping to deliver savings. It does this by looking at:

- What was delivered?
- How well was it delivered?
- What was the impact of what was delivered?
- Was the impact sustainable?
- What savings have been made?

- 2.2 In order to measure the aforementioned the following have been developed:

- Headline indicators of change across the city, aligned with the State of the City report
- The contribution that the Our Manchester approach is making to the changes in these indicators
- Monitoring and evaluation of the activities that are changing ways of working to implement the Our Manchester approach
- Monitoring and evaluating the outputs, outcomes and impacts that the activities will achieve
- A mixed-methods approach including case studies and qualitative data.

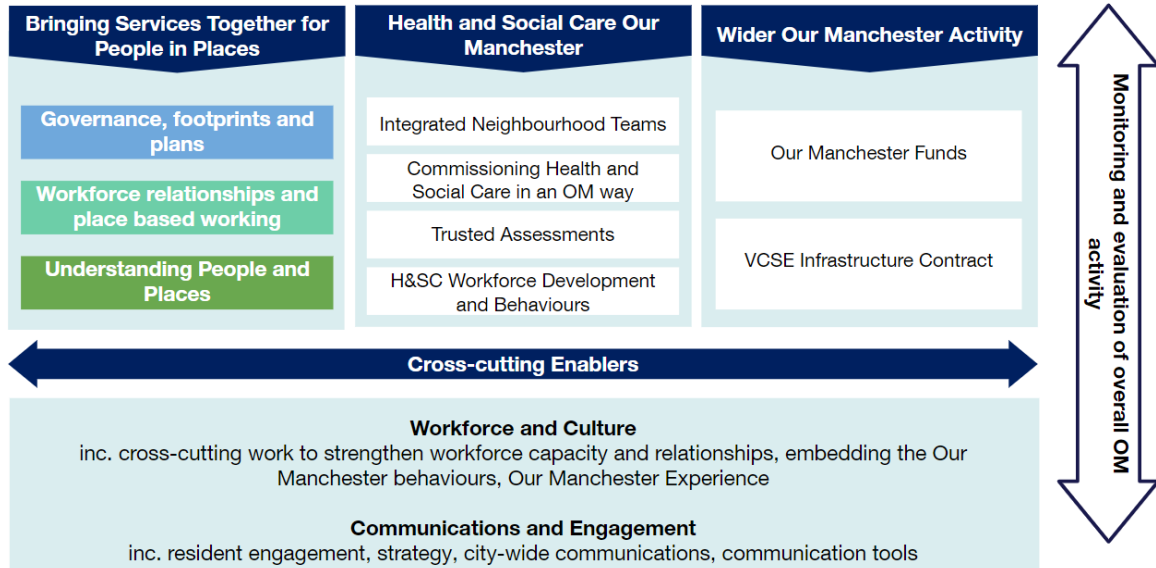
- 2.3 The framework is underpinned by a series of logic models which illustrate the key activities, inputs, outputs, outcomes and impacts relevant to each programme of work which then inform a set of evaluation questions. Due to the nature of Our Manchester the logic models are intrinsically linked through funding, staff and delivery of services. For example, the funding related workstream overlaps with the Bringing Services Together workstream, as they are funding projects that run throughout the city.

- 2.4 This report presents an update of the activation stage of the Our Manchester workstreams and are presented as follows, in line with the Our Manchester Delivery Plan:

- Bringing Services Together for People in Places - incorporating the place based approaches
- Health and Social Care
- The Our Manchester Funding Streams: The Our Manchester Investment Fund and the Voluntary and Community Sector Fund

- Workforce and culture
- Communications and Engagement

Delivery Plan 2019-20



2.5 For each of these workstreams the following is presented in this report:

- **Overview** of the workstream
- **Evaluation questions** the workstream aims to answer
- **Performance metrics** which demonstrate change
- **What has been achieved**
- **Next steps** involving what is being delivered in the future

3.0 Overview

3.1 Please see attached report detailing findings from the interim evaluation of Our Manchester.

# Evaluation of the Our Manchester approach, including how Our Manchester is helping to deliver savings

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Resources and Governance Scrutiny Committee

3rd March 2020

## Introduction

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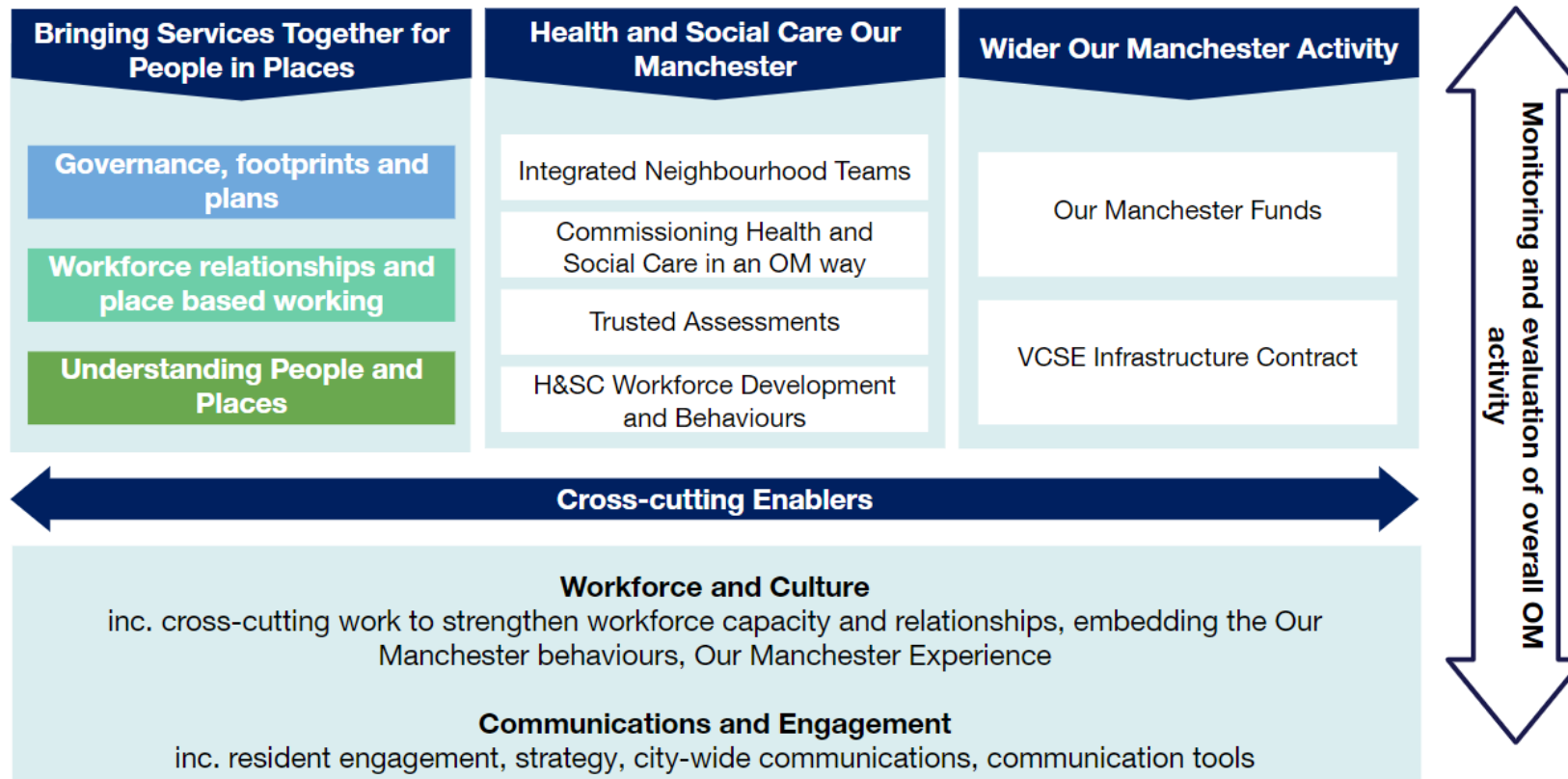
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- Communications and Engagement

## Delivery Plan 2019-20



For each of these workstreams the following is presented in this report:

- **Overview** of the workstream
- **Evaluation questions** the workstream aims to answer
- **Performance metrics** which demonstrate change

- **What has been achieved**
- **Next steps** involving what is being delivered in the future

# Workstream: Bringing Services Together for People and Places

## Overview

The high level aim of the Bringing Services Together for People in Places (BSTPIP) programme is to improve outcomes for Manchester residents by embedding a whole-system place-based approach. Partners are working across organisational boundaries on thirteen shared neighbourhood footprints, reshaping traditional service delivery and building from strengths to better flex around real lives and places. This includes four distinct activity areas. Each area summarises a practical, codesigned partnership approach directed towards realising the aims and objectives of the project. They are:

1. Establishing Shared Neighbourhood Delivery Footprints
2. Establishing 'Team(s) Around the Neighbourhood'
3. Establishing Case Navigation Forums in Each Neighbourhood
4. Developing BSTPIP Shared Insight Tools

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Originally the programme of activity was developed to take forward embedding Our Manchester in three places in the city including Gorton, West Wythenshawe and Higher Blackley. Over time Place Based Approaches have evolved into BSTPIP in recognition that a true Our Manchester approach, in place, the systems and processes, would need to be aligned across public service delivery. The BSTPIP programme now sits in place of Place Based Approaches, with the place based approaches being included as a key part of it.

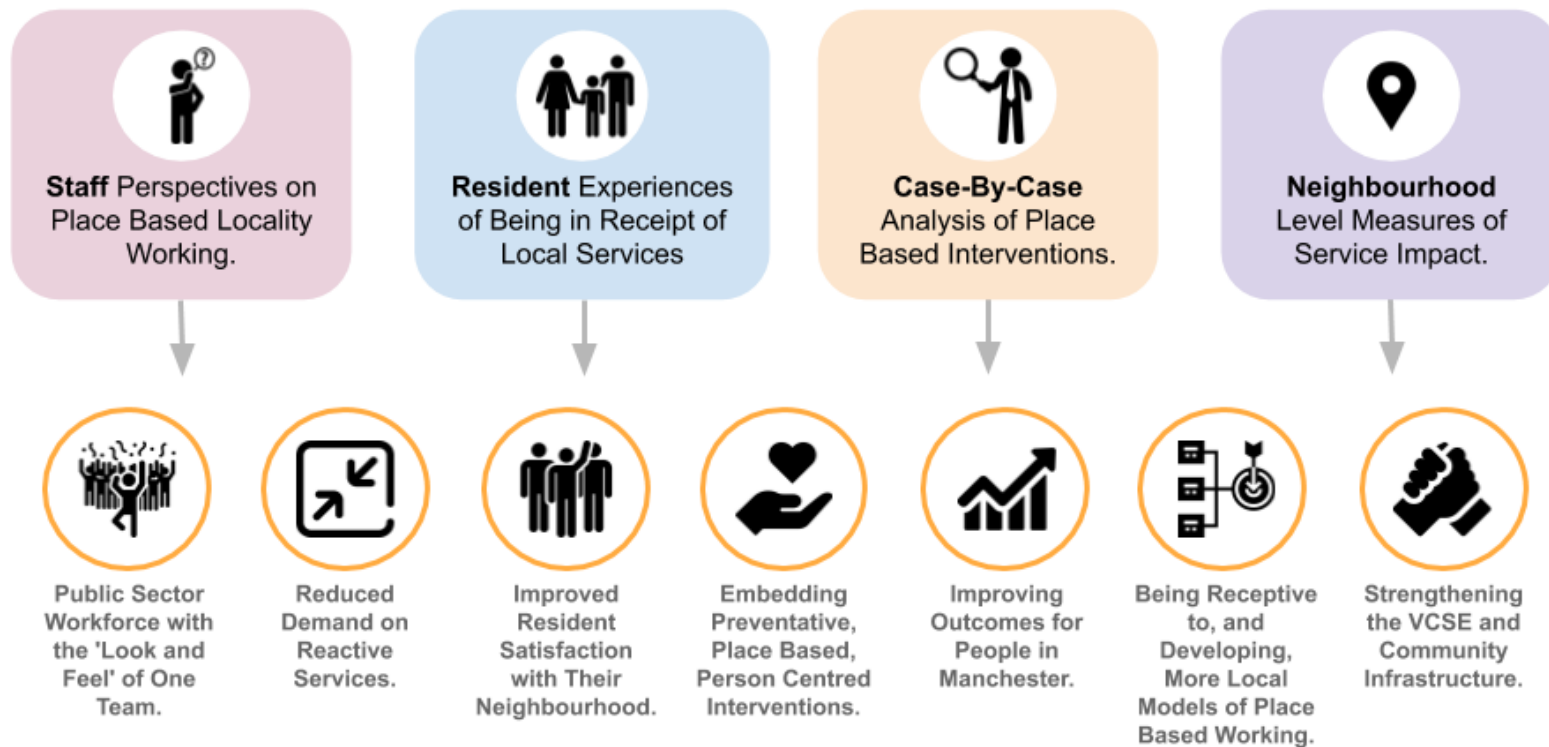
## Evaluation questions

Through Bringing Services Together for People in Places we are looking to answer four evaluation questions. The evaluation questions have been developed to directly correlate with each of the four core activity groups. The evaluation plan aims to outline the research that will ultimately aim to answer these questions and determine the extent to which each aim/question has been achieved.

1. To what extent have the organisations in the BSTPIP partnership been effectively aligned to shared neighbourhood delivery footprints?

2. To what extent have multi-agency leaders developed an effective 'Team Around the Neighbourhood' who are removing duplication with shared plans, priorities and projects?
3. To what extent has a multi-agency service offer been successfully implemented and is impacting residents at a neighbourhood level in Manchester?
4. To what extent have better tools; that can catalyse preventative, place-based, person centred approaches; been identified, codesigned, developed, and delivered within the BSTPIP neighbourhood model?

## Approach to Monitoring and Evaluation for BSTPIP



### What has been achieved:

- Workstreams have been established that focus on relationships across our workforces, a common geographic 'currency' for integration, and shared understanding of people and places. This is the focus rather than changing structures or just co-location of staff.
- Partnerships across the city have been streamlined to join up their people, priorities and plans.

- Each neighbourhood has a leadership team established for the neighbourhood. They bring together a wraparound support offer that works across organisational boundaries around the lives of real people. Time and energy has been spent to build relationships and connections.
- 13 neighbourhood delivery footprints have been agreed across partners in Manchester. A 'Team Around the Neighbourhood' integrates services across each inc. GMP, MCC, MLCO and housing providers.
- Focus is developing connections and relationships across the teams and mobilising place-based Organisational Development package.
- MAPS (Multi-Agency Prevention & Support) first neighbourhood Old Moat & Withington went 'live' for 12 week test period on 29th January 2020

## Next steps:

### 1. Team Around the Neighbourhood - Examples of priorities in 2020

- Joining up our collective approaches to resident engagement, in order to better join up action from different services to address key issues for residents - Ancoats & Beswick, Clayton & Openshaw
- Strengthening joint approach to school engagement, in order to provide a more effective joint offer from different services to schools, pupils and their families - Hulme, Moss Side and Rusholme
- Focus on joining services up more effectively around one housing estate, in order to tackle specific issues more effectively - Old Moat & Withington
- Explore an approach to place-based, community-led commissioning in Ardwick & Longsight, in order to better join up different resourcing decisions around key priorities for residents
- Collaborating to address air quality, to better support the city's objectives on this issue - City Centre

2. **Develop logic models** with teams to ensure all 13 have evaluation support and link activities to impact

3. **Establish OD programme** for teams to develop place-based leadership capacity.

### 4. Multi-Agency Prevention and Support (MAPS) for adults for adults experiencing multiple disadvantages

- Support from MLCO to build on existing multi-agency meeting structure - part of Coordinated Care Pathway
- Old Moat & Withington starting 'early adopter' 29th Jan then 12 week 'live' period
- TOR developed with partners inc. GMP, H&SC, Housing Providers and specialist commissioned services

5. **Full evaluation** for 12 week pilot, inc. stories from people involved

6. **OD support** for frontline staff involved

7. **Citywide implementation and resourcing plan** - higher demand neighbourhood next



# Workstream: Health and Social Care

## Overview

There is an established program of work already taking place that is specifically evaluating the impacts of Health & Social Care Transformation projects, and at the same time work was undertaken to align the priorities of MHCC and MLCO with the Our Manchester approach, resulting in a focus on:

- Bringing Services Together for People in Places and Integrated Neighbourhood Teams
- Commissioning using Our Manchester approaches
- Trusted Assessment
- Health and Social Care workforce

However a recent review of the structure has taken place to understand where to focus on how Our Manchester has taken place on Health & Social Care. This identifies specifically embedding Our Manchester in:

- Our plans and strategies for health and social care integration
- How our health and social care workforces operate including behaviours and cultures.
- The impact this will have on key outcomes and performance indicators through monitoring and evaluation.

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The two areas that are most advanced at this stage are: the Strengths Based Development Programme (SBDP) which has been codesigned and launched to support Health and Social Care staff to have a common learning experience to understand what is meant by an Our Manchester Strengths Based Approach; the monitoring and evaluation of Health & Social Care new care models; and Bringing Services Together PIP as illustrated in the previous section of this report.

## Evaluation questions

The Health and Social Care transformation projects ultimately seeks to answer the following questions:

1. Are investments from the GMTF leading to expected outcomes across Health and Adult Social Care services?
2. Are the services / processes working as intended in practice? And specifically what influence did the Our Manchester approaches have?
3. Is there good evidence to suggest a causal link between GMTF investments and changes in outcomes?
4. Is there good evidence to suggest a causal link between integration of services and changes in outcomes?
5. Do the changes in outcomes outweigh the financial investments, leading to financially sustainable delivery models?

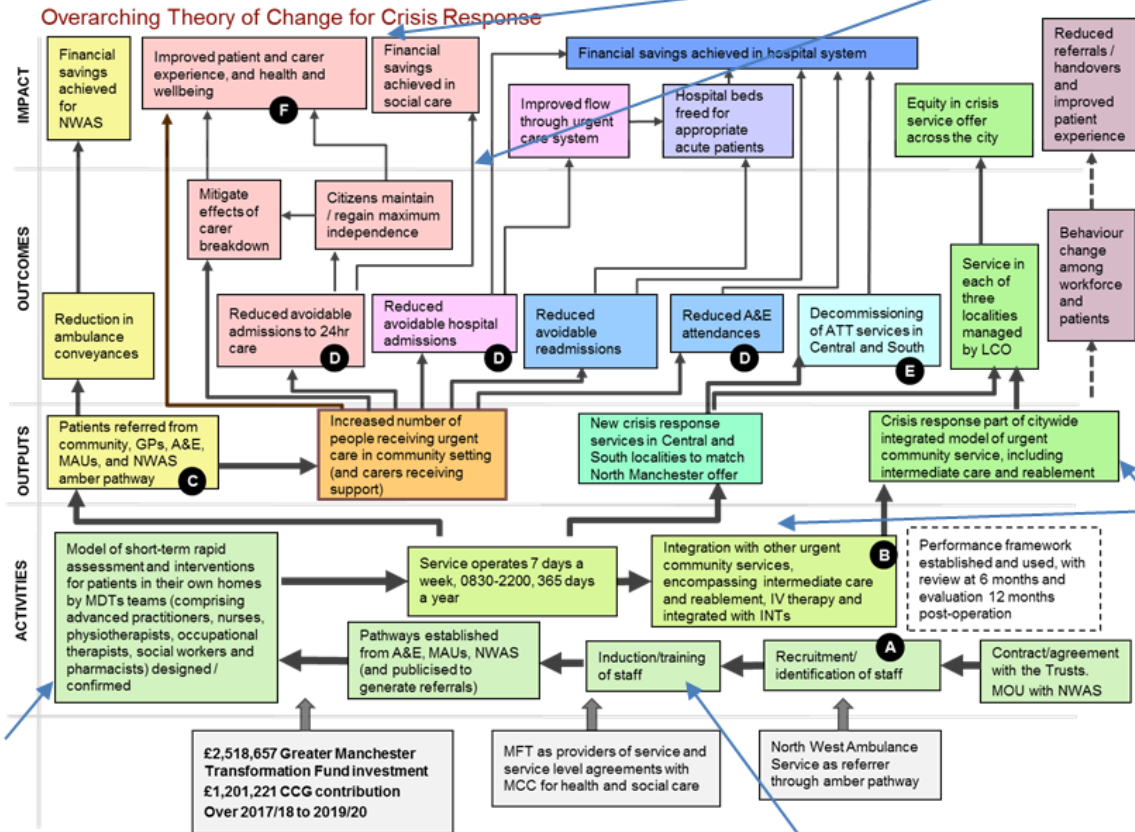
The Strength Based Development Programme aims to answer the following questions:

1. Are staff creating an emotional connection and buy in to the Our Manchester Strengths Based approach and subsequently working in a strengths based way?
2. Are staff able to recognise strengths and have the relevant skills and tools to draw on strengths of individuals?

## Logic Model

A refreshed logic model needs to be developed in line with the refreshed focus from the recent review. However we do have a series of Logic Models from the H&SC transformation evaluation programme that show how Our Manchester specifically influences those new care models. The example below is for the Crisis Response service (one of the thirteen new care models) and shows where Our Manchester overlaps with the new care model evaluation.

Our Manchester impact question – has the delivery of this new care model made residents more independent?



OM question: Does the workforce behave differently, eg focusing on the resident need instead of fitting them in to service processes

OM question: has the service integrated with other services putting residents at the centre

OM Question: Are OM behaviours being embedded at induction?

What has been achieved:

The Strength Based Development Programme



From an evaluation perspective, there has been good progress establishing the Strengths-Based Development programme within the workforce element. This programme has initially focused on health and social care staff and will now be broadened out. The headlines are:

- Programme tested with 70 people from across the system
- Over 400 people have participated to date
- 25 staff have volunteered and been trained as facilitators
- Priority cohorts targeted and are aligned with wider programmes of organisational change.

### **The New Care Model**

New care model evaluation findings to date have identified a number of key themes with emerging evidence of reduced demand in high cost services, however, increases in capacity in some services have caused pressures/capacity issues in others. For example in the three evaluations to date:

- Manchester Case Management has shown, through a quantitative analysis of hospital activity, a statistically significant reduction in A&E attendances post service start
- Reablement has shown that for the cohort of people who have had Reablement service during 2018/19 financial year and went on to have a home care package after leaving Reablement had, on average, 26% fewer homecare visits and 22% fewer homecare hours during the 6 months post reablement
- ExtraCare has shown that neighbourhood apartments have likely necessitated upto 1,200 fewer days of residential / nursing care to the wider health and care system
- New care models have taken longer to implement than expected, largely due to recruitment of staff either due to organisational structures, or availability of suitably qualified staff compounded by new care models going out to recruit to roles seeking similar staff specialties, at similar levels of seniority, around the same time.
- New Models of Care, so far, are mainly supporting those with the most complex needs (i.e. people with multiple Long Term Conditions) who are accessing multiple services generally at the point of crisis. Therefore focusing New Models of Care on just siloed services or specialties is going to miss opportunities to offer early support, and avoid crisis. This highlights the role for Our Manchester approaches in those service pre-crisis and the role that BSTPIP and Population Health/Prevention can play to support the wider H&SC system.
- A common theme across both the benefits and the challenges identified in the evaluation to date has been the role / reliance on integration. Where integration is part of the New Model of Care, service delivery (and outcome) is better; however where integration across New Care Models is absent or operating on a different timeline, then this limits the implementation and impact of individual New Care Models. This reinforces the approaches needed around integrated and place based delivery and again the key role that Our Manchester has to play.
- Knowledge and understanding of the health and social care system has increased through regular engagement with stakeholders, challenging assumptions and traditional ways of working, and collaborative working to develop better, shared insight into how services support resident's needs.

This has contributed to practical application of the Our Manchester Behaviours across organisations, where shared learning and knowledge is better informing decision making.

### Prevention Programme

- Manchester's Prevention Programme is a framework for embedding person and community-centred approaches to improving health and reducing health inequalities in the city, working through the Manchester Local Care Organisation. Following early implementation in north Manchester in late 2017, the programme has been established citywide since late 2018. Examples of how the programme has supported the Our Manchester strategy and approaches over the last 12 months include:
- Be Well social prescribing services provide strength-based support to individuals, to help them take an active role in staying healthy and connect with others in their community. Over 10,000 people have been referred and had an assessment that focuses on their strengths and goals as a starting point to develop a package of support that is based on the things that are important to them. Over 8,000 people have gone on to receive support from the Be Well services and a range of community-based groups - including healthy lifestyles and support to address a range of social issues (e.g. staying in or returning to work, money, housing, isolation). Support is targeted in order to impact on health inequalities.
- 12 new Health Development Coordinator posts have been established (1 per neighbourhood), and are working together with local communities and neighbourhood teams, to listen and understand what communities think will improve health, and develop neighbourhood plans that make the most of local assets to target local needs and are co-produced with local community groups and residents
- Additional resource to try new things to improve health, reduce health inequalities and connect and build capacity within communities - a neighbourhood health fund for each neighbourhood to support prevention and population health objectives and priorities, and a targeted population health grant for older people's neighbourhood support (OPeNS) delivered through the Our Manchester VCS Grant programme
- A multi-agency programme steering group that oversees delivery of the programme, tries new things and reflects on and develops them - such as innovative approaches to understanding and evaluating the delivery of neighbourhood health development ('neighbourhood health and wellbeing development landmarks')
- An approach to the procurement of services which has involved increasing the proportion of tender scores allocated to social value and asking providers to commit to recruiting staff from local communities

### Next steps:

Monitoring and evaluation will continue to support the key areas of focus:

- Our plans and strategies for health and social care integration - continued engagement and alignment across MLCO, MHCC and MCC plans will take place during 2020/21
- How our health and social care workforces operate including behaviours and cultures - continued roll out of the Strengths Based Development Programme will progress and the monitoring / evaluation will begin to look at the impacts that the programme is having on service delivery.

→ The impact this will have on key outcomes and performance indicators through monitoring and evaluation - outputs will continue to inform commissioning/decommissioning and service planning decisions, and outputs will provide transparency over where system change and associated impacts are taking place.

# Workstream: Voluntary and Community Sector Fund

## Overview

The city needs a healthy voluntary and community sector (VCS) to deliver its role in achieving the vision for the city set out in the Our Manchester Strategy for 2025. The VCS has the ability to reach, include and support people the Council may not otherwise interact with, and work with them to lead successful lives and contribute to the city. One of the 'We wills' in the Our Manchester Strategy is to 'Continue to work with the voluntary and community sector to find new ways of reaching those communities that remain untouched by Manchester's success, creating resilient and vibrant communities of people.'

Since 2010/11 funding for public services has been declining and this has led to reductions in the value of funds available for VCS organisations to bid for. The OMVCS fund has brought together five funding schemes (Community Associations, Health and Wellbeing, Equalities Funding (grants) and Mental Health and Carers (contracts)) into a single place without any reduction in the total funding so that VCS organisations can be funded to deliver objectives, rather than specific activities.

The OMVCS grants programme totals £7.4m over three years and funds 63 organisations across the city. These organisations all deliver a wide variety of activities and are working towards the following overarching objectives:

1. have a strong sense of citizenship and pride in the city
2. collectively improve our health and wellbeing support the positive contribution older people
3. make to city life and their communities and continue to be recognised as a pioneering Age-Friendly city
4. increase volunteering across the city
5. support carers to carry out the invaluable work they do
6. work to improve the resilience of individuals and communities.

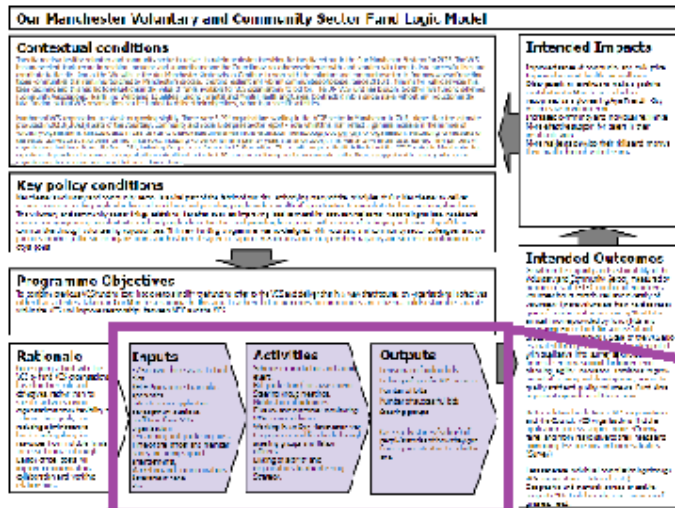
## Evaluation questions

Through this Voluntary and Community Sector Fund we are looking to answer the following questions:

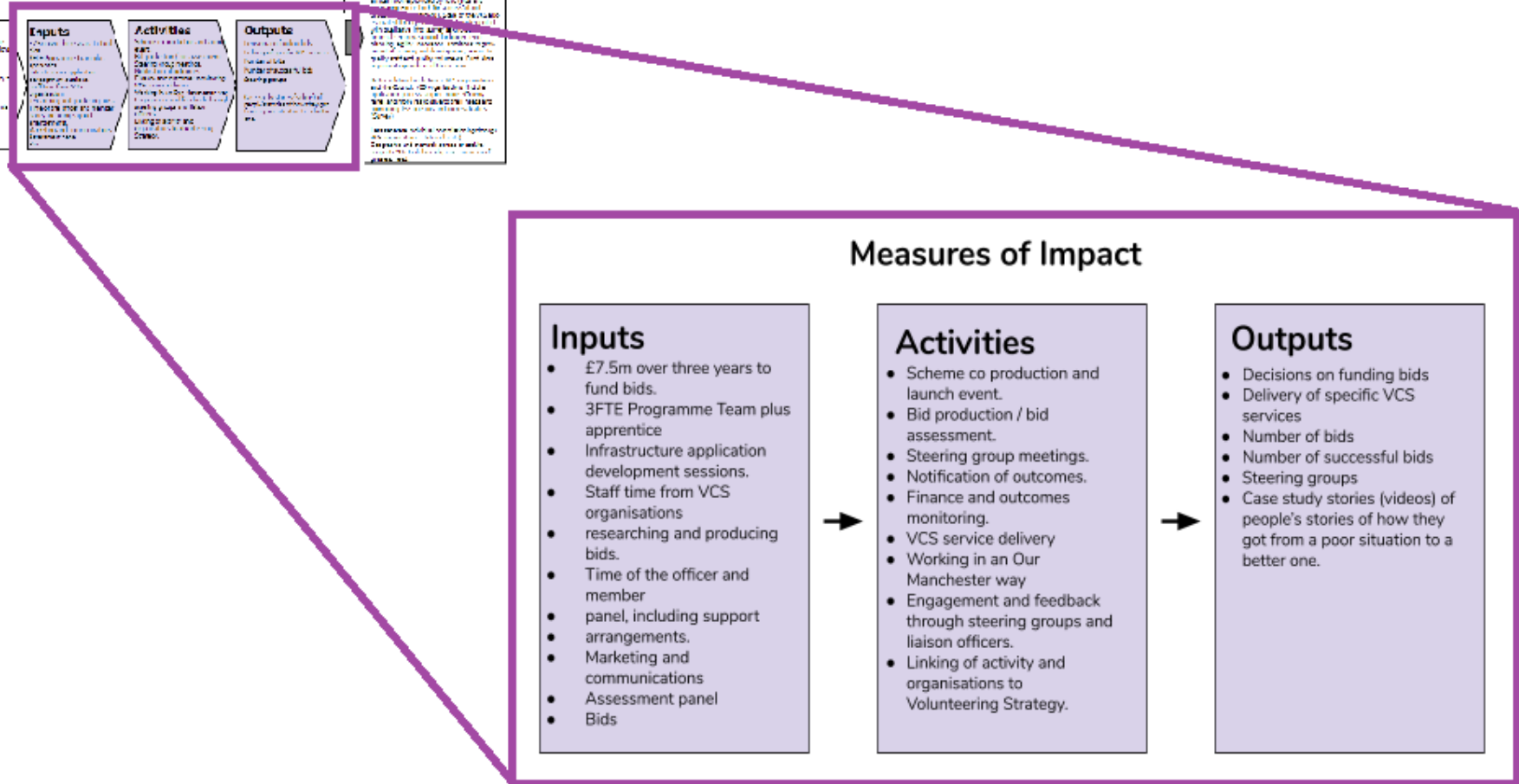
1. Is there any evidence that having a dedicated Programme Team and Liaison Officers has positively impacted funded groups' ability to deliver services, and activities, demonstrate and evaluate the impact of their activities and understand and evidence the Our Manchester approach
2. Is the programmes vision, leadership and investment delivering measurable impacts which support the case for continued investment of this kind in the future?

3. Have funded groups grown in their capacity e.g. an increase in their number of FTE, increase in volunteers, service users?
4. What is the evidence of funded groups impacting residents and communities, contributing to improved sense of community and civic pride, improved resident health and wellbeing, an increase in volunteering, including older people, increased community and individual resilience and more residents develop their skills and improve their health through volunteering

## The Logic Model - Measures of impact



*This Logic Model is for illustrative purposes only. The Measures of Impact focus on current activation.*



What has been achieved:

## OMVCS Case Study: Patrick's Story

Patrick is a 36-year old man who was diagnosed with frontal lobe atrophy roughly four years ago. Patrick felt misunderstood and not listened to by statutory services. He had good contact with the LGBT Foundation in Manchester, but otherwise he felt isolated and unable to have his voice heard regarding living with frontal lobe atrophy.

Patrick was put into contact with the Alzheimer's Society, and Julia, his dementia support worker, supported Patrick to attend events, facilitate workshops and give talks in universities and at conferences about his experiences of living with his condition and being part of the LGBT community. A member of 3 Nations Dementia Working Group, LGBT Foundation and founder of the LGBT Dementia Network, Patrick has spoken about his experiences at events across the UK. He has lectured in partnership with the Alzheimer's Society and the National Dementia Action Alliance about his own story and the ground-breaking 'Bring Dementia Out' project (an Alzheimer's Society project to encourage dementia-awareness and inclusion in Brighton and Manchester).

As a result of his work Patrick was nominated for a National Diversity Award as a positive role model within the LGBT community. These awards celebrate the achievements of charities, role models, and community heroes, showcasing their outstanding devotion to enhancing equality, diversity, and inclusion. As a thank you to Julia for all her support, Patrick invited her to attend the awards with him. Patrick went on to win the award and this has given him a huge boost to keep going with his work, affecting change for people who are part of the LGBT community and living with dementia. Patrick often relates how the support he received has improved his life and now he has the motivation to move forward and do more to try and help others who may be going through a similar situation.



Patrick & Julia

## Overall fund achievements:

- Investing £7.4m over 3 years across 63 organisations, currently coming to the end of Year 2.
- Data from the first year of the programme indicates that funded groups reached more than 124,000 residents, with more than 6,000 residents volunteering.
- £2.1m Targeted Fund - projects are soft launching in March / April as due diligence checks are completed. Across the Older People and First 1,000 days funds there are 17 projects approved. Each bid names a lead organisation and partners, totalling 17 leads and 42 partner organisations.
- North Manchester Together - a focused piece of work to strengthen and support the VCS in North Manchester is progressing, including a new assistive grants programme due to launch in May 2020.
- Developing approaches to working with BAME leaders and VCSE organisations currently in the engagement phase which will move towards ideas being developed for investment.

## Next steps:

- Year 3 of OMVCS - monitoring and evaluation (overall evaluation of the 3 year programme)
- Targeted Fund - monitoring and evaluation feeding into Age Friendly and Starting Well Boards
- OMVCS Programme Board strategic plan and priorities for 2021+
- OMVCS budget confirmation 2021+
- OMVCS co-design and launch of next funding round 2021+ (subject to budget confirmation)



# Workstream: Our Manchester Investment Fund

## Overview

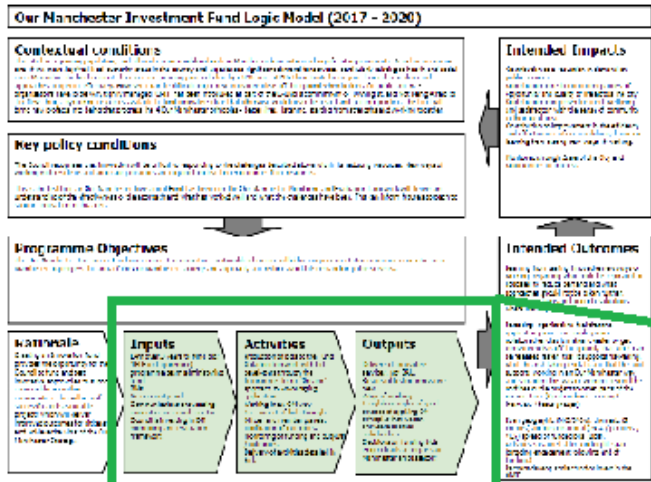
The Our Manchester Investment fund (OMIF) is managed by the Our Manchester Funds Programme Team within City Policy (1.5FTE equivalent). The team work with applicants to develop bids that will deliver innovative projects that will have a sustainable impact on residents and communities beyond the funded period. Funding committed currently stands at £2,358,799 across 30 projects, with a further commitment of £1,121,275 for future projects and priorities. The 31 projects funded vary greatly, from community builders and mentoring work to one off purchase of vans and equipment, to new approaches in improving the city's literacy levels and children's social care.

## Evaluation questions

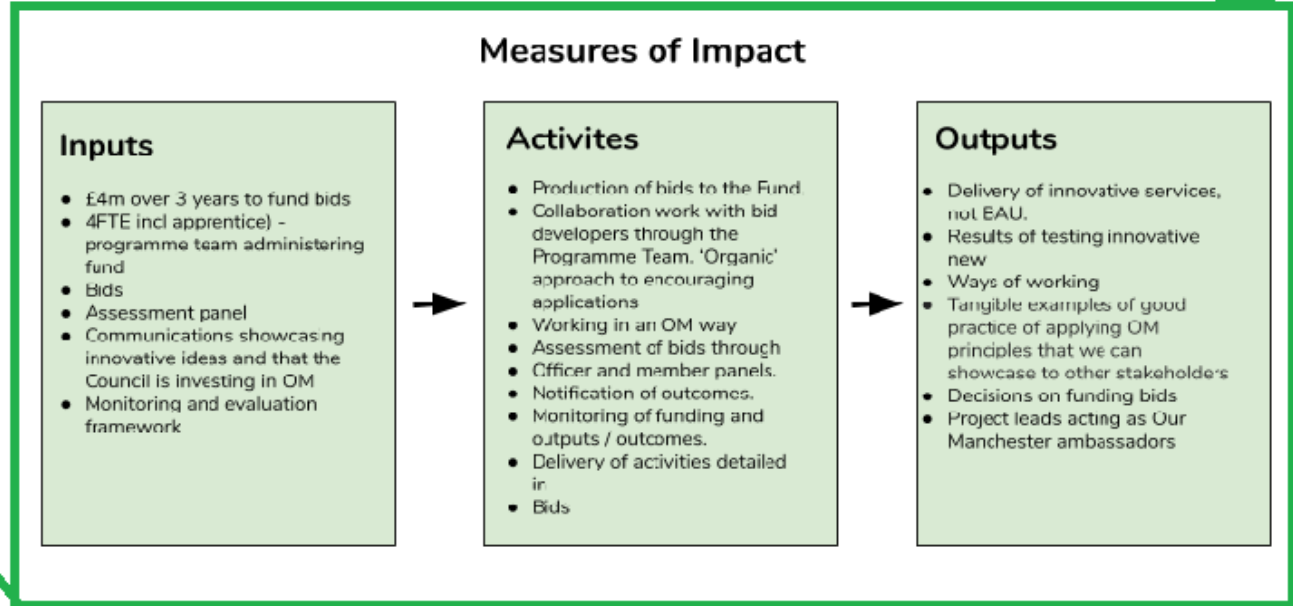
Through the Our Manchester Investment Fund we are looking to answer the following questions:

1. What learning has there been from testing innovative new ways of working to reduce demand and which approaches should not be taken further?
2. Do partaking organisations feel that the application process is: simpler, more collaborative, easier to get innovative ideas off the ground, faster, supports risk-taking, supports working in an Our Manchester way?
3. Have the projects' key activities been sustained after the funding has ended?
4. Is there any evidence of demand reduction from projects delivered under OMIF?
5. Is there any evidence of a reduction in inequality of opportunities and quality of life across the city from projects delivered under OMIF?
6. Is there any evidence of OMIF projects contributing to improved resident well-being and satisfaction with the sense of community?

## The Logic Model - Measures of impact



*This Logic Model is for illustrative purposes only. The Measures of Impact show current activation.*



**What has been achieved:**

→ The OMIF has funded 30 projects and programmes across Manchester including new approaches to engaging residents in service design (e.g. poverty

truth commission), new service delivery approaches, research into improving air quality around school sites and new approaches to encouraging community activity

→ One of the principles of the fund is about how a project's impact continues beyond the life of the fund. Some examples of projects that continue to deliver impact but are no longer funded by OMIF include:

- ◆ **ACEs** (trauma informed workforce project) has now been co-funded by partners in order to sustain impact in Harpurhey and roll out to more areas in the city. A cost benefit analysis was undertaken on this project and the return on investment after year one was £2.73 for every £1 invested.
- ◆ **The Community Leaders Programme** resulted in a number of residents trained and confident in leading and/or supporting activity in their neighbourhood who continue to do this in a variety of different projects and approaches
- ◆ **The Bread and Butter Thing's** business model means that following the initial investment it is now able to continue delivering across North Manchester. The number of hubs has grown since it first launched.
- ◆ **Whalley Rangers** continue to weed and look after their local area. A cost benefit analysis was undertaken and it is estimated to generate a potential saving of £1,748 over one year and £5,062 over a three year period, giving a fiscal return on investment of £1.55. Accounting for the social benefit of increased community participation and reduced isolation gives an overall return on investment of £5.40.

→ In terms of volunteering reported, the fund as a whole is roughly estimated to have generated around £650,000 of social value (increased confidence and self-esteem) and £600,000 of economic value (the economic value added through the volunteering activity).

→ A recent survey of applicants to the fund (successful or not) indicates that:

- ◆ more than 60% of those surveyed said that the fund made it easier to get innovative projects off the ground.
- ◆ more than 60% of those surveyed agreed or strongly agreed that the fund allows them to take risks and try approaches that other funding does not

→ Based on the Programme Team's experience of delivering OMIF over the last 18 months, there are elements that we recommend continue in the next iteration of the OMIF:

- ◆ **Collaborative application process** - The quality of applications and the strength of projects has benefited from access to dedicated Programme Development Officers that have worked with applicants.
- ◆ **Flexibility of the fund** - The fund has been open to all kinds of projects and has enabled a variety of worthwhile projects to get off the ground. It has provided an avenue for organisations in the city to respond to changes in need and demand in a flexible way. In addition, the fund has been tolerant of risk and failure, allowing funded projects to adapt and change as they amend their approaches.
- ◆ **Opportunity for organisations and services to trial ideas and improve delivery** - There's no equivalent source of investment of this type at a

local level. Projects such as Multi Systemic Therapy would not have been funded as there was no budget within the service to trial this approach.

### Next steps:

- OMIF in its current form comes to an end March 2020 although some projects are funded after this date. Project monitoring will continue beyond the life of the fund where applicable in order to maximise learning from projects and understand overall impact.
- Informed by the delivery of the current OMIF, wider Our Manchester work, The State of the City Report and the Industrial Strategy the next iteration of OMIF will be focused on a small number of defined 'challenges'. The word 'challenge' denotes a focused priority for the City that would benefit from a call for innovation.
- These challenges are in the process of being finalised with senior managers from across the Council and will focus on tackling climate change and the causes of poverty.
- Whilst business outcomes will be factored in to developing challenges, the driving factor continues to be about delivering positive and meaningful outcomes for residents.
- The learning from the Our Manchester Monitoring and Evaluation work, particularly how impact data will be collected will be incorporated into the design of the next iteration of OMIF prior to it being launched.
- These challenges will run for one year with a budget to be confirmed.

# Workstream: Workforce and Culture

## Overview

In order to embed the Our Manchester behaviours within the council's workforce and throughout the organisations' culture, a range of activities and programmes have been designed. The aim; to embed the Our Manchester behaviours in everything we do, starting with the council's workforce and then our wider partners. It is intended that this will result in improved staff engagement and satisfaction, improved delivery of services (underpinned by improved systems and processes) and tangible outcomes for the citizens of Manchester.

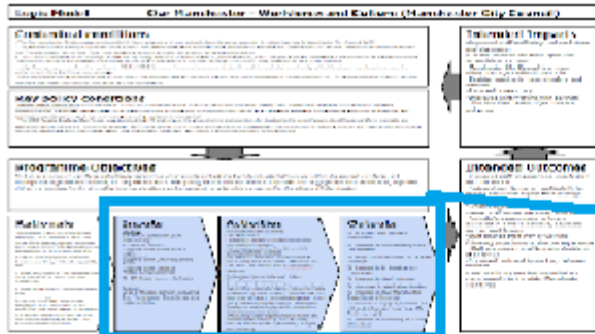
Over the last two years HROD and wider colleagues have worked to deliver an array of workshops, tools, events and projects which aim to help staff embrace the Our Manchester behaviours and embed them in both their professional and personal lives.

## Evaluation questions

Through the Our Manchester work we are looking to answer the following questions:

1. In what ways are staff displaying an understanding and embedding the Our Manchester behaviours learnt through the Our Manchester activities?
2. Are employees more engaged to own their own development?
3. Do employees have the same opportunities across the organisation, and are they available and communicated in an accessible and appropriate way?

# The Logic Model - Measures of impact



*This Logic Model is for illustrative purposes only.  
The Measures of Impact show current activation.*

## Measures of impact



## What has been achieved:

- Workforce projects continue to meet their objective and monitoring and evaluation processes are constantly being developed to understand impact.
- Our Manchester Experience: From September 2017 to December 2019, 3786 MCC officers (54% of 7k target), 24 Elected Members and 432 partners have been through the Experience. 90% of those who attended and fed back agreed or strongly agreed that the Experience gave them a good overview of Our Manchester and that they enjoyed the Experience helping them understand the Our Manchester behaviours
- Listening in Action - Since Listening in Action began in 2016, 2,850 members of staff have attended these sessions, (40% of the 7k target by 2025. A recently pulse survey found nearly all attendees would “change their behavior”
- High level Bheard survey results have been released with the authorities score moving increasing 34 points and being in the ‘One to Watch’ category.

## Next steps:

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- Our Manchester Experience - Implementation of a new feedback process that will help to demonstrate the impact of the experience.
- Leadership Summit - Continue to monitor feedback and develop a programme that supports leadership development and engagement
- Development of workforce forum to understand the impact of Our Manchester related activity.
- Exploration of Bheard survey results to understand change regarding empowerment, partnership working, integration between services increased engagement



# Workstream: Communications and Engagement

## Overview

The aim of the Communications and Engagement workstream is ensuring the clarity and consistency of the way we communicate Our Manchester, raising the visibility and profile of Our Manchester, and ensuring that processes and systems across organisations allow people to engage and communicate in an Our Manchester way.

A framework for activity has been developed focusing specifically on resident engagement and community engagement. It is called the Campaign an Engagement Framework and is a part of how the Council will engage residents differently in line with the Our Manchester approach. It includes how an Our Manchester approach can support and enable communities to be resourceful, so residents are able to do more for themselves, and ensuring that our workforces have the skills and knowledge to be able to do this. This intensive and detailed approach aims to increase resilience, connect assets and support people to find their own solutions, underpinned by clear and consistent frameworks, tools and skills development that enables coordinated, high quality, meaningful engagement.

The Campaigning Engagement Framework is intended to complement and enhance existing work to improve resident engagement, increasing the scale and pace, which is required to deliver the Our Manchester strategy. It is not intended to duplicate business as usual activity or planned programmes of work. Campaigning Engagement comprises three key areas of **informing** (raising the visibility of Our Manchester), **supporting** (encouraging people to get involved, try something new or work differently) and **inspiring** (telling great stories about Our Manchester in action).

There are four key objectives of the framework. These are:

1. To build capacity in communities to support the reduction of demand and need
2. To increase trust, building reputation and improving relationships
3. To ensure our workforce have the skills to take an Our Manchester engagement approach to working with people
4. To inspire action in our communities.

## The Logic Model - Measures of impact

Following the development of the Campaigning Engagement Framework a logic model is currently in development which will identify the key inputs, activities, outputs and outcomes that can then be monitored.

## What has been achieved

Internal communications continue to support staff to understand Our Manchester and embed the behaviours. Our strategy ensures Our Manchester is threaded through all campaigns and channels, including the Chief Executive's broadcasts, tools and materials (printed and digital) raising the visibility of Our Manchester across the organisation. In the last 12 months the focus of Our Manchester is the way we do things and not a thing we do. The Communications Team have supported, developed and enabled, programmes of work that are a priority to the organisation and the people who work here. This includes:

The Communications Team have mapped out, co designed and delivered communications campaigns and activity across the year, highlights include:

- b-Heard campaign
- Health & wellbeing, staff benefits, information governance and recruitment
- Our Transformation programme including implementation of our new intranet
- Annual staff recognition events, including Long Service Awards and Awards for Excellence(A4E). A4E 2019 campaign had the highest number of nominations at 743 (620 in 2018).

Event facilitation and engagement support

- Delivered bespoke comms training for communication champions to advocate and cascade good practice
- Refreshed the format and delivered round 10 of Listening in Action sessions, focusing on our priorities, budget, behaviours and climate change

Threading OM through all staff communications

- The Buzz, Team Talk and the all-staff weekly news The Forum, all-staff broadcasts reaching over 6k online staff
- New style Our Manchester in Action case studies films (viewed online by over 800 staff)
- Shared staff engagement and success stories to further embed the behaviours and Our Manchester.

## Next steps:

There is an array of activity planned in terms of internal communications in the next 12 months. This includes the following:

- **Listening in Action** - co design and deliver future LiA sessions aiming to reach 7k by March 2025.

- **Our Manchester in Action** - Refresh and evolve the OM brand, produce additional four filmed OM case studies early 2020 with a goal of a new set of 10 by the end of the year.
- **Our People** - support the development of a 12 month health and wellbeing campaign to strengthen the workforce and the Our Manchester behaviours.
- **Our Transformation** - plan & implement OT comms strategy to support the programme. Planning & delivering comms activity will be a key focus in 2020.
- **Intranet** - a key part of Our Transformation changing how the organisation informs and engages staff. Internal comms are integral to the implementation and launch of the intranet along with embedding it as a business as usual tool.
- **b-Heard 2019 results** - plan & deliver comms sharing 2019 outcomes and our 'one to watch' position as an employer. Prepare 2020 bHeard campaign.
- **Awards for Excellence 2020** - plan and deliver 2020 campaign to highlight A4E and showcase staff who put OM into action.
- **Insight and understanding** - further understand the makeup of the organisation (demographics) and channels of communications used and preferred by staff to ensure all OM messages are cascaded with the best chance of reaching staff. Whole organisation communications survey in February.
- **Staff broadcasts** - staff broadcasts will be shaped to meet the needs of staff. Ensuring non-digital staff have equal access to information & opportunities.
- **Well managed council** - supporting information governance, cyber security, GDPR.

## Impact of Our Manchester in Delivering Council Savings

This final section of the evaluation provides examples of how Our Manchester approaches have helped to deliver savings within the 2019/20 MCC budget. The examples for each of the workstreams above demonstrate those benefits that are more directly linked to Our Manchester approaches, however as you can see below Our Manchester also reaches much further into everything the council and its partners do.

The examples of savings listed below are from the 2019/20 MCC budget. It should be noted that these were the original savings targets and that not all of these savings areas have been achieved in full, due to a range of issues that are outlined within Budget monitoring.

At this point in time, when much of the Our Manchester work is still in the activation stage, this is intended to be more illustrative rather than specific, but provides the link between Our Manchester investments and service/budget planning outcomes.

ADULT SOCIAL CARE / HEALTH AND SOCIAL CARE	2019/20 £000	Application of Our Manchester Approaches
Savings		

Includes impacts of new models of care that should reduce spend on homecare, residential and nursing care, learning disabilities, mental health and commissioning	1,993	<p>Roll out of strengths based way of working will mean our staff adopting Our Manchester behaviours, supported by practical tools and techniques for working in a strengths-based way (e.g. new strengths-based assessment), and better connecting with residents and the communities in which people live</p> <p>Working together - integrated management structures across health and social care (integrated neighbourhood teams) will require greater collaboration and trust so all staff put residents at the centre of how they work</p>
Evaluation of the new care models includes reviewing the Our Manchester approach in each - for example, helping to keep more residents independent in their own homes for longer, working more effectively with community assets, reduced isolation and loneliness, and adoption of strengths-based approaches within integrated teams		

<b>CHILDRENS</b>	<b>2019/20 £000</b>	<b>Application of Our Manchester Approaches</b>
Savings	3,045	<p>The asset based approach to engaging with children and families starts from a point of “What matters to you” instead of “what is a matter with you” which truly embraces the Our Manchester way of working. This has been embedded in early help assessments, education health and care plans and is a key part of the signs of safety social work model.</p>
Original savings related to travel-coordination, review of commissions and demand and practice efficiencies		
Savings to manage existing pressures relate to supported accommodation - leaving care, adoption allowances and home to school transport		

<b>CORPORATE CORE</b>	<b>2019/20 £000</b>	<b>Application of Our Manchester Approaches</b>
Savings	3,349	<p>The Our Manchester behaviours are becoming increasingly embedded and reflected in all parts of service delivery.</p> <p>The Core has developed the Bringing Services Together for People and Place in partnership with Neighbourhood Services, MLCO and other services. This has been highlighted</p>
Realising opportunities to be more efficient in back office processes and policies (inc ICT, Legal, Financial Management and HR)		
Delivery of the Our Transformation programme and reduced expenditure against		

resources allocated for ICT investment		<p>in previous sections of this report.</p> <p>The Our Transformation programme draws on Our Manchester Approaches both in the delivery of the programme of work and the transformation ideas being developed.</p>
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NEIGHBOURHOODS	2019/20 £000	Application of Our Manchester Approaches
Savings		Bringing Services Together for People and Place is directly supporting place based delivery, identifying local assets and enabling them so they can better support local communities.
Savings relate to Parks, Leisure & Events, Waste Management and Highways, through efficiencies, commissioning and new ways of working.  Page 53	4,951	<p>13 neighbourhood delivery footprints agreed across partners in Manchester. A 'Team Around the Neighbourhood' integrates services across each inc. GMP, MCC, MLCO and housing providers. Focus is developing connections and relationships across the teams and mobilising place-based Organisational Development and MAPS (Multi-Agency Prevention &amp; Support)</p> <p>OMVCS and OMIF are supporting investment into local services to build capacity in local areas.</p>

Overall in delivering in an Our Manchester way we see the core elements around: Strengths Based approaches; Integrated & Place Based delivery; and New Ways of Working helping to achieve the savings plan for 2019/20. As a result this also underpins many aspects of the emerging 2020/21 budget planning assumptions.

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**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee – 3 March 2020

**Subject:** Our Transformation

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

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**Summary**

An update on Our Transformation was provided to Resources and Governance Overview and Scrutiny Committee in October 2019. The presentation attached provides an overview of recent progress and next steps on the programme.

**Recommendations**

That the Committee notes the update ahead of the next update to the committee in September 2020.

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**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 Transformation and the work of the Council's Zero Carbon Coordination Group are linked in a number of ways, with the Our Transformation programme aims of improving the council's efficiency and effectiveness being delivered in the context of reducing our carbon impact including in areas such as estates, printing and travel.

<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	Our Transformation plays a key role in supporting delivery of the 'well-managed council' priority in the Council's Corporate Plan. This priority is a key enabler to supporting all of our Corporate Plan priorities, and as a result, 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	
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**Contact Officers:**

Name: Carol Culley  
Position: Deputy Chief Executive and City Treasurer  
Telephone: 0161 234 3435  
E-mail: carol.culley@manchester.gov.uk

Name: Fiona Ledden  
Position: City Solicitor  
Telephone: 0161 234 3087  
E-mail: fiona.ledden@manchester.gov.uk

Name: Sarah Broad  
Position: Strategic Lead - Business Change  
Telephone: 0161 245 7577  
E-mail: sarah.broad@manchester.gov.uk

**Background documents (available for public inspection):** None



## **1.0 Introduction**

- 1.1 Resources and Governance Scrutiny Committee have requested an update on the progress of the Our Transformation programme, following the overview provided in October 2019, and ahead of the next update in September 2020.
- 1.2 The detail of the update is provided in the attached presentation; which Committee members are welcomed to comment on.

## **2.0 Background**

- 2.1 Our Transformation is the work to modernise and digitise how the council operates. Our Transformation is focused on:
  - How we make our decision making more streamlined across the council as a whole and empower managers to make effective decisions;
  - Changing how we work and the technology and tools used to deliver including a new intranet platform, the migration to office 365 and the delivery of the end user device strategy;
  - Streamlining processes; and
  - Providing a more effective way of engaging with residents through the replacement of the Customer Relationship Management system which currently supports the work of the Customer Contact Centre,
- 2.2 In order to provide sufficient detail on the breadth of the programme the attached presented has been prepared, providing:
  - An overview of the strategic context of Our Transformation - where it fits and why we're doing it;
  - An overview of the five programmes which together make up Our Transformation;
  - An overview of the how we are resourcing Our Transformation; and
  - More detail on each of the programmes.

## **3.0 Conclusion and next steps**

- 3.1 Ahead of the next update to the Committee the work on the programme will continue at pace.

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# Our Transformation

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**Update to Resources and Governance Overview and Scrutiny Committee**  
**3rd March 2020**

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# Introduction and overview

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The purpose of this presentation is to provide an update to Resources and Governance Overview and Scrutiny Committee on Our Transformation. This follows an introduction to Our Transformation to the committee in October 2019 and ahead of the next six monthly update in September 2020.

Our Transformation is the work to modernise and digitise how the council operates. Our Transformation is focused on:

- Page 60
- how we make our decision making more streamlined across the council as a whole and empower managers to make effective decisions
  - changing how we work and the technology and tools used to deliver including a new intranet platform, the migration to office 365 and the delivery of the end user device strategy
  - streamlining processes
  - and providing a more effective way of engaging with residents through the replacement of the Customer Relationship Management system which currently supports the work of the Customer Contact Centre

The slides provide:

- An overview of the strategic context of Our Transformation - where it fits and why we're doing it
- An overview of the five programmes which together make up Our Transformation
- An overview of the how we are resourcing Our Transformation
- More detail on each of the programmes

# Our Transformation in our strategic context



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Appendix 1, Item 6

Five key programmes have been identified to drive the transformation of the council. Changing cultures and ways of working will be cohesive with reshaped and improved processes, while digital offerings will move forward to provide an improved service for staff and residents.

# Our Transformation - five key programmes

It is...

**Strengthening accountability**  
 Reviewing how we make decisions, creating accountability and empowering our managers

**Our Ways of Working**  
 Making our working practices and culture better; and making sure we have the right tools (including ICT) to do our jobs.

**Improving our Processes**  
 Understanding and improving the processes we follow and manage to get things done.

**Designing our Future Core**  
 Understanding how we currently operate in the corporate core, identifying what needs to change and what the core will look like after transformation.

**Improving Resident & Business access to digital services**  
 Improving the user experience of interacting with the Council for our residents and businesses



In 2020 we will...

Page 62  
 Ensure practical changes to some internal decision in the short term  
 Co-design new accountability framework

- Plan for standards and competencies required

- Deliver new intranet to all staff
- Migrate all staff to Microsoft 365
- Deliver phase 1 of end user device (replacement of Wyse terminals)

- Deliver improved Recruitment, Joiners, Movers and Leavers process
- Deliver other improved processes, led by staff volunteers

- Deliver exercise to review the corporate core following recent changes
- Design new model for how the future core will operate

- Complete detailed design and planning
- Implement new income management solution
- Implement new telephony system

Appendix 1, Item 6



For residents....

- Faster turnaround of decisions will result in a more timely response.
- Reduced bureaucracy will enable our front-line staff to be more responsive

- More engaged/productive workforce leading to improved service delivery
- More straightforward collaboration with partners will support joined up public services

- Better quality and continuity of services to residents through more efficient recruitment and joining processes
- More timely efficient delivery of services

- Improved quality of front-line services, ensuring they are well supported and freed up to invest into working with residents.

- Our services and supporting technology will be designed around the needs and expectations of residents & businesses

# How we are resourcing Our Transformation

At the end of 2019 we recruited c.50 volunteers to work across the Our Transformation programmes, lead and supported by senior leaders from across the corporate core. This approach to supporting the programme ensures that we are:

- Enabling staff to take ownership of Our Transformation, ensuring that the work is done 'with', and not 'to' the organisation
- Ensuring that Our Transformation is tackling those challenges and barriers our staff have identified
- Developing our staff to work in new ways

Two engagement events have taken place with the volunteers so far and the majority of volunteers have now been involved in supporting, delivering or leading pieces of work as part of the programmes including:

- Supporting the research and development of the Accountability Framework
- Participation in the process redesign work for joiners, movers and leavers to make sure the future process works for them
- Training in business process management to support next phase of 'improving our processes'
- Design of the review exercise as part of the future core programme



Appendix 1, Item 6

Fortnightly 'drop-in' sessions are taking place with the volunteers to support ongoing engagement alongside a wider internal communications strategy to ensure the whole organisation is involved, particularly those that affect all or the majority of staff including the roll-out of the new intranet and Microsoft 365 as part of Our Ways of Working.

# 1/ Strengthening Accountability

## ***What is it?***

Strengthening Accountability is focused on bringing “own it” to life, **ensuring the right internal decisions are made by the right people at the right time** and are taken in a safe and efficient way. We are focusing on this to ensure the council keeps safe whilst increasing empowerment of the workforce and delegating more decision making. There is lots of evidence that shows us that **strong accountability results in high performing, engaged teams**. Strong accountability is the flip side of innovation, creativity and empowerment - you cannot have one without the other.

## ***Where are we up to and what's next?***

- Changes to business planning implemented. Now more ‘bottom up’ with Heads of Service working with services to draft service plans which collectively inform the Council Business Plan for 2020-21 as well as team and individual priorities in their service areas
- Draft Accountability Framework (working title) now designed, which will further develop to become a tool that will help managers to understand the principles of robust decision making
- Summary constitution in place
- Early changes to delegations to be tested including potentially honoraria, access to contractor/partner security passes, carers’ leave and improvements associated with the business process work on recruitment, joiners, movers and leavers
- By end March - principles and model agreed
- By end of April 3-6-9-12 month plan for delegating decisions agreed
- April - October - co-design of standards and competencies & work with early adopters
- Full implementation plan agreed by end of the year, ahead of roll-out of the framework in 2021

## ***How will it benefit residents?***

Reduced bureaucracy enables council to be more agile and **responsive to the things that matter most to residents**. More engaged and motivated workforce results in higher quality services. Faster turnaround of decisions results in more timely response to residents.

## ***What difference will this make?***

More decisions, more appropriate delegated, **freeing up capacity to focus on the issues that add most value to residents**. More consistency in how decisions made reducing risks of legal challenge. Increased performance & productivity resulting from clarity, trust, empowerment & performance management.



## 2/Our Ways of Working (OWOW)

### ***What is it?***

OWOW is the part of Our Transformation **focused on our employees' experience of working here**. It's about us working in a more agile way; with more flexibility and the right tools and support to make it happen. The focus so far has been on supporting staff to work flexibly, phase 2 of the work will support this further by **introducing two new digital platforms**: Office 365, which will replace Google; and a new intranet both of which will be introduced ahead of September 2020 in a phased way, This will replace our existing intranet and the Google/G-Suite platform and will take place alongside phase 1 of the end user device strategy.

### ***Where are we up to and what's next?***

- Phase 1 of OWOW involved moving all staff and elected members out of the Town Hall and into the Town Hall Extension (THX). In the main an 8:10 desk ratio is in place in THX
- The Flexible Working Policy Framework has been refreshed, services are now able to create their own flexible working arrangements within the remit of the framework. The Council has received Timewise Accreditation. Wider review of policies ensuring alignment
- Following procurement, planning is now in place for the introduction of the new intranet and Microsoft 365, alongside work to plan for the replacement of the Wyse terminals as part of the end user device strategy (phase 1)
- Commencing in April, roll-out of all three projects will be aligned, driving improved ways of working. Early adopters will 'go live' in April ahead of planned migration on a location/service basis completed by September, using learning from the Google roll-out. Resources are in place to support delivery from Microsoft, ensuring a focus on change and technology as the

***How will it benefit residents?*** A more engaged and productive workforce will lead to **improved job satisfaction and service delivery**. This will ultimately provide a better service to our customers, building rapport and strengthening connections to our residents and businesses, and all jointly working towards the vision for our city, Our Manchester.

***What difference will this make?*** Having the right tools in place that support **better collaboration with partners**, and lots of opportunities to get the job done in new and more efficient ways. We'll also be able to more easily **engage all of our staff** (including frontline) through the new intranet and modes of communication.

### 3/Improving Our Processes

#### *What is it?*

There are thousands of business processes within the organisation with a number being duplicative, time consuming or unwieldy. The aim of the Improving Our Processes workstream is to **review, streamline and, where possible automate, business processes to enable staff to be able to fully focus upon delivering high quality services** to the residents of Manchester. To drive this aim a primary output of the workstream is the development, in conjunction with volunteers from across the organisation, of a methodology which will be accessible to staff to enable them to drive business process change organisation wide.

#### *Where are we up to and what's next?*

- A review and delivery of a new Recruitment, Joiners, Movers, Leavers (R)JML process was selected to develop, test and deliver the methodology as one of the key challenging processes. The review has been completed with detailed design, delivery and implementation of a new process now in progress
- The methodology has been agreed which will be rolled out to other business process.
- Involvement and training of the volunteers has been ongoing throughout the phases to support the future roll

#### *How will it benefit residents?*

A process enabling the faster recruitment of staff, and therefore reduction in time that roles remain vacant, will **enable better quality and continuity of services to residents**. Improving our processes in general will ensure more **timely, efficient delivery of services to residents**.

#### *What difference will this make?*

The production of a streamlined (R)JML process will **reduce time consuming, frustrating and duplicative activities** to enable staff to be recruited, move or leave the organisation in a more timely fashion.

## 4/Designing the Future Core

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### *What is it?*

The Corporate Core is a critical enabler for frontline staff across the organisation to deliver services to our residents. Following recent changes made to the structure of the core, further work is planned **explore how it might need to further develop how it works, from our working practices and the tools that we use, through to the services delivered to both internal customers (staff) and our residents.** This will be the practical description of how the Corporate Core will need to work to enable the council as a whole to deliver the Corporate

Plan



### *Where are we up to and what's next?*

- A number of structural changes have been made to the core in the last 12 months including bringing together Policy, Performance and Reform, and changes within a number of other service areas
- With services now brought together we need a new operating model, setting out how services will be delivered to support the organisation through key processes and functions, rather than from the perspective of the service.
- The next step in designing this future operating model is to understand what we do now, and how we do it at a more detailed level, working with services within the corporate core. The method for this review has been designed by staff volunteers who will also deliver the review which will be complete by June 2020.

### *How will it benefit residents?*

Ensuring the core is as efficient and effective as it can be will improve the quality of front-line services through ensuring they are well supported and freed up to **invest time and resources into working with residents.**



### *What difference will this make?*

Understanding where we are now, and working to transform and improve the corporate core will ensure the organisation continues to be well led, and that the **services provided to internal customers (staff) and residents are as effective and efficient as they can be.**

## 5/Improving resident and business access to digital services

### *What is it?*

There are a number of critical systems and technologies which are now out of support or will go out of support soon which underpin the delivery of many services to our residents and business across channels i.e telephony, website, email. This work will ensure we **replace these systems and technology with a fully integrated set of digital public services which our residents and businesses will find easy to use and will be designed around their needs and expectations, giving them improved and more joined up access.** We will use the opportunity to review our current delivery models and customer journeys to improve satisfaction whilst reducing our internal demand costs.

### *Where are we up to and what's next?*

- The programme has taken stock and focused on work to stabilise the current technology to ensure a planned approach with full engagement with residents and members. As a result:
- Work is underway to extend the current website contract to July 2021. Options for next steps following July 2021 are being explored.
- The implementation of the new Income Management solution, CivicaPAY is progressing well and still on target to go live in October 2020. The solution will simplify payment collection and administration, making payments easier and more secure (for card payments through PCI compliance) for residents and the organisation to manage payments
- The Telephony procurement has concluded and the contract award report is due for signature.
- Work is progressing to procure a partner ahead of April to undertake a detailed design/planning exercise by September on our approach to customer relationship management including engaging with residents using established neighbourhood forums

### *How will it benefit residents?*

Services and supporting technology will be **designed around the needs and expectations of our residents and businesses to ensure they are highly satisfied with the level of service received** when interacting with the Council, including being able to track requests, and doing more online where appropriate

### *What difference will this make?*

Residents and businesses will experience a **significantly improved service** when interacting with and accessing Council services. Our internal demand costs will be reduced through building an integrated digital business technology platform

**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee – 3 March 2020

**Subject:** Policy, Performance and Reform

**Report of:** Director of Policy, Performance and Reform

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### Summary

Policy, Performance and Reform (PPR) was formed in April 2019 to bring together the Council's three corporate services in these areas, and improve the connections between the agendas that these services work on. Equalities, Diversity and Inclusion has recently been added as a fourth service within PPR.

All PPR services are responsible for a broad range of work covering many different priorities, which are flexible and kept under review by the PPR management team. PPR services have both a leadership role across the city on agendas such as inclusive growth and public service reform, and an internal focus on improving delivery. The PPR services work effectively with a wide range of internal Council services and external partners to deliver these priorities.

### Recommendations

That the Committee notes the work of PPR and receives further such updates on an annual basis.

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### Wards Affected: All

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

Within PPR, City Policy leads on Climate Change policy for the Council and the relationship with the Climate Change Agency, including development of the Action Plans for becoming zero carbon. PPR supports the Council's Zero Carbon Coordination Group which aims to embed action on climate change into all areas of council business. City Policy also works on green and blue infrastructure in the city, and a range of externally funded programmes to support the climate change agenda. Both Reform and Innovation (R&I) and Performance, Research and Intelligence (PRI) also support the Council's work in this area.

<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	City Policy led on the development of <i>Developing a More Inclusive Economy - Our Manchester Industrial Strategy</i> , approved by Executive in September 2019, and are now overseeing its

	implementation. Both R&I and PRI supported this work. PRI produces performance information and dashboards that monitor the city's economy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Work and skills policy is supported by City Policy, and connecting residents to the opportunities of inclusive growth is a key priority for all of PPR.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	R&I and PRI provide significant support to health and social care integration, adult social care improvement, children's services and homelessness. The Our Manchester approach involves improving how services work with communities, through the programme team in R&I.
A liveable and low carbon city: a destination of choice to live, visit, work	PPR leads on Climate Change policy for the Council (as above) and also provides support on cultural, transport and planning policy. PRI provides neighbourhoods performance and intelligence.
A connected city: world class infrastructure and connectivity to drive growth	Infrastructure, transport and digital connectivity are supported by City Policy, and performance in these areas is monitored by PRI

**Contact Officers:**

Name: James Binks  
Position: Director of Policy, Performance and Reform  
Telephone: 0161 234 1146  
E-mail: [j.binks@manchester.gov.uk](mailto:j.binks@manchester.gov.uk)

Name: Carol Culley  
Position: Deputy Chief Executive and City Treasurer  
Telephone: 0161 234 3435  
E-mail: [carol.culley@manchester.gov.uk](mailto:carol.culley@manchester.gov.uk)

**Background documents (available for public inspection):** None

## 1.0 Introduction

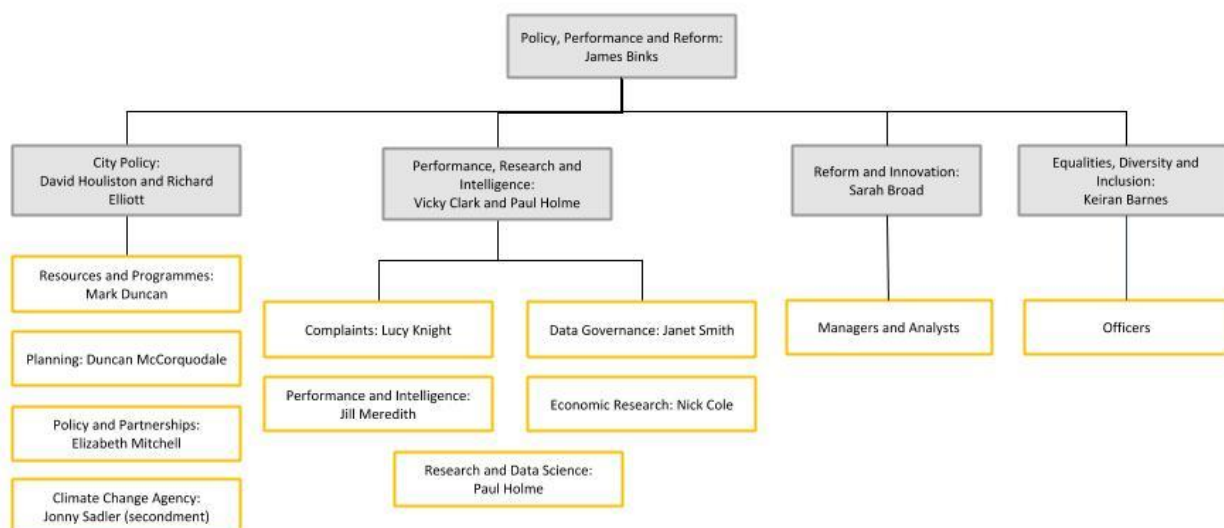
1.1 Resources and Governance Scrutiny Committee have requested a report on the priorities and performance of the Council’s Policy, Performance and Reform department for the 2020/21 Municipal Year.

## 2.0 Background

2.1 Policy, Performance and Reform (PPR) was established in April 2019, as a department within the Corporate Core of the Council.

2.2 Council approved the establishment of PPR following a review of senior management capacity, which was set out in a Personnel Committee report in January 2019.

2.3 The Director of PPR is responsible for strategic leadership of PPR, supporting the Chief Executive and Strategic Management Team to deliver the Our Manchester approach, leadership of reform, and delivery of business change. The Director of PPR reports to the Deputy Chief Executive and City Treasurer.



2.4 The structure chart above shows that PPR comprises four services, which are set out in the table below:

Service	Description
<p><b><i>Performance, Research and Intelligence (PRI)</i></b>, which consists of:</p> <ul style="list-style-type: none"> <li>● Research and Data Science</li> <li>● Performance and Intelligence</li> <li>● Data Governance</li> <li>● Research (Policy)</li> </ul>	<p>Brings together the evidence intelligence and data that the Council needs to make effective decisions, and understand the impact being made on key outcomes for our residents and the city overall.</p>

<ul style="list-style-type: none"> <li>● Corporate Complaints</li> </ul>	
<p><b>City Policy</b> (this service is officially named Policy, Partnerships and Research, but is generally known as City Policy, as this is a better description of its role, and also reduces confusion with PRI or PPR). City Policy consists of:</p> <ul style="list-style-type: none"> <li>● Policy and Partnerships</li> <li>● Resources and Programmes</li> <li>● Infrastructure, Transport and Planning</li> <li>● Staff seconded to the Manchester Climate Change Agency</li> </ul>	<p>Develops, supports and delivers 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.</p>
<p><b>Reform and Innovation (R&amp;I)</b></p>	<p>Provides support to services and partners focused on leading public service reform in Manchester, delivering the Our Manchester approach, driving business change within the Council, and programme and project management</p>
<p><b>Equalities, Diversity and Inclusion (EDI)</b>, which has recently transferred from Human Resources and Organisational Development (HROD) to PPR</p>	<p>Specialist support function to the Council as a whole with both an external and internal focus including the delivery and quality assurance of the Council's main statutory equality responsibilities and strengthening the Council's approach to workforce equality, working with HROD</p>

2.5 Heads of Service for each of the services report to the Director of PPR and collectively form the PPR Management Team.

2.6 PPR has developed a vision as follows:

*We provide high quality strategic advice, support and challenge to deliver the priorities for the Council, for the benefit of the city of Manchester. These are as set out in the MCC Corporate Plan and the Our Manchester Strategy*

2.7 PPR has also developed a set of ambitions that describe 'how PPR works' and 'what PPR does', as follows:

How PPR works – we:

- Exemplify the Our Manchester behaviours and approach
- Build trusted and productive relationships with internal and external partners to achieve our objectives
- Are flexible and willing to adapt to new areas of work



- Are proactive in identifying and developing future areas of work

What PPR does – we:

- Provide professional, honest and objective advice to enable informed decision-making
- Provide a central point of expertise in high quality performance, information/data management, analysis, research and intelligence, and develop bespoke evidence that we stand behind
- Provide expertise in policy, strategy and practice, reform, equality and inclusion, transformation and improvement, funding and programme management
- Develop a consistent narrative that can be used for multiple purposes, acknowledging where tensions exist and work through these
- Deliver a range of statutory functions, for example, performance reporting to Government, management of Complaints, and production of a Local Plan

### **3.0 Determining PPR priorities**

- 3.1 Each of the PPR services has a very broad remit. As corporate services, they are expected to support the full range of priorities for the Council and the City. Different areas of PPR work report to each and every Executive Member and member of the Council's Strategic Management Team. PPR also leads on corporate priorities from within the Corporate Core directorate of the Council, including the Our Manchester approach, tackling climate change, and equalities, diversity and inclusion.
- 3.2 The key documents for determining priorities for PPR are the Corporate Plan for the Council and the Our Manchester Strategy for the City.
- 3.3 Each service has to balance a wide range of competing demands for the limited resources available, including:
- i) Strategic thinking, which positions the Council and the City going forward to influence Government, within Greater Manchester, the Core Cities and other networks
  - ii) Developing new approaches to reforming public services, as well as supporting the delivery of transformation and change, including handing over effectively to other services
  - iii) Various work to support city-wide priorities (as per the Our Manchester Strategy and areas of increasing focus since the strategy was published in 2016) and priorities for the Council (as per the recently updated Corporate Plan and Business Plan)
  - iv) Delivery of certain statutory services, such as performance reporting to Government, and production of the Local Plan for the City

- v) Provision of robust data, intelligence and evaluation which underpins our strategic and economic planning and improves service delivery
  - vi) Securing and managing external funding including European Commission programmes and successor arrangements such as the Shared Prosperity Fund, and managing internal funding programmes such as the Our Manchester funds
- 3.4 PPR has developed a new work planning tool for prioritising new work requests. This enables Heads of Service and the Director to make more effective judgements about how to prioritise. It also helps to demonstrate where there is greater value from working differently across the four services rather than solely within one PPR service, as well as differently with internal and external partners. The nature of the work of PPR is that priorities have to be constantly kept under review and re-evaluated by the Director and PPR Management Team.
- 3.5 The next section of this paper outlines the priorities for each service as of February 2020, based on the most recent set of Service Plans.

#### **4.0 City Policy**

- 4.1 The vision for City Policy is:

*We develop, support and 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.*

*We will continue to support the organisation in delivering all priorities of the Corporate Plan.*

- 4.2 City Policy works across all priorities for the Council and the city. The service works closely with all Council directorates and many different partners in Manchester, Greater Manchester, other cities in the UK and internationally, Government departments and agencies, and national organisations, in order to achieve the best outcomes for the city. The service is both proactive to work on new opportunities for policies, strategies, resources and projects that can achieve impact for the city, and reactive to specific requests for support from internal and external partners. The service utilises Our Manchester approaches to involve residents in the development of strategies and policies.
- 4.3 The City Policy service comprises the following teams:
- Resources and Programmes
  - Policy and Partnerships
  - Planning, Infrastructure and Transport
  - City Policy also includes staff seconded to the Manchester Climate Change Agency

- 4.4 Priorities and recent achievements for City Policy are as follows under the three team headings.

#### Resources and Programmes

- 4.5 The team provides programme and project management leadership and support for a range of internally and externally funded projects and programmes that are aligned to delivery of the Council's Our Manchester Strategy and our Corporate Plan. These include the City Council's Our Manchester Voluntary & Community Sector (VCS) programme, the Cultural Partnership grants programme and externally funded projects such as the European Commission (EC) funded projects Triangulum (energy efficiency and mobility) and the GrowGreen (Green & Blue Infrastructure) which both support the City Council's actions on climate change.
- 4.6 The team works with internal and external partners to bid for additional external funding from a range of sources including the European Commission and the UK Government. Currently the focus of the team is both on securing funds from the European Commission (EC) programmes that remain open to UK applicants, and in accessing new UK funding programmes as the UK Government develops new funding programmes to replace those from the EC, including the Shared Prosperity Fund. The team is particularly focussed on seeking funding to support the Council's climate change agenda. The team works closely with the Greater Manchester Combined Authority (GMCA) on their investment funds such as Evergreen.
- 4.7 Members of the Resources and Programmes team are also working closely with other members of City Policy and other Council services on preparations for exiting the European Union. This work has included convening a Brexit Preparedness Group; reporting to UK Government via the North West Hub, working with Communications to ensure staff, residents and businesses are informed about the potential implications; monitoring potential economic impacts; and working with the Greater Manchester Brexit Preparedness Group. The work has identified a number of potential financial implications for the Council including:
- Increases in the cost of goods and services e.g. care services, buildings and construction, food and fuel.
  - Business rates reductions as a result of higher costs to businesses or issues caused by import and export tariffs.
  - National changes such as changes to interest rates, state aid and OJEU tendering.
  - Impact on the Airport Dividend.
  - EU Grant funding including risk to existing projects and lack of clarity on UK replacement funds.
- 4.8 The Our Manchester Voluntary and Community Sector (OMVCS) grants programme work with and invest in organisations that support the individuals, families and neighbourhoods of Manchester. Launched in 2018, the OMVCS

grants programme is investing £7.4million over three years (2018-2021) into 63 organisations across the City.

- 4.9 The Culture Partnership grants programme runs for 4 years (2018-2022) and invests £1.1m into 15 arts and culture organisations across the city. Grants are aimed at helping with organisations' core running costs to enable them to continue their work with different communities in the city. The funding has been awarded to organisations that have a strong offer and track record of delivering cultural opportunities for people of all ages, experiences and backgrounds. Awards have been made across a wide range of art forms to reflect the broadest possible range of cultural opportunities. Visual arts, music, theatre, dance, craft, museums, and heritage organisations are all represented amongst the organisations that have received grant funding.
- 4.10 The Triangulum and GrowGreen projects are funded through the European Commission's Horizon 2020 programme and involve the City Council taking a lead role in delivering these multi-agency projects that include a number of European partners, including partnerships with our two Universities.

#### Policy and Partnerships

- 4.11 The Policy and Partnerships team develops, supports and delivers the strategic vision for Manchester via policy and strategy development. The team also develops and maintains a network of key relationships and productive partnerships at a local, national and international level. The Policy and Partnerships team works across a number of thematic policy areas, including the following (in no particular order):
- 4.12 Inclusive economic and social policy - the team led on the creation of *Developing a More Inclusive Economy - Our Manchester Industrial Strategy* approved by Executive in September 2019, and are now overseeing its implementation. The team facilitates the implementation of the Family Poverty Strategy 2017 - 2022, which has recently included supporting the establishment of the Manchester Poverty Truth Commission. The team is currently leading work with anchor institutions across Manchester on implementing the living wage. The Policy and Partnerships team work closely with the Work and Skills Service across economic and social policy agendas. The team is supporting economic planning work in the Council post-Brexit, as well as funding arrangements for particular programmes as outlined below.
- 4.13 Culture policy - the team leads on culture and creative industries, including workspace and talent pipeline requirements, to ensure the sector continues to grow. As well as specific strategic projects, the team supports relationships with key Manchester cultural organisations. Recent achievements include successfully applying to join the international Music Cities Network to help support and develop Manchester's music industry; securing the UNESCO City of Literature designation for Manchester and subsequently establishing the Manchester City of Literature organisation; and managing the *From the Crowd* Peterloo anniversary event.

- 4.14 Climate change - the team provides a key role in developing the Council's climate change ambitions. Recently, this has included developing the zero carbon action plan for the Council and the framework for the city for the period 2020-25. The team provides support and advice to other Council services on the zero carbon agenda.
- 4.15 International relations - the team leads the Council's international relations. This includes leading the city's strategic partnerships with China and our sister cities (Wuhan, St Petersburg, and Chemnitz), and working closely with partners such as the Manchester China Forum and Manchester India Partnership. The team also facilitates inbound visits (averaging over one per week), from senior delegations, businesses, politicians and Ambassadors. Recent achievements include the International Urban Cooperation project with Montreal, Canada; signing a Memorandum of Understanding with Gumi, South Korea; and creating cultural policy links with Aarhus and Aalborg, Denmark.
- 4.16 Nuclear Free Local Authorities and Mayors for Peace - the team hosts the Secretariat for Nuclear Free Local Authorities, an organisation of approximately 40 UK councils that influence UK policy on nuclear energy and defence, and promote renewable energy and low carbon action. Manchester is also a Vice President and Lead City of Mayors for Peace, with officer support for this sitting with the Policy and Partnerships team. Recent achievements include the supporting the establishment of a European Chapter of Mayors for Peace.
- 4.17 Other External partnerships - the team facilitates the Our Manchester Forum, the partnership board which oversees the implementation of the Our Manchester Strategy 2016 - 2025. The team also manages the city's relationship with Core Cities, including supporting the Cabinet, Chief Executives and Policy Advisors Group. The team regularly works with the Greater Manchester Combined Authority, MIDAS, think-tanks, and national Government.
- 4.18 General policy support - the team regularly provides briefings and speeches for the Senior Management Team and Executive Members on a range of topics, responds to Government consultations, and develops research and content for a range of reports.
- 4.19 Digital policy and strategy across the city, coordinating issues including digital infrastructure, smart cities, digital public services, and digital skills

#### Planning and Infrastructure

- 4.20 The team directly supports the delivery of future infrastructure, transport and planning requirements within the city, Greater Manchester, the North West and nationally
- 4.21 Local Plan: The team lead on the production of the new Local Plan which will replace the Core Strategy (2012) and remaining "saved policies" from the Unitary Development Plan (1995). A consultation on the key issues to include

in the new plan commenced on 7 February and will continue until 3 April. The intention is to then develop a draft plan to consult on in winter 2020/21 followed by later on in 2021. The plan will then be subject to an examination by an independent planning inspector which is likely to occur in 2022. The plan is expected to be adopted in 2023. The team provides significant input into the GMSF both in terms of information on housing and employment schemes and policy input via officer working groups.

- 4.22 Transport Policy: There are several key strands of work that the team are involved in with respect to transport. There is significant involvement in the emerging planning for High Speed 2 and Northern Powerhouse Rail, the City Centre Transport Strategy and the Clean Air Plan. Work is also undertaken on the policy dimensions of cycling and walking strategies and schemes; electric vehicle charging; the Council's contract with Enterprise to run a car club; and autonomous vehicle testing.
- 4.23 Green and Blue Infrastructure: The team coordinate the implementation of the current Green and Blue Infrastructure Strategy working with a senior officer board and reporting to the Neighbourhoods Scrutiny Committee on progress. Work this year will include the commissioning of a major project to consider the role of the three main river valleys that cross the city in terms of their green and blue infrastructure functions.

#### City Policy performance

- 4.24 The nature of City Policy's work makes it difficult to report on quantitative measures of performance. Performance is primarily measured through feedback from key customers and stakeholders within the Council and across the City. Individuals' performance is managed through the Council's appraisal system. The team was rated as 'One to Watch' in the 2019 B-Heard staff engagement survey, and improved its overall score by more than 20 points since the 2018 survey. The performance of funded projects and programmes is subject to internal and external monitoring, evaluation and external audits.
- 4.25 The City Policy service works with PRI and individual Council services to develop a range of information and dashboards that track progress on key performance indicators relating to:
- Poverty
  - Welfare Reform
  - Economy and Skills
  - Climate Change
  - Transport and Infrastructure
  - Residential and Commercial Development

## 5.0 Reform and Innovation

### 5.1 The vision for Reform and Innovation is:

*Reform and Innovation provide support to services and partners; driving change and helping to improve outcomes for Manchester residents. We use Our Manchester approaches to make the most of resources, unlock potential, innovate and support people to work better - together.*

5.2 Reform and Innovation (R&I) works with a diverse range of partners across the city, within Greater Manchester, and different services within the Council. The team focuses on public service reform in Manchester, the Our Manchester approach, business change within the Council, and programme and project management. Work with Greater Manchester is aligned to the approach and priorities in the GM Public Services White Paper (see BST PIP below for what this means in Manchester). R&I works with GM and Government on issues relating to devolution of public services and future phases of public service reform. As with City Policy, R&I undertakes both proactive and reactive work and prioritises new work in order to deliver the best outcomes for residents with the resources available. The Our Manchester approach programme team is based within R&I and has a role to champion and embed the approach across all parts of the Council and partners across the city.

5.3 Priorities and recent achievements for Reform and Innovation are as follows, in no particular order:

#### Corporate Plan and Business Planning

5.4 R&I is now responsible for a number of key corporate planning and reporting products and processes including the creation and ongoing monitoring and development of the Corporate Plan, business and service planning, monthly integrated reporting and the Annual Governance Statement, Partnership Register and Annual Report. In 2019/20 we have led a review of our business planning processes, introducing a new approach as a result which has streamlined the process as well as ensuring that it is better 'owned' by the organisation with more meaningful engagement by our services through the development of 'service plans on a page'.

#### Our Manchester approach

5.5 The Our Manchester approach is driven corporately through a programme team within R&I, which in turn leads a wider virtual team including parts of HROD, Communications and City Policy. This virtual team is working collectively to embed the Our Manchester approach across all parts of the Council and the city. Externally focused work on Our Manchester includes OM Health and Social Care, BST PIP (below), and the Our Manchester funds programme (see City Policy). Internally focused work includes HROD support such as the Our Manchester Experience and toolkits that all services can use, Communications activity, and targeted support to particular services to help

them embed the Our Manchester approach. This is all underpinned by monitoring and evaluation of the activities and impact. A new approach to community and resident engagement is now being taken forward to support Our Manchester to feel more bottom-up and generated by residents and joining up with partners' engagement (see BST PIP).

#### Bringing Services Together for People in Places (BST PIP)

- 5.6 R&I jointly lead this work with the Council's Neighbourhoods Service. BST PIP is Manchester's approach to place-based integration that aims to better join up services around residents and the places in which they live. Partners in BST PIP include the Manchester Local Care Organisation, Registered Housing Providers in the city, Children's Services, GM Police, Neighbourhoods Service, and a wide range of other partners. Recent work includes establishing a 'Team Around the Neighbourhood' in 13 Manchester neighbourhoods, and developing a new Multi-Agency Prevention and Support (MAPS) offer to help individuals and families who do not currently receive an effective joined-up service, are experiencing multiple disadvantages and are causing high demand on public services. R&I have also partnered with the Design Council to strengthen the tools 'eyes and ears' organisations have access to in communities when trying to connect people to the right support. Priorities also include joining up resident engagement activities across partners, developing tools to better understand people and the places they live, and monitoring and evaluation of the impact of this work on key outcomes.

#### Health and Social Care integration and Adult Social Care Improvement

- 5.7 R&I supports the Chief Executive, Deputy Chief Executive and Director of Adult Social Services (DASS) with strategic development of health and care integration in Manchester, including through the Manchester Local Care Organisation (MLCO) Partnership Board and Manchester Health and Care Commissioning (MHCC). This includes business planning, operational integration, finance and business case development, HROD and workforce integration, and performance and evaluation (with PRI, see below). R&I also provides significant capacity to support the DASS with the Adult Social Care Improvement Programme including overall programme management and transformation capacity on issues such as strengths-based assessment, the development of key policies and procedures and support to improve practice. More recently R&I have provided support to early work between the Council's Children's Services and MLCO on opportunities for collaboration.

#### Our Transformation

- 5.8 R&I supports the Deputy Chief Executive and City Treasurer, and the City Solicitor on the Our Transformation portfolio, more detail on which is provided in a separate paper on this agenda. R&I provide overall leadership to the portfolio, working with colleagues across the corporate core with leadership responsibility for the five programmes within the portfolio. These are Strengthening Accountability, Our Ways of Working, Improving Our



Processes, Designing the Future Core and the Resident and Business Digital Experience Programme. R&I have also designed the approach to resourcing capacity to deliver Our Transformation through working with and supporting c.50 volunteers across the organisation. R&I is also responsible for a number of specific projects within the wider portfolio.

### Children's services

- 5.9 R&I supports the Director of Children's Services on the Children's Locality Model Programme to reform children's services to deliver local, place based children's services on a 1-3-12 footprint; aligned with Bringing Services Together and Manchester's Multi Agency Safeguarding Arrangements. Working with partners, the programme is creating integrated, multi agency place based teams centred around locality partnerships to understand and resolve specific complexities of each geographical area. By strengthening local infrastructure and partnership arrangements, partners are able to deliver effective, right and timely interventions for children to have safe, happy, healthy and successful lives.
- 5.10 This work is focused on reform of six areas of work aiming to build stronger local arrangements to support better outcomes for children. These are: complex safeguarding hub, Front Door Reform, Early Help /Early Years alignment, Social work delivery, school clusters and youth justice. R&I provide overall project and programme management as well as dedicated transformation capacity in areas such as redesign of the children's social care front door practice model, redesign of the youth justice offer, reviewing pathways into and through social care; and aligning early years and early help services to reduce potential duplication and support a stronger, more coherent offer in our communities.

### R&I performance

- 5.11 The nature of R&I's objectives and work programme make it challenging to measure performance. On completion of short term projects and programmes, the service seeks feedback from key 'customers' and stakeholders. The service monitors the number of requests for support, which has increased over the last 12 months, and manages demand by prioritising work based on alignment to the Corporate Plan priorities. The service continues to perform well in the annual b-Heard survey, retaining its status as a 3 star service in the most recent survey in 2019. Individual performance is managed via About Yous and the service works together to continuously improve ways of working at an individual and team level.
- 5.12 R&I works with services to ensure projects are handed over to other services effectively and at the appropriate time, such that delivery of transformation is effective and improves outcomes. In doing this, R&I need to ensure the team has sufficient capacity for strategic development, innovation and reform.

## 6.0 Performance, Research and Intelligence

6.1 The vision for Performance, Research and Intelligence is:

*To ensure decision makers in Manchester have the evidence and intelligence they need to shape strategic and operational thinking, and to demonstrate the impact those choices have on our priorities*

6.2 Performance, Research and Intelligence (PRI) is a broad service that brings together the evidence, intelligence and data that the Council needs to make effective decisions, and understand the impact being made on key outcomes for our residents and the city overall. PRI teams work closely with all parts of the Council and a wide range of partners in Manchester, Greater Manchester and beyond.

6.3 PRI comprises the following teams:

- Corporate Performance
- Research and Intelligence
- Corporate Complaints
- Data Governance
- Research (policy) and Workforce Intelligence

6.4 PRI priorities and recent achievements are as follows, in no particular order:

### Data Governance

6.5 The Data Governance team supports the production of high quality corporate data. The team ensures the availability of good data quality in our core systems and work to share data in a secure and structured way working with colleagues in legal. In addition, the team works closely with ICT on corporate ICT projects, for example, supporting implementation of Liquid Logic, EYES, ongoing SAP governance as well as supporting a number of corporate applications ourselves.

6.6 The current priorities of the team are:

- Continuing to develop our corporate data warehouse linking it to core data sets to enable performance, operational and management reporting.
- Continuing to improve data quality in the ONE system (education / school data) in preparation for the EYES implementation and data migration.
- Developing performance and statutory reports for the Liquid Logic social care for both Adults and Childrens.
- Continuing to provide high quality data and tracking of our NEET cohort.
- Developing additional web browsers to allow spatial data to be used across the organisation, for example, land registry.

- Ongoing support to elections to allow for complex data matching removing the need for significant amounts of canvassing.
- Maintaining the Local Land and Property Gazetteer to ensure accurate address data for the authority and deliver the street naming and numbering function to enable the correct addressing of all new developments in the city.

### State of the City

- 6.7 PRI work collaboratively with our partners and officers from across the Council to produce the annual State of the City report, which tracks our collective progress towards the vision for the city and objectives set out in the Our Manchester Strategy. The report is organised according to the five themes of the Our Manchester Strategy and covers a wide range of topics from demographics to economic growth, health, education, housing, transport and more. The report is published on the Council's website in October and is presented to a range of forums, including EMG, SMT, Our Manchester Leaders' Forum, Our Manchester Investment Board and MHCC.
- 6.8 The State of the City report is always well received. At a recent MHCC Board presentation the team received very positive feedback on the quality and breadth of analysis in the report. Further deep dive analysis is carried out by the Corporate Intelligence team on some of the challenging themes identified in the report, such as the over 50's research. Feedback from this year's report will be incorporated into our State of the City 2020 report. In particular, we will be working more closely with our Health partners and making more links with the Communities of Identity report which focuses on the issues and achievements of the city's equality groups.
- 6.9 PRI monitors performance on key indicators through producing a wide range of user-friendly dashboards including economic growth, family poverty, welfare reform, children's services, adult social care and neighbourhood services.

### Preparation for the Census 2021

- 6.10 PRI produces the Manchester City Council Forecasting Model based on local intelligence which informs our approach to planning, forecasting change in the city and future service delivery.
- 6.11 The national Census will be conducted in 2021 and preparation for this important event is underway in PRI's Corporate Intelligence team. Manchester is a particularly difficult city to enumerate so members of PRI are directly engaging with ONS to anticipate and mitigate issues that are challenging in Manchester. Work has already been identified that will be actioned over the coming months.
- 6.12 The Census is arguably the most important population dataset in the UK and provides the baseline for the following ten years of official estimates and projections, which in turn are used by the Government to allocate funding to the public sector. The census provides, not only a count of residents, but rich

data, some of which is not available from any other source. This data is used by PRI to inform services, providing an evidence base of resident, household and geographical characteristics to allow targeted, efficient provision of services and programmes of work. This intelligence covers a wide spectrum, including school provision, local housing needs, commuting patterns, residents' skill levels and emerging communities with additional support needs.

- 6.13 The 2021 Census may be the last full survey of the population so its success is vital for Manchester, not only to assess the city as at 2021 but as a quality assurance benchmark for the future. Based on the population forecast mentioned above, it is anticipated the Census will show Manchester's population is much higher than projected by ONS, but this can only happen if the Census itself is effective in capturing that population. A risk to this success is that the 2021 Census will be mostly online, the first time a UK survey on this scale has been done this way, so PRI will continue to work with ONS to identify which residents are going to need targeted support to ensure everyone is included.
- 6.14 PRI will also be improving the Council's address index to ensure the fullest coverage, providing ONS with local information to identify and target local challenges, identifying and sharing community liaison contacts, and working with Census Engagement Managers and Community Advisors when they are appointed by ONS so they can increase awareness and participation in the Census. PRI will also be creating a refreshed population forecast for 2021 to use as a check against the Census results.

#### Research and Evaluation

- 6.15 The Research and Data Science Team are leading on a number of research and evaluation projects. The team works closely with stakeholders to understand complex system questions and support those stakeholders through providing advice or directly delivering a programme of work. These include:
- 6.16 Health & Social Care - Delivering an evaluation of Health & Social Care Transformation Programme to directly support the MLCO with operational service planning, MHCC with commissioning and decommissioning decisions, and supporting MCC with service demand and budget planning modelling. In addition the team is delivering large aspects of Systems Flow analysis to better understand the interactions, dependencies and projected demands in different parts of the H&SC system.
- 6.17 Our Manchester - Delivering an evaluation of the Our Manchester approach, supporting MCC and its partners understand how Our Manchester is becoming embedded in everything we do. This involves monitoring and evaluating specific Our Manchester projects and also programmes like Bringing Services Together for People in Places where Our Manchester is embedded.

- 6.18 Children's Services - Delivering evaluations for the Early Help service, and Reducing Youth Crime, No Wrong Door and ACT programmes, where the results are directly supporting national policy and funding decisions. In addition the team is also supporting the council to understand more about Complex Safeguarding and Child Sexual Exploitation to inform service planning.
- 6.19 Early Years - Delivering an evaluation of the Early Years delivery model and providing performance information/insight into programme delivery decisions. The team is also working on a Risk Stratification model to help identify children who may be at risk of not being school ready at age 5, which is being co-designed with services and users to ensure that the model supports better outcomes for children.
- 6.20 Consultation & Engagement - Providing support to services around the delivery of resident consultation projects, this covers all statutory consultations where there is a requirement for the Council to engage openly with its residents and major non-statutory consultations where there is a potential significant impact of residents. The team provides support on methods and templates, and coordinates the analysis of results so they are available in a consistent way for decision makers.
- 6.21 Data Science - Developing a Data Science Strategy for Council and building research networks/collaborations with external partners (i.e. consultants, academia and central government). This also involves the delivery of specific Data Science led projects, including Risk Stratification models of Health & Social Care and School Readiness; and Demand models for Adult Social Care and Looked After Children. The team are also managing collaborations with MHCLG, specifically on their Digital Fund programme where the team are supporting three projects; and with GMCA, specifically on an Office of Data Analytics proposal.

#### Research (Policy) and Workforce Intelligence

- 6.22 The Economic Research Team leads a programme of bespoke work linked to the economy of the city and the delivery of inclusive growth. The team works closely with internal and external stakeholders to understand complex questions and provides advice to members and senior offices involved in the delivery of various strategies, policies, bids for resources and other projects that seek to achieve maximum regeneration impact in the city. Current priorities include:
- 6.23 Evidence to Support The Manchester Local Plan - The Team is providing the evidence base for the Site Allocations and Proposals Map via the Strategic Housing Land Availability Assessment (SHLAA). Work to develop individual policies and action plans with detailed supporting guidance (following the current issues consultation) is likely later in the year.
- 6.24 Residential Growth Strategy - The Team is tasked with overseeing the performance of the of the Residential Growth Strategy including the delivery of

c.32,000 new homes, including 6,400 affordable homes between 2015-2025. Delivery is monitored via the Residential Development Tracker - essentially a list of all housing sites (market & affordable pipeline) expected to deliver new homes over the next 10 years in the city. The list tracks developments from site identification/planning stage through to completion and appearance on the Council Tax register.

- 6.25 Commercial Property - Strategic performance monitoring and overview of the of the commercial property pipeline including the future delivery of c.1.5m sqm of office space (Manchester element of the GMSF target to 2037) and over 5,000 new hotel rooms (currently under construction and with planning permission) across Manchester. Delivery of new space is monitored using the Commercial Development Tracker - essentially a list of all non-residential planning applications expected to complete over the next 10 years. The list tracks developments from site identification/planning stage through to completion and liability for Business Rates.
- 6.26 Business Rates & Council Tax Revenue Forecasting - Working with data generated from both the Residential and Commercial Development Trackers, the Team is now working to forecast revenues from new development - an essential element of the longer term budget planning process. The result is an annual assessment of forecast rates and council tax - essentially the basis for future revenue streams used to fund services for residents across the city.
- 6.27 Housing Market Intelligence - The Team provides evidence, analysis and proposed policy responses to various challenges inherent in the current housing market in Manchester. Working with partners, senior officers and Executive members, the team provides a strategic overview of key headline housing market indicators including sales, prices, rents, voids and the mortgage market. This work is used to inform various strategic regeneration frameworks and investment plans across the city.
- 6.28 Evolution of the Residential Lettings Market - The team is heavily involved in providing evidence, analysis and proposed policy responses to the accelerating pace of change across the residential lettings sector. The team is currently working to support:
- Private Rented Sector Strategy - Providing evidence and analysis to inform the development of a refreshed Private Rented Sector Strategy
  - Student Housing - Developing an evidence base to understand how changes to the student population are impacting upon housing demand including the consideration of a review of Policy H12 of the Local Plan - Purpose Built Student Accommodation (PBSA). This is currently subject to public consultation as part of the wider review of the Manchester Local Plan
  - Airbnb & Short Term Lets - Monitoring the growth the short term lettings market in Manchester in order to improve the Council's understanding of the impacts on neighbourhoods and the wider housing market

- Co-Living - Collation of a strategic evidence base to inform the Council's understanding of the Co-Living sector in Manchester and elsewhere

6.29 Workforce Intelligence - Analysing and understanding the composition and performance of all areas of the workforce. The team works closely with business partners and managers across the organisation, providing both regular performance reports and bespoke analysis, to help services better understand workforce issues and to inform strategic decision-making.

#### PRI performance

6.30 The service performed well in the annual b-Heard survey, scoring overall as a 1 star service, and containing one team with a 3 star service rating. The service monitors the number of requests for support and manages demand through prioritising work based on alignment to the Corporate Plan and service priorities. Similar to other parts of PPR it is challenging to specifically quantify performance, however in the most recent business planning process four KPIs were identified as proxies for the performance of the service, these are:

<b>PRI Key Performance Indicators</b>	<b>Target</b>
% of Ombudsman complaints upheld	10%
Liquid Logic report build delivered and assured by Directorates	April 2020
% of project with a demonstrable / actionable impact	80%
Systems availability	99%

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

7.1 The Equality, Diversity and Inclusion (EDI) Team has recently become part of PPR, having previously been situated within HROD since 2012. Since this time, the team has helped to strengthen the Council's approach to workforce equality, culminating most recently in work to achieve the Disability Confident Leader status in 2020, and the commissioning of reviews regarding both EDI in the Council generally and race equality specifically. As a result of the team's support to the wider service, there is an increased appreciation of the dynamics of workforce equality across the HROD service.

7.2 The EDI team also provides specialist support to the Council as a whole, including delivery and quality assurance of the Council's main statutory equality responsibilities, principally compliance with Section 149 of the Equality Act 2010, the Public Sector Equality Duty. The increased focus on workforce equality issues recently has made these difficult to maintain traction on.

- 7.3 The current restructure in HROD has presented an opportunity to consider the most effective and appropriate way for the EDI Team to fulfil its broader remit, in order to add the greatest value to the wider organisation and the city as a whole. The repositioning of the team within PPR connects it more effectively to some of the major social and economic drivers for Our Manchester and introduces new opportunities to more fully embed inclusion and equality in the way that these programmes of work are developed and delivered. The team will retain a support role to HROD to ensure that there is continuity in the areas progressed to date, but will also aim to support the broader priorities of PPR to maximise its impact and effectiveness.
- 7.4 There are emerging opportunities for both the EDI Team and the wider PPR Service stemming from this move, which are yet to be fully formalised. The best and most appropriate connections will be assessed throughout the first half of 2020/21 with the team becoming incrementally more tied into the PPR service's work throughout that time.
- 7.5 The vision for Equality, Diversity and Inclusion is:
- To provide support to services and partners to embed fairness, inclusion and equality at the heart of what we do. We recognise that Our Manchester's greatest strength is its diversity; we work to support the City to harness that strength in the most positive and inclusive ways, to celebrate achievements and contributions, to remove disadvantage and to improve outcomes for our residents and workforce.*
- 7.6 The priorities and some of the recent achievements for the EDI Team include the following.
- 7.7 Review and refresh of the Council's Equality Impact Assessment(EIA) framework: EIAs are the Council's key tool to ensure that equality is considered and reflected in the development of all our functions. The current EIA framework meets statutory requirements, but the review aims to adapt the assessment make it more reflective of Manchester's key identity groups where possible, as well as making the process more streamlined, better governed and with an improved support offer from the EDI Team.
- 7.8 Refresh of the Council's Equality Objectives: The Council is required to produce a set of equality objectives that speak to organisational EDI priorities and publish a refreshed set of these at least every four years. In 2019 an extensive engagement exercise was carried out to assess people's thoughts on the Council's existing priorities and what people thought should be reflected in the coming four years. Based on feedback and with consideration of wider strategic priorities of the Council, the objectives are currently being refreshed and will be published by 12 April 2020.
- 7.9 EDI Policy refresh: The Council currently has separate policies for equality in employment and in service provision, produced in 2011 and 2012 respectively. Producing a harmonised EDI policy that cuts across employment and service



also presents the opportunity to update the Council's commitments and more accurately reflect Manchester's communities of identity.

- 7.10 Disability Confident Leader: The government's Disability Confident Employer Scheme aims to support improvements in the recruitment and retention of disabled people and the Council has committed to achieve the highest level of the scheme, Disability Confident Leader. We have, though, extended our commitments to include progression of disabled employees. Having already secured Disability Confident Employer status for the Council, the EDI Team has drafted a programme of work to support these commitments and is leading the work to achieve the Leader status in 2020.
- 7.11 Specialist support to the Council's workforce race review: in 2019 the Council commissioned an independent review of its workforce race equality, assessing the effectiveness of systems and processes as well as engaging with a selection of employees to investigate people's experiences and perceptions. A final report of the findings is expected before the end of the financial year, and the EDI Team will support the range of activities that stem from its findings, sharing specialist insight and best practice to advance the issues raised.
- 7.12 Communities of Identity (CoI) Report: The CoI report has previously been produced by the EDI Team on a biannual basis to reflect the EDI dimensions of the City's priorities and themes. It has been published as a report of the Manchester Partnership. Due to capacity constraints and conflicting priorities, the report has not been produced since 2018, requiring a refresh to be prioritised in 2020. The EDI Team will work with colleagues across PPR and other service areas to produce a refreshed report covering the period 2020-2022.
- 7.13 MCC Language Diversity Plan: research by the University of Manchester indicates that there are more than 200 languages spoken in the City, which represents both opportunities and challenges to the Council in the delivery of its services. Whilst there is some very good practice in place in relation to language diversity, there is not a consolidated understanding of what the Council's 'multilingual offer' is. The EDI Team will lead a piece of work in 2020 with a wide range of other relevant services, to cement this understanding and undertake a gap analysis of where improvements can be made.
- 7.14 EDI events: equality-focused events have long been an important aspect of the Council's public commitment to celebrating the City's diversity, and the EDI Team plays an integral role for either directly coordinating and delivering these, or supporting the work of other services or partners. High profile events such as International Women's Day, the Council's entry to the Manchester Pride Parade and the annual Disability Rocks event have been led by the EDI Team, along with support to Holocaust Memorial Day, Festival of Manchester and Windrush Day amongst others. This work will continue into 2020, with consideration given to how the team can best support other events as applicable.

### Equalities performance management

- 7.15 Since 2015, the Council has used the Equality Framework for Local Government (EFLG) to measure its equalities performance, and has held the Excellent (top) level accreditation of the scheme throughout. A product of the Local Government Association (LGA), the EFLG provides a detailed tool for measuring EDI outcomes across a range of performance areas. There is, however, uncertainty about how and whether the EFLG will be operated by the LGA going forwards. With the Council's current accreditation expiring in the summer of 2021, consideration will need to be given during 2020 to how equalities performance is best measured and managed from that point on.
- 7.16 As noted above, these priorities are subject to adjustment as the EDI Team becomes more connected to the wider objectives of the PPR Service.

**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee – 3 March 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.	Further email sent on 20/01/2020. 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</li> </ul>	Further email sent on 20/01/2020. Still awaiting response from the Director of Homelessness	Mike Wright Fiona Worrall Nicola Rea

		<p>for 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>		
7 Jan 2020	RGSC/20/2 The Council's Updated Financial Strategy and Budget reports 2020/21	<p>To request that Officers provide additional information to the Committee on the following areas in a timely manner:-</p> <ul style="list-style-type: none"> <li>• detail of the overspends within Children's Services and Adult Social Care against their original budgets</li> <li>• the expected interest payment figure for 2020/21 in relation to the capital financing cost</li> <li>• detail on the number of affordable home built to date which had been facilitated through the release of council land</li> <li>• detail of the lease agreement for the non-</li> </ul>	<ul style="list-style-type: none"> <li>• The estimated gross interest costs for 2020/21 are c. £27.6m. £21.5m relates to debt we already hold, with an estimated £6.1m for new debt required. Any changes to capital programme spend and revenue cashflow will impact on the level of new debt required. The remainder of the capital financing budget is to cover MRP costs and revenue contributions to capital outlay.</li> </ul>	Carol Culley Janice Gotts Eddie Smith

		core assets at Manchester Airport.		
7 Jan 2020	RGSC/20/2 The Council's Updated Financial Strategy and Budget reports 2020/21	To request that Officers and the Executive Member for Finance and Human Resources investigate the feasibility of further investment in additional public conveniences within and across the city and provide a response back to the Committee or the Neighbourhoods Scrutiny Committee, in due course	A responses to this request to be provided asap	Carol Culley Cllr Ollerhead
7 Jan 2020	RGSC/20/4 Draft 'Our People Plan 2020/23	To recommend that HROD ask the performance team to do statistical analysis of the relationship between vacancy levels and sickness absence levels within individual teams to explore whether there is a relationship between the two	A responses to this recommendation to be provided asap	Helen Grantham Shawna Gleeson
4 Feb 2020	RGSC/20/9 Domestic violence and abuse funding and commissioning review	To request that the Strategic Director (Neighbourhoods) writes to the Mayor of Greater Manchester setting out the Council's concern around the unreasonable wait in receiving notification	A responses to this recommendation to be provided asap	Fiona Worrall

		of CSP funding and also its concern in relation to the impact in the ability to deliver domestic violence and abuse services should there be a reduction in this grant funding		
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## 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 **21 February 2020**, 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>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk

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

<p><b>TC986 - SAP support and maintenance (2019/03/01F)</b></p> <p>To provide support to the SAP team in order to resolve incidents.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st May 2019</p>		<p>Report and Recommendation</p>	<p>Mike Worsley mike.worsley@manchester.gov.uk</p>
<p><b>Provision of Telephony / Unified Communications 2019/03/01G</b></p> <p>To seek approval to award a contract to a single supplier for the provision of Telephony / Unified Communications across the Council.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st May 2019</p>		<p>Confidential Contract Report with Recommendations</p>	<p>Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk</p>
<p><b>Wide Area Network provision 2019/03/01L</b></p> <p>To appoint a supplier to provide our Wide Area Network Solution.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 29th Mar 2019</p>		<p>Report and Recommendation.</p>	<p>Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk</p>
<p><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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Jan 2020</p>		<p>Contract report and performance report for the 2019/20 annual contract.</p>	<p>Rebecca Livesey r.livesey@mcractive.com</p>

<p><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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 21st Jun 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Nick Mason n.mason@manchester.gov.uk</p>
<p><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 Regeneration Framework.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 3rd Jul 2019</p>		<p>Checkpoint 4 Business Case &amp; Briefing Note</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>
<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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2020</p>		<p>Checkpoint 4 Business Case &amp; Briefing Note</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>

<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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 3rd Oct 2019</p>		<p>Report to Executive (Eastlands Regeneration Framework – 13.12.17, 25.07.18 (update), 25.07.19) Eastlands Update Executive Report – 11.09.19 &amp; Full Council 02.10.19</p>	<p>Richard Cohen r.cohen@manchester.gov.uk</p>
<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 and improve the accommodation.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 2nd Sep 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Georgia Cayton, Estates Service Lead Tel: 0161 234 4659 g.cayton@manchester.gov.uk</p>
<p><b>Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's Housing Group (2019/09/23A)</b></p> <p>The approval of £2m capital expenditure from the Housing Affordability Fund</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 22nd Oct 2019</p>		<p>Checkpoint 4</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>

for Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's, to acquire, refurbish and sell empty homes/stock surplus to requirement to first time buyers/owner occupiers.					
<p><b>Highways Structures Improvements (Ref:2019/10/23A)</b></p> <p>The approval of capital expenditure to undertake remedial works on highway structures identified from Principal Bridge Inspections</p>	City Treasurer (Deputy Chief Executive)	Not before 23rd Nov 2019		Checkpoint 4 Business Case	Colin Butterworth c.butterworth@manchester.gov.uk
<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>Our Town Hall - Early Works (4) prior to Notice to Proceed (2019/11/04D)</b></p> <p>To seek approval to spend</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

Capital Budget on Early Works.					
<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>	City Treasurer (Deputy Chief Executive)	Not before 4th Dec 2019		Report and Recommendation	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk
<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>	City Treasurer (Deputy Chief Executive)	Not before 4th Dec 2019		Report and Recommendation	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk
<p><b>Council Tax Base 2020/21 (2019/11/13A)</b></p> <p>To set the 2020/21 Council Tax Base</p>	City Treasurer (Deputy Chief Executive)	Not before 31st Jan 2020	In consultation with the Executive Member for Finance and Human Resources.	Council Tax Base report	Julie Hardman julie.hardman@manchester.gov.uk
<p><b>Business Rates Base 2020/21 (2019/11/13B)</b></p> <p>To set the 2020/21</p>	City Treasurer (Deputy Chief Executive)	Not before 31st Jan 2020	In consultation with the Executive Member for	Business Rates Base report	Julie Hardman julie.hardman@manchester.gov.uk

Business Rates Base.			Finance and Human Resources.		
<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>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>	City Treasurer (Deputy Chief Executive)	Not before 18th Dec 2019		Checkpoint 4 Business Case	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk
<p><b>Highways Northern/Eastern Gateway Walking &amp; Cycling Scheme (2019/12/03A)</b></p> <p>The approval of capital expenditure for the purpose of development costs for the scheme.</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>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>	<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>
<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>	<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>
<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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Jan 2020</p>		<p>Report and Recommendation</p>	<p>Samantha Wilson samantha.wilson@manchester.gov.uk</p>
<p><b>Our Town Hall - Notice To Proceed with main contract (2020/01/06A)</b></p> <p>To seek approval to spend Capital Budget on the refurbishment of the Town</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 4th Feb 2020</p>		<p>OTH - Notice To Proceed Contract Report/Business Case</p>	<p>Jared Allen j.allen4@manchester.gov.uk</p>

Hall as part of the Our Town Hall project.					
<p><b>Abraham Moss Library and Leisure Centre New Build (2020/01/10A)</b></p> <p>To approve capital expenditure to deliver a new build library and leisure centre at Abraham Moss.</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Feb 2020		Checkpoint 4 Business Case	Neil Fairlamb N.Fairlamb@manchester.gov.uk
<p><b>Ghyll Head - Refurbishment of the outdoor education centre facility (2020/01/10C)</b></p> <p>Approval of capital expenditure for the purpose of the essential refurbishment of the outdoor education centre facility to improve the asset condition and enable the site to improve outcomes and maximise occupancy and revenue.</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Feb 2020		Checkpoint 4 Business Case	Neil Fairlamb N.Fairlamb@manchester.gov.uk
<p><b>Changes to existing discretionary NDR retail relief and the reintroduction of a discretionary relief for pubs and local</b></p>	City Treasurer (Deputy Chief Executive)	Not before 14th Feb 2020	In consultation with the Executive Member for Finance and	Written Ministerial Statement (TBS), Existing discretionary relief policy	Charles Metcalfe c.metcalfe@manchester.gov.uk

<p><b>newspapers (2020/01/16A)</b></p> <p>To adopt the changes which increase the amount of relief granted to retail properties with a rateable value of less than £50,000.</p>			Human Resources.		
<p><b>Asset Management Programme 2020/21 (2020/01/21A)</b></p> <p>The approval of capital expenditure for the Council's citywide assets.</p>	City Treasurer (Deputy Chief Executive)	Not before 19th Feb 2020		Checkpoint 4 Business Case	Richard Munns r.munns@manchester.gov.uk
<p><b>Appointment of a supplier for Measured and Unmeasured Water Charges - TC1030 (2020/01/27A)</b></p> <p>The purpose of this tender is to appoint one supplier to form a framework water services agreement. The framework agreement will also be made available on the same basis to other AGMA local authorities and any North West based public sector funded organisation.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st May 2020		Report and Recommendation	Robert Kelk, Procurement Manager r.kelk@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>	City Treasurer (Deputy Chief Executive)	Not before 4th Oct 2019	In consultation with Strategic Director (Growth and Development) and Executive Members for Housing and Regeneration and Finance and HR	Report and Recommendations	Steve Sheen s.sheen@manchester.gov.uk
<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>	City Treasurer (Deputy Chief Executive)	Not before 10th Oct 2019		Executive report - 16.10.19 Executive Report - Eastlands Regeneration Framework 13.12.17 and 13.03.19 Economy Scrutiny and Executive Report – Delivering Manchester's Affordable Homes to 2025 06.09.19 & 11.09.19	Richard Cohen r.cohen@manchester.gov.uk

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>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>Framework for The Supply of Dense Bituminous Macadam (DBM) &amp; Associated Products TC012</b></p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential Report and Recommendation	Robert Kelk, Procurement Manager r.kelk@manchester.gov.uk

<p><b>(2019/08/29B)</b></p> <p>To appoint more than one supplier to a framework for the supply Dense Bituminous Macadam (DBM) &amp; Associated Products</p>					
<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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Nov 2019</p>		<p>Confidential contract report with recommendation</p>	<p>Brendan Taylor b.taylor1@manchester.gov.uk</p>
<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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 30th Oct 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Kevin Gillham k.gillham@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 2018/03/011</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>Adults Social Care and Health</b></p>					
<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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Oct 2019</p>		<p>Report and Recommendation</p>	<p>Nicky Parker n.parker@manchester.gov.uk</p>
<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</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Oct 2019</p>		<p>Report and Recommendation</p>	<p>Nicky Parker n.parker@manchester.gov.uk</p>



risk of falling					
<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 environmental sensors that analyse movement patterns.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2019		Report and Recommendation	Nicky Parker n.parker@manchester.gov.uk
<p><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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Oct 2019</p>		<p>Report and Recommendation</p>	<p>Nicky Parker n.parker@manchester.gov.uk</p>
<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>

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

Work Programme – March 2020

Tuesday 3 March 2020, 10.00am (Report deadline Friday 21 February 2020)				
Theme – Policy and Performance – Our Manchester Approach and Our Transformation Programme				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
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		Mike Williamson	

	monitor, relevant key decisions, the Committee's work programme and any items for information.			
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**Items to be Scheduled**  
 (Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings).  
 (New items added are highlighted in blue)

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Migration from Google to Microsoft 365	To receive an update on the progress being made with the migration from the Google Collaboration Platform to Microsoft 365	Cllr Ollerhead (Exec Member for Finance and Human Resources)	Ian Grant	
Use of capital budget to improve the provision of good quality temporary accommodation	To receive a report on what financial steps the Council is taking within its capital budget to improve the provision of good quality temporary accommodation within the broad geographical boundaries of the city	Cllr Ollerhead (Exec Member for Finance and Human Resources)	Carol Culley Janice Gotts Mike Wright	Date to be confirmed  Requested at RGSC meeting on 7 Jan 2020
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> </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

	<ul style="list-style-type: none"> <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>			concerns around the rate of spend of S106 agreements
Income Generation	<p>To receive a more detailed report on income generation across key areas of the Council and include:-</p> <ul style="list-style-type: none"> <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> <li>• future opportunities connected to innovative income opportunities;</li> <li>• distinctions between the amount of income generated from core 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>	Cllr Ollerhead (Exec Member for Finance and Human Resources)	Carol Culley Fiona Ledden	<p>Date to be confirmed</p> <p>Requested at RGSC meeting on 16 July 2019</p> <p>(see minute RGSC/19/40)</p>
HR Workforce themed meeting	<p>To include:-</p> <ul style="list-style-type: none"> <li>• Scrutiny of equalities within the workforce;</li> </ul>	Cllr Ollerhead (Exec Member for Finance)	Helen Grantham	Date to be confirmed

	<ul style="list-style-type: none"> <li>• BHeard survey 2019 results and outcomes; and</li> <li>• Case and performance management (including the management of staff suspension)</li> </ul>	and HR)		Potentially February 2020
State of the City 2019	To receive the State of the City report 2019	Cllr Leese (Leader)	TBC	Date to be confirmed
GMCA Governance and Public Sector Reform	To receive an update on what is being delivered for the City through these arrangements	Cllr Leese (Leader)	TBC	Date to be confirmed