



Economy Scrutiny Committee

Date: Thursday, 3 September 2020

Time: 10.00 am

Venue: Virtual meeting - Webcast at - https://manchester.public-i.tv/core/portal/webcast_interactive/485341

There will be a private meeting for Members only at 1:00pm on Wednesday 2 September 2020 via Zoom. A separate invite will be sent to members with joining details.

Advice to the Public

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

Under the provisions of these regulations the location where a meeting is held can include reference to more than one place including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

To attend this meeting it can be watched live as a webcast. The recording of the webcast will also be available for viewing after the meeting has concluded.

Membership of the Economy Scrutiny Committee

Councillors - H Priest (Chair), Abdullatif, Green, Hacking, Johns, Noor, Raikes, Shilton Godwin, K Simcock and Stanton

Agenda

- 1. Urgent Business**
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals**
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests**
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes** 5 - 8
To approve as a correct record the minutes of the meeting held on 23 July 2020.
- 5. Update on COVID-19 Activity**
Report to follow.
- 6. Economic recovery narrative for the City**
Report to follow
- 7. Economy Dashboard** 9 - 36
The Economy Dashboard is attached

The dashboard provides the most up to date metrics for 2020/21 to provide real time data on key aspects of the City's economic recovery.
- 8. Housing Revenue Account Delivery model - Northwards ALMO Review** 37 - 54
Report of the Chief Executive attached

This report informs of the outcome of the recent “due diligence” review of the Arms Length Management Organisation (AMLO), Northwards Housing, undertaken by Campbell Tickell. The report provides a summary of the findings and goes on to propose to develop a service offer to tenants in light of the findings in order to move to a full consultation and “test of opinion” of tenants and

leaseholders to the service being brought in-house.

9. Overview Report

55 - 72

Report of the Governance and Scrutiny Support Unit

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

Information about the Committee

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

The Economy Scrutiny Committee has responsibility for looking at how the city's economy is growing and how Manchester people are benefiting from the growth.

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. Speaking at a meeting will require a video link to the virtual meeting.

Members of the public are requested to bear in mind the current guidance regarding Coronavirus (COVID19) and to consider submitting comments via email to the Committee Officer. The contact details of the Committee Officer for this meeting are listed below.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to a strict minimum. When confidential items are involved these are considered at the end of the meeting and the means of external access to the virtual meeting are suspended.

Joanne Roney OBE
Chief Executive
3rd Floor, Town Hall Extension,
Lloyd Street
Manchester, M60 2LA

Further Information

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

Michael Williamson
Tel: 0161 234 3071
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This agenda was issued on **Tuesday, 25 August 2020** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

Economy Scrutiny Committee

Minutes of the meeting held on Thursday, 23 July 2020

Present:

Councillor H Priest (Chair) – in the Chair

Councillors Abdullatif, Johns, Noor, Raikes, Shilton Godwin, K Simcock and Stanton

Also present:

Councillor N Murphy, Deputy Leader

Councillor Rahman, Executive Member for Skills, Culture and Leisure

Apologies: Councillors Green and Hacking

ESC/20/26 Minutes

Decision

To approve the minutes of the meeting held on 25 June 2020 as a correct record

ESC/20/27 Update on COVID-19 activity

Further to Minute ESC/20/24 (Update on activity under COVID 19), the Committee considered a report of the Strategic Director (Growth and Development), which provided a further update of the current situation in the city in relation to COVID-19 and an update on the work progressing in Manchester in relation to areas within the remit of the Committee.

The main points and themes within the report included:-

- An update on the Our Manchester Strategy re-set, which included a proposal for an engagement plan structured around a three tiered approach comprising universal citywide engagement; targeted engagement with key groups; and targeted engagement at a neighbourhood level;
- An update on the economic recovery work structured around the nine sub-workstreams;
- The outcomes and recommendations of the report from THINK, who had been commissioned to develop a detailed labour market analysis and recommendations for potential interventions; and
- An overview of the Chancellor's Summer Statement which was structured around three themes, Supporting Jobs, Protecting Jobs and Creating Jobs.

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

- Clarification was sought on how the Council was gauging the likely long term occupancy levels of businesses going forward as part of the recovery phase and the impact this may have on associated businesses in the city;
- How was the Council communicating with residents on the constraints it faced in terms of "Building Back Better";

- In terms of the recovery of the cultural sector/offer in the city, what role would the Council play in this, including those self-employed;
- As part of the proposed High Street Fund, what was the expectation for Wythenshawe Town Centre;
- What support was to be offered to women in relation to the development of skills and their long term prospects for the workplace;
- How much employment opportunities for Manchester residents would the “shovel ready” projects bring;
- There was concern that the support from Government was short term based which would make it difficult for the Council to plan recovery for the long term;
- How would Councillors scrutinise the Transport Consultant Plan and would City Centre Councillors be able to comment on this Plan;
- How would the Council ensure that the funding it received to assist in the recovery of the City’s economy would be distributed in an equitable way;
- More information was requested on the “We’re Good to Go” kitemark and were there any potential barriers to businesses achieving this;
- Concern was made in relation to the survivability of businesses where advanced bookings did not turn up;
- There would need to be enough capacity to provide the necessary level of support to the labour market recovery to ensure there was equality for all in gaining employment;
- Clarification was sought on how the KickStart Fund would engage with current schemes;
- The COVID19 pandemic had highlighted large short comings in the way the city’s economy operated, specifically around employment opportunities within social care and health;
- There was concern that as the Government’s furlough scheme came to an end, certain families and communities within the city would be impacted by this more than others; and
- Further information was requested on the £10million allocation for unblocking Manchester’s railways.

The Deputy Leader commented that the Council had a strong desire to Build Back Better, with a green infrastructure at the heart of any rebuild, but the reality it faced was a £162million shortfall in its 2021/22 financial year on top of cuts to funding in previous years, and without further financial support from government, any form of rebuilding would be difficult and the need to communicate this with its residents was essential. He added that lobbying for further funding from Government would continue.

The Strategic Director (Growth and Development) reaffirmed that as the Council did build back, it wanted to do so in a way that focussed on environmental benefits and its 2038 net zero carbon ambition. In terms of the “shovel ready” projects, it was explained that the Ministry for Housing, Communities and Local Government had established a fund, with the Council having made several bids so far and it was hoping for funds to be approved shortly. It was also reported that there would be a real emphasis on local labour opportunities from these projects.

The Executive Member for Skills, Culture and Leisure advised that it was important to rebuild and revive the city's cultural sector as it was an intrinsic part of its economy. Steps had been undertaken to work with cultural institutions to address the impact the pandemic had had. Financial support of £71million from Government had been requested to help rebuild Manchester's cultural offer but the Council was still awaiting a response from Government on how it intended on distributing the £1.57billion that had been announced to prevent organisations and businesses across the country's cultural sector folding. It was also clarified that the financial support offered by the Government was for the current financial year only and without further government financial support for local authorities, they would struggle to continue to support the cultural sectors.

The Director of Inclusive Economy advised that the THINK report had picked up on the evidence based intervention that was needed to help the Council lobby Government for support for employment. It was noted that from the current evidence of claimant figures, there was nothing explicit that identified women as struggling to participate in the city's economy but it was agreed that this would be monitored.

In terms of the High Street Fund, it was reported that £488,000 had been provided to Manchester, but this also included some quite challenging stipulations as to how this money could be spent. It was also clarified that Wythenshawe Town Centre would be included in this Fund.

The Director of City Centre Growth explained that following a national survey by Deloitte, it had been identified from most respondents that it would be Autumn when they would prefer staff to begin returning to their places of work but this would be on a hybrid approach of 2 to 3 days a week, which would be a long term approach taken by businesses. It was acknowledged that this would have an impact on the city centre and associated businesses that relied on people being in the city centre and it would only be in the late autumn before a picture around the impact this was having would be able to be drawn to develop an appropriate response.

In terms of the kitemark position, it was reported that 150 businesses across Greater Manchester had downloaded the application form and Marketing Manchester were working to encourage more business to obtain the kitemark.

The Director of Inclusive Economy acknowledged the point made around capacity in supporting the labour market recovery and provided a brief overview of the steps that were currently being taken at regional level. She also noted that social care was an area of growing opportunities for employment within the city and city region as part of the recovery from the COVID19 pandemic.

The Deputy Leader commented that the Greater Manchester Good Employment Charter was a way of influencing employers within the city to look at equalities and provide secure jobs with good wages. Some of the work undertaken before the pandemic was even more important now to make sure areas that were not traditionally covered or left behind were now being included.

It was reported that the Council was still awaiting details as to how the Kick Start Fund was going to be rolled out by government but it was intended to commission

this at a GMCA level akin to the Future Jobs Fund. It was explained that when applying for this funding, employers would need to demonstrate that the funding would fund a new position and not just subsidise an existing position.

In terms of the funding to improve Manchester Railways, it was explained that at the present moment, detail was lacking however, it was intended to improve central Manchester railways. The funding had been given to Network Rail who had identified the Castlefield Corridor as a congested route and funding would possibly go towards feasibility studies as to what long term improvements could be made.

Decisions

The Committee:-

- (1) Notes the report.
- (2) Supports the recommendations that have been made in the THINK report (appendix 2).

ESC/20/28 Overview Report

The 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.

Decision

The Committee notes the report.



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Manchester Economy Update

September 2020

Pages

Monitoring the economic impacts of Covid-19 in Manchester

- The 'sudden stop' in general economic activity resulting from the Government imposed lockdown has significantly impacted almost all parts of the economy - both nationally & locally
- In response, over the course of the pandemic, a number of significant interventions have been announced to try and limit the fallout from Covid-19 including:
 - Coronavirus Job Retention Scheme (furlough) - currently in place until the end of October
 - Various funding streams for businesses incl Coronavirus Business Interruption Loan Scheme and Business Rates Relief
- Despite these measures, on 12th August it was announced the country had officially entered the deepest recession record with GDP falling 20.4% between April and June 2020
- In Manchester, the development of an Economic Recovery Plan is well underway designed to proactively respond to economic challenges faced in the city and support residents, businesses and the economy
- This update is intended to be part of the Economic Intelligence workstream providing an evidence base to aid decision making throughout the development of this plan



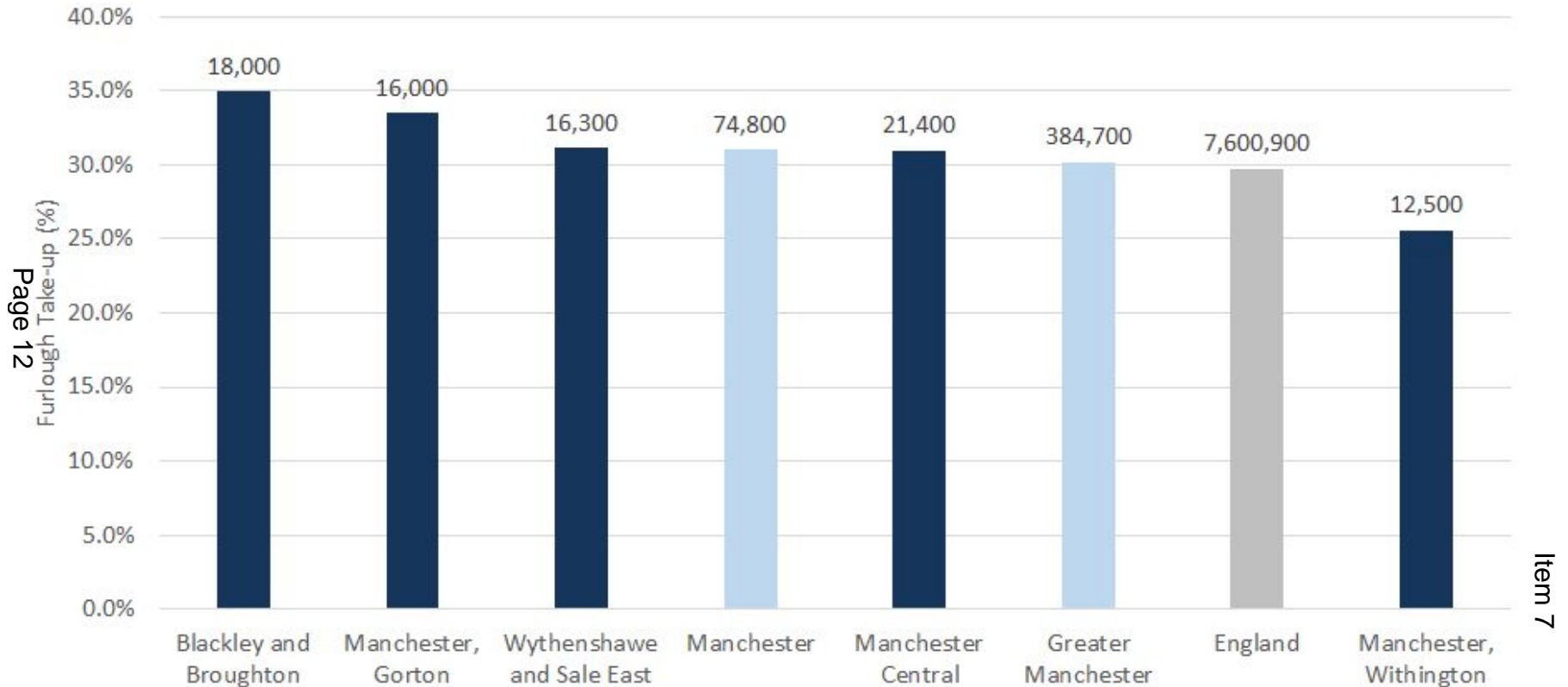
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Unemployment & Benefits

c.74,800 furloughed resident jobs in Manchester (June 2020)

Represents 31% of total eligible jobs across Manchester - take-up higher in the North & East

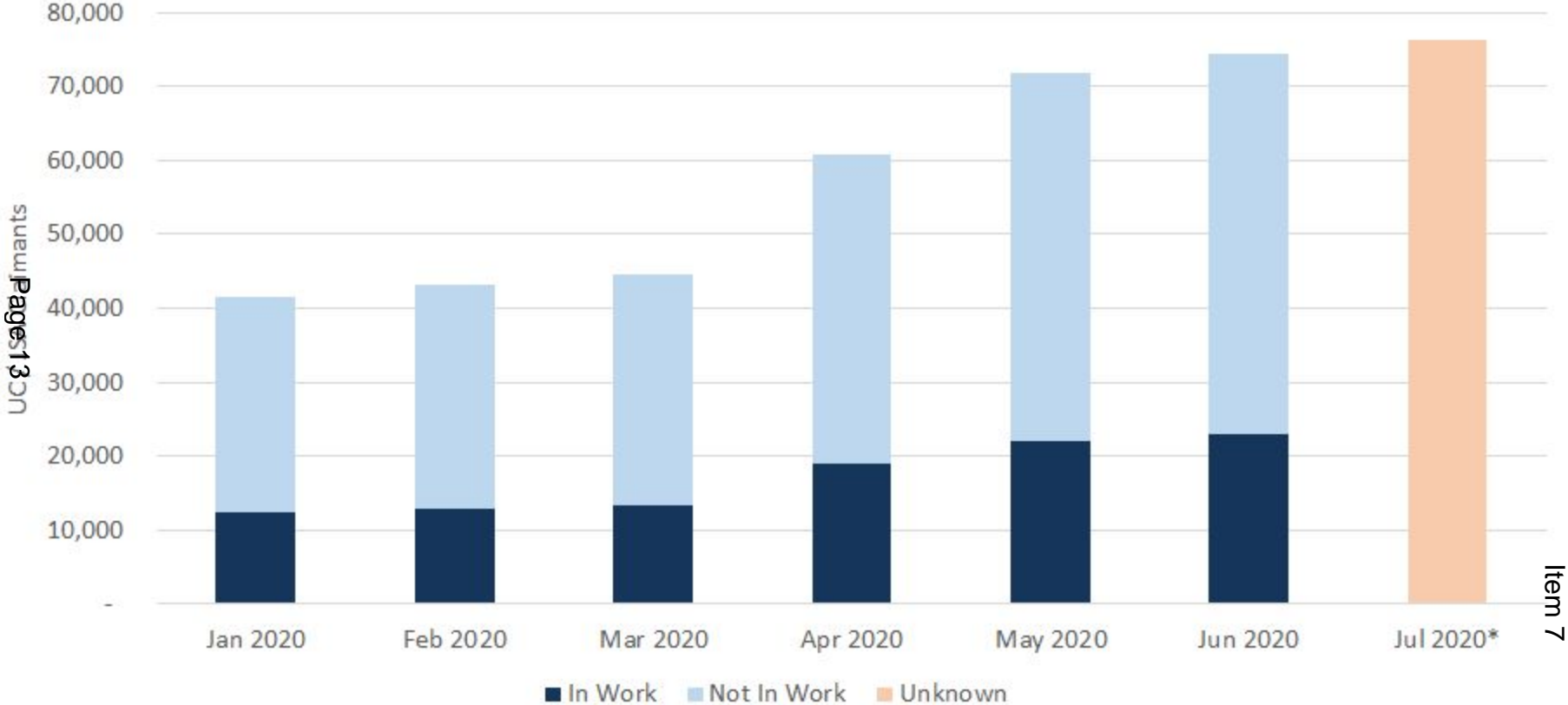


*Numbers represent total number of jobs supported by furlough

Source: DWP / ONS (Geographical split only available at Parliamentary Constituency level)

c.70% increase in Universal Credit / JSA claimants in Manchester since March 2020 (86% nationally)

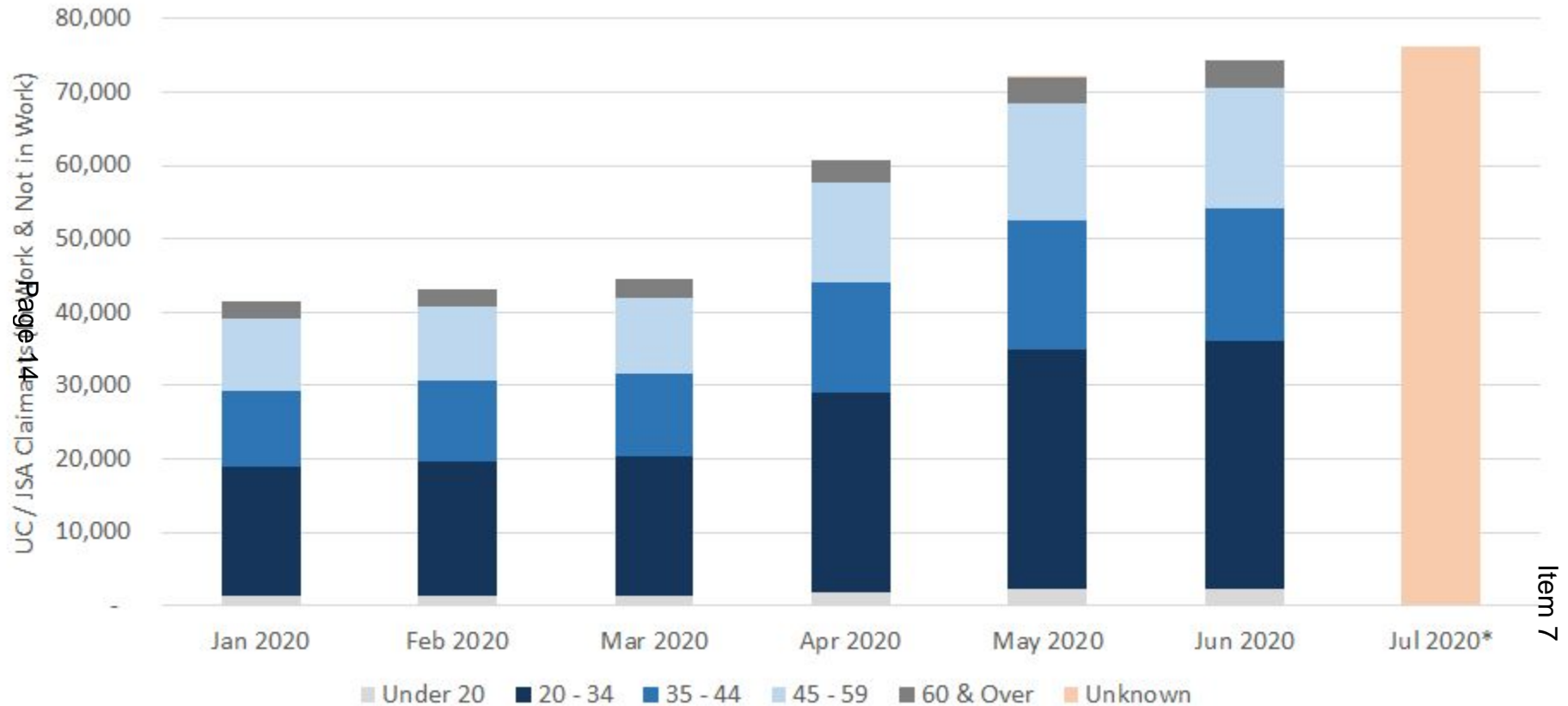
Most new claimants not in work - c.51,000 claimants not in work in June compared to c.31,000 in March



*Age & employment status breakdown of claimants not yet available for July 2020

Increasing numbers of younger people (20-34) claiming Universal Credit / JSA in Manchester

c.15,000 (79%) increase in number of 20-34 year olds claiming UC / JSA - other age groups increased by 50% - 60%



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*Age & employment status breakdown of claimants not yet available for July 2020



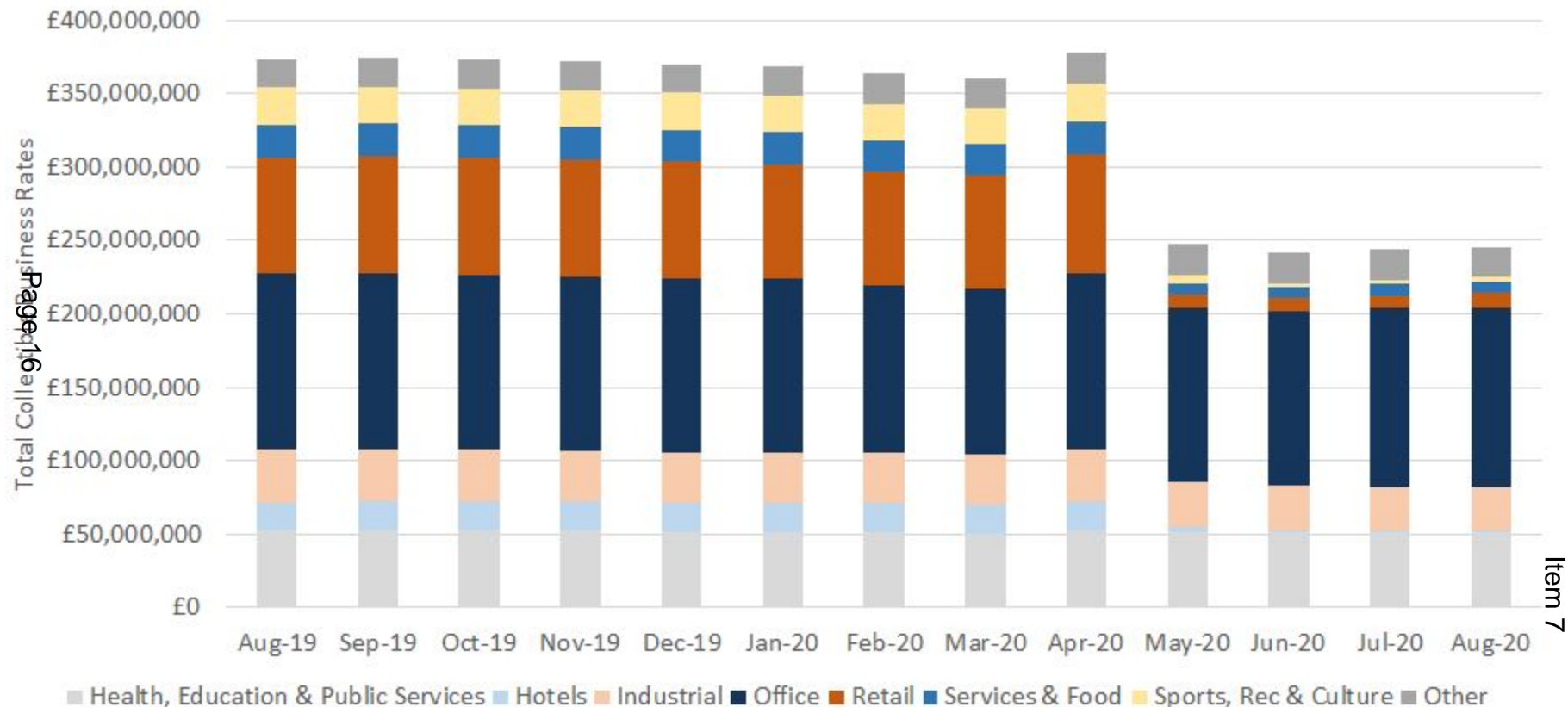
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Businesses & Business Rates

Total Business Rates charges have fallen from £378m to £245m (c.35%) since April 2020

*Linked to extended retail & nursery relief introduced as a result of Covid-19
(excludes accounting adjustments for bad debt and appeals provision)*



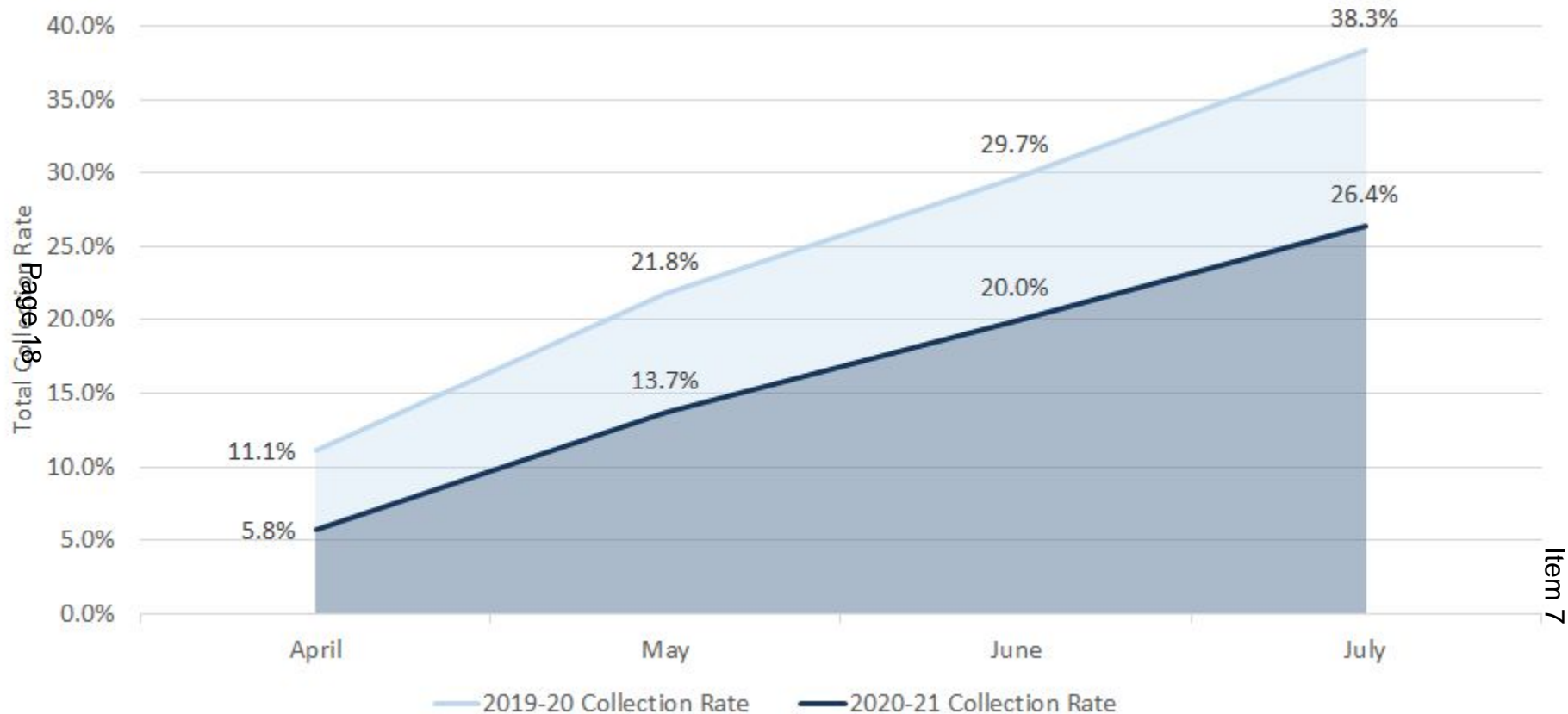
Over £245m of relief & grant funding awarded to businesses in Manchester

Less than 10% of eligible businesses haven't claimed / are awaiting relief funding

Covid-19 Business Support Measure	Eligible Businesses	Number Awarded (to date)	% Awarded (to date)	Total Amount Awarded
Retail Relief	4,351	4,351	100%	£144,422,980
Small Business Grant	6,761	6,171	91%	£61,710,000
Retail, Leisure & Entertainment Grant	2,224	1,935	87%	£39,660,000
Local Authority Discretionary Grant	949	949	100%	£4,960,000
Nursery Relief	91	91	100%	£1,048,600

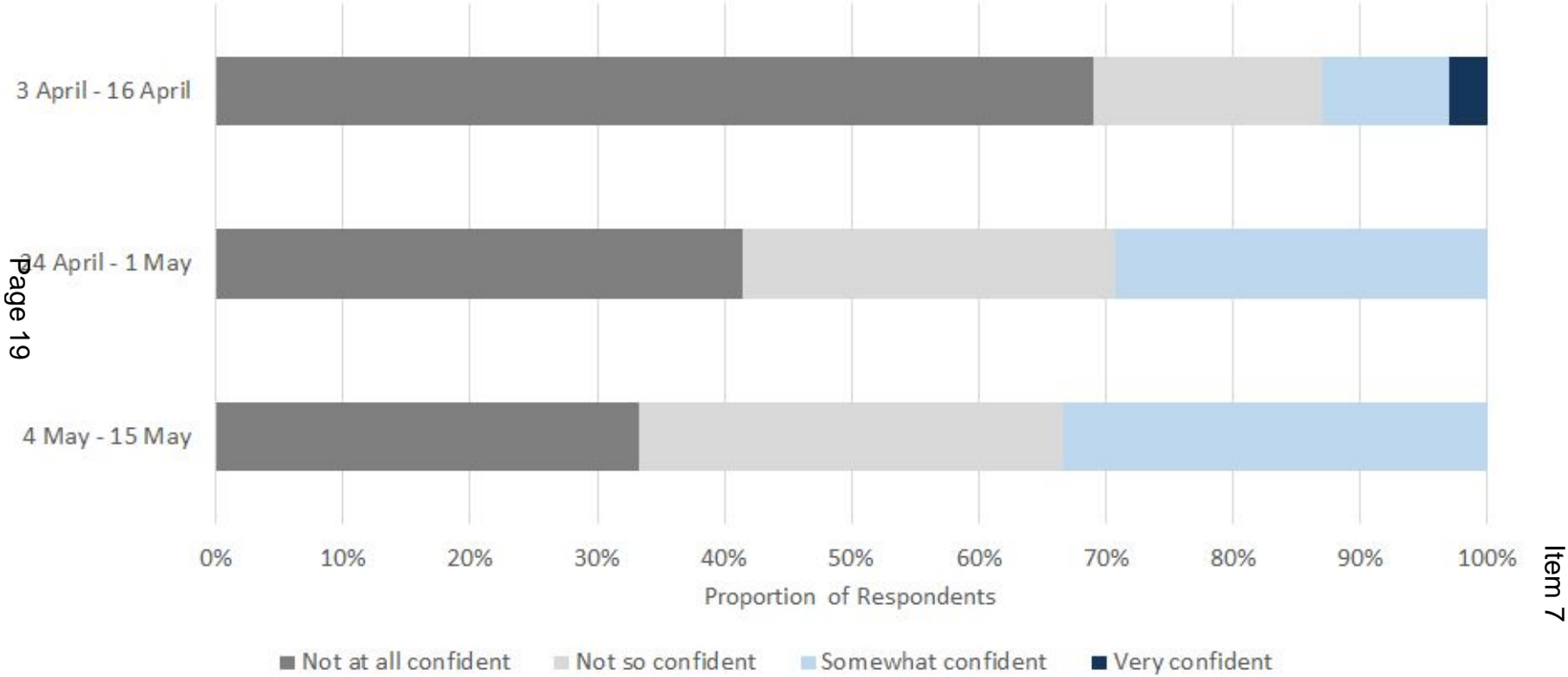
Collection rates in 2020-21 around a third lower than the same point last year

Not unexpected - due to suspensions to DD payments whilst grants & reliefs awarded - uptick in collection expected as repayment plans resumed from June



According to the GM Chamber of Commerce Business Tracker Mcr businesses slightly more optimistic than at the start of the Covid-19 crisis

Albeit the business community remain broadly pessimistic - just 33% of businesses somewhat / very confident

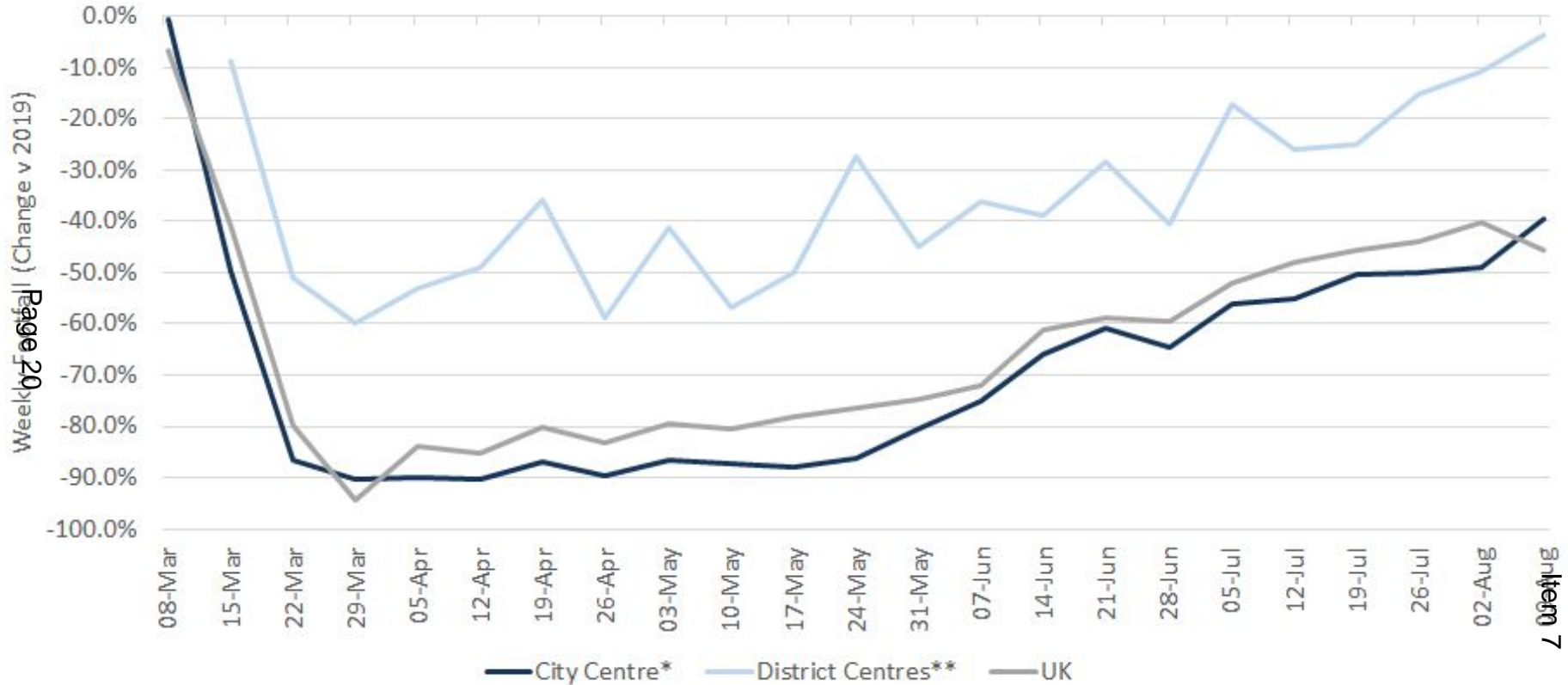


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Footfall in district centres more resilient than in the city centre & nationally

Location of city centre cameras only capturing certain types of city centre activity (predominantly retail trips)



* City Centre data on Market Street, Exchange Square, St Ann's Square and King Street

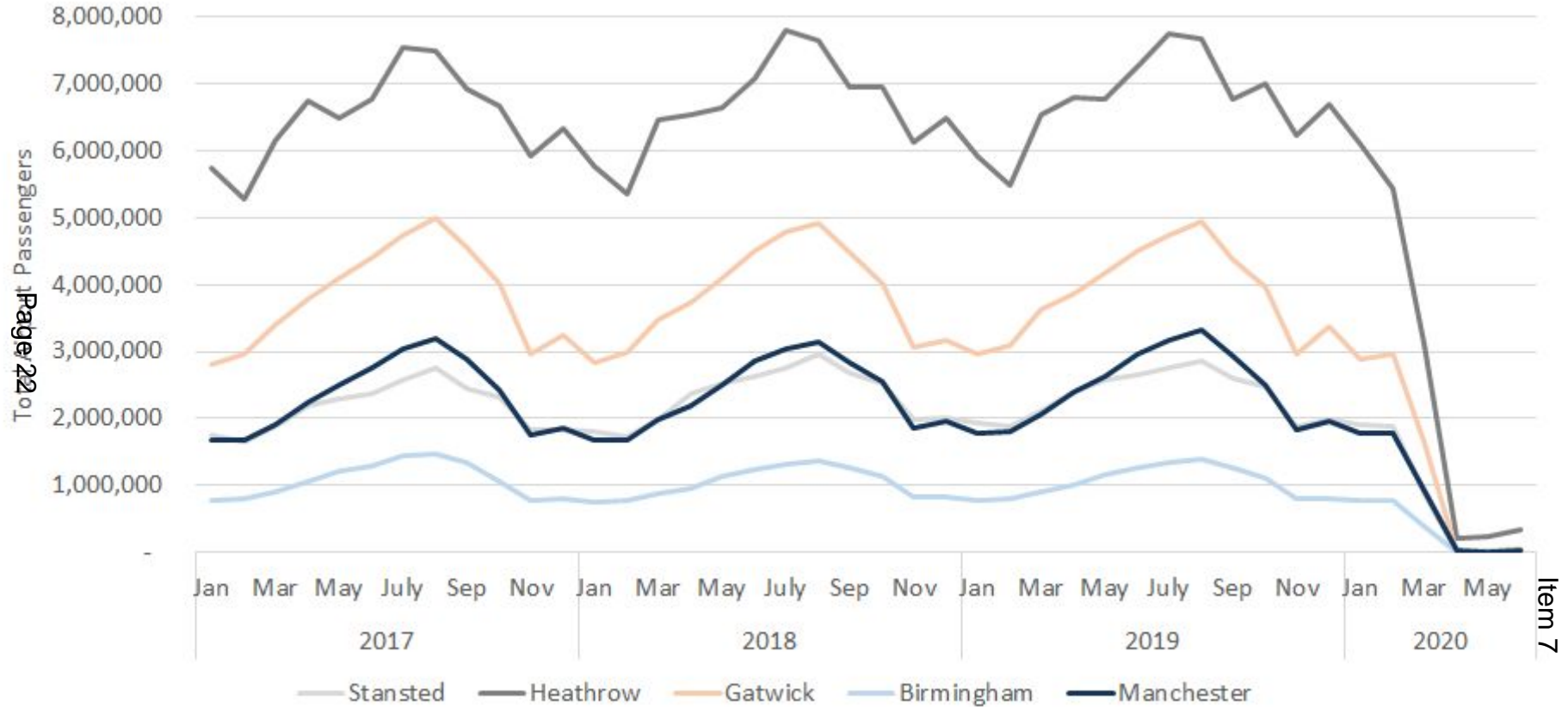
** District Centre data in Cheetham Hill, Chorlton, Fallowfield, Gorton, Harpurhey, Levenshulme, Northenden, Rusholme, Blackley & Withington

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Visitor Economy

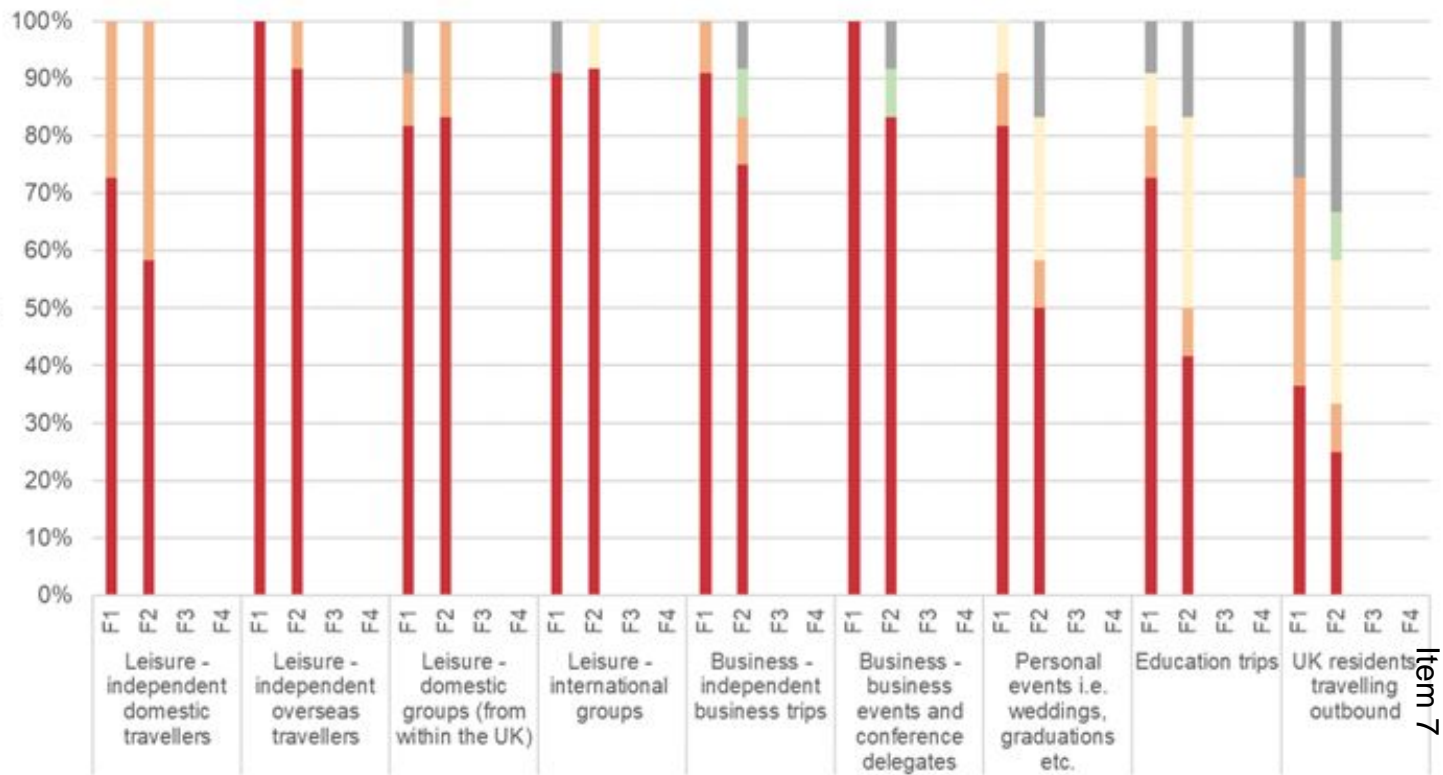
Airport passenger numbers dropped by 99% in Q1 2020/21

Continued restrictions on international travel (quarantine periods etc.) expected to continue to impact numbers



Visitor economy businesses reporting decline in revenue across all markets

Personal events & UK residents travelling outbound showing the most resilience



Number of Airbnb listing fallen by 16% (540 listings) in Q2 2020

Evidence of landlords advertising former short term lets on mainstream portals (eg. Rightmove / Zoopla)





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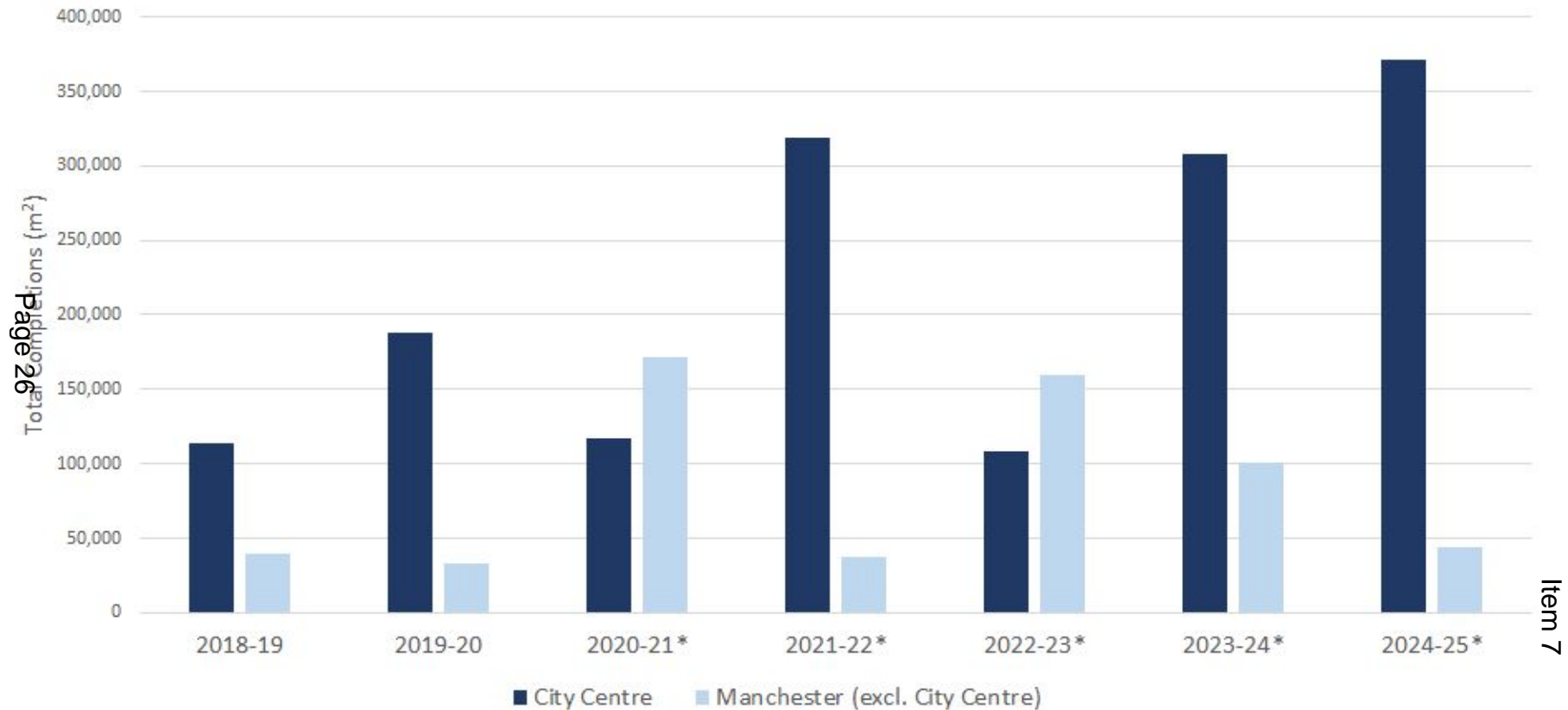
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Commercial Property

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Over 913,000m² of commercial floorspace expected to be delivered across Manchester by 2022/23

Focused in the city centre & at the Airport - estimated to generate an additional c.£29m in Business Rates charges



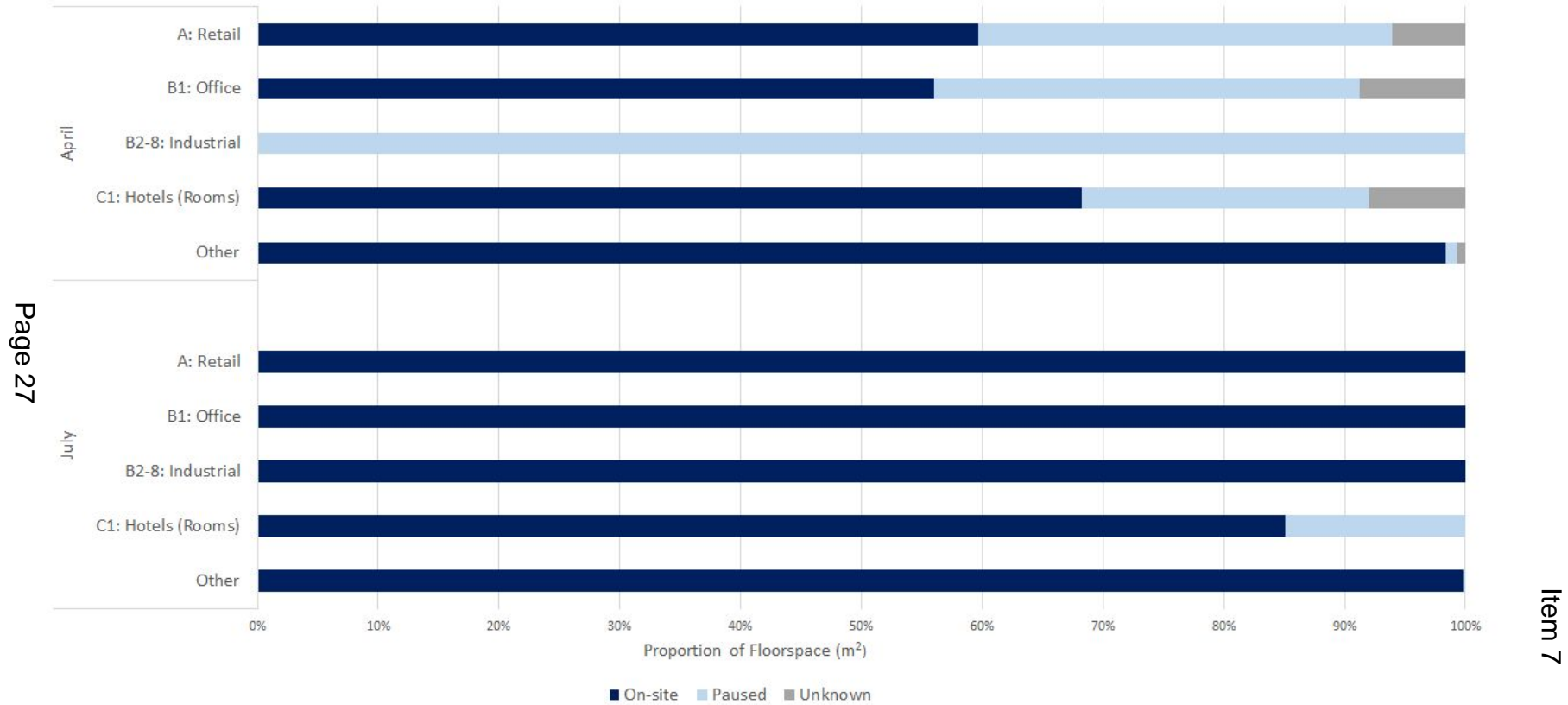
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*Completion figures from 2020-21 onwards are estimates - accurate as of 14th August

Source: MCC Commercial Development Tracker

Construction activity has returned to 95% of major commercial developments (1,000m²+) *Back to pre-Covid levels albeit with extending completions schedules expected*

Back to pre-Covid levels albeit with extending completions schedules expected



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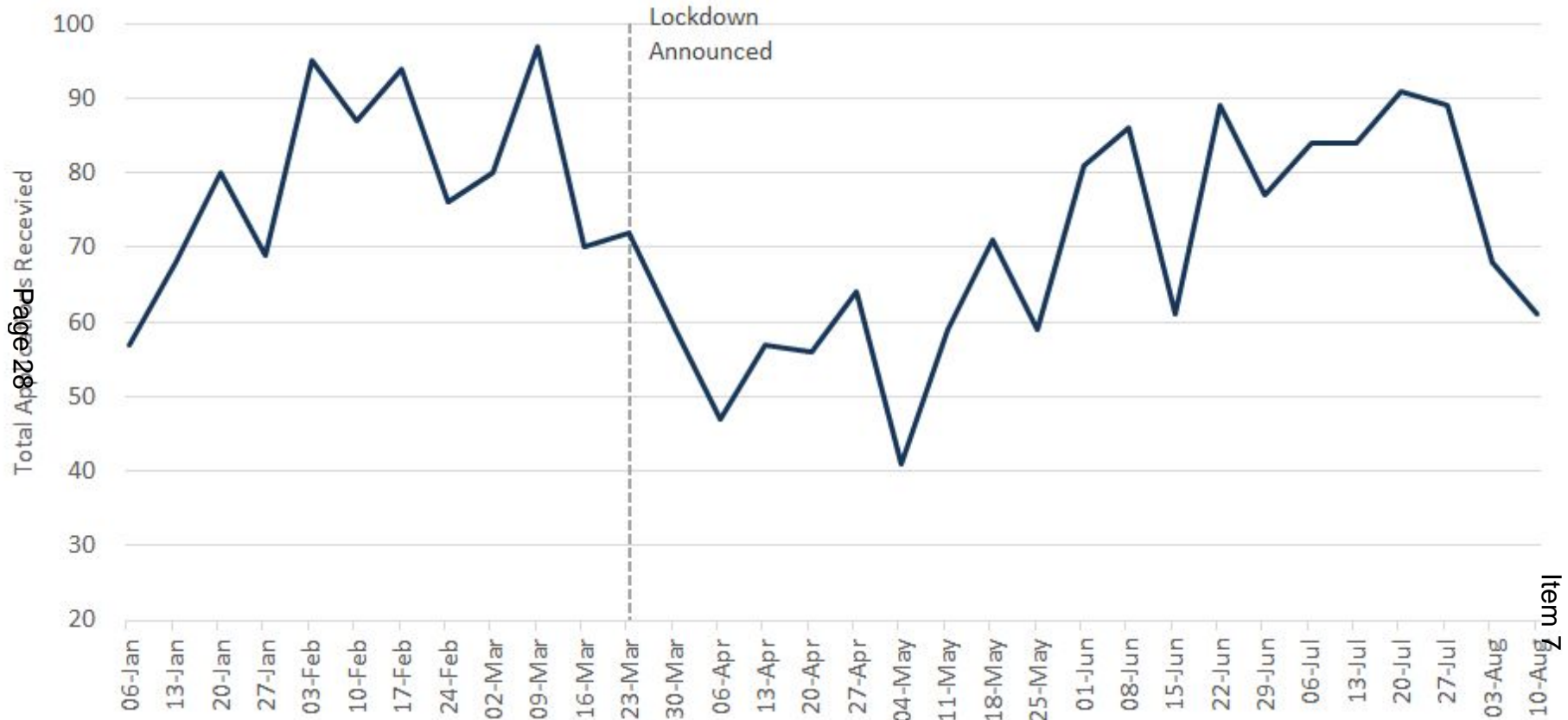
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Number of Developments: Retail (23) / Office (17) / Industrial (3) / Hotels (14) / Other (18)

Note - developments may be counted in more than one category

Planning activity returning to pre-Covid levels

Applications submitted for over 5,800 homes & 32,000 m² of commercial space since the start of the year





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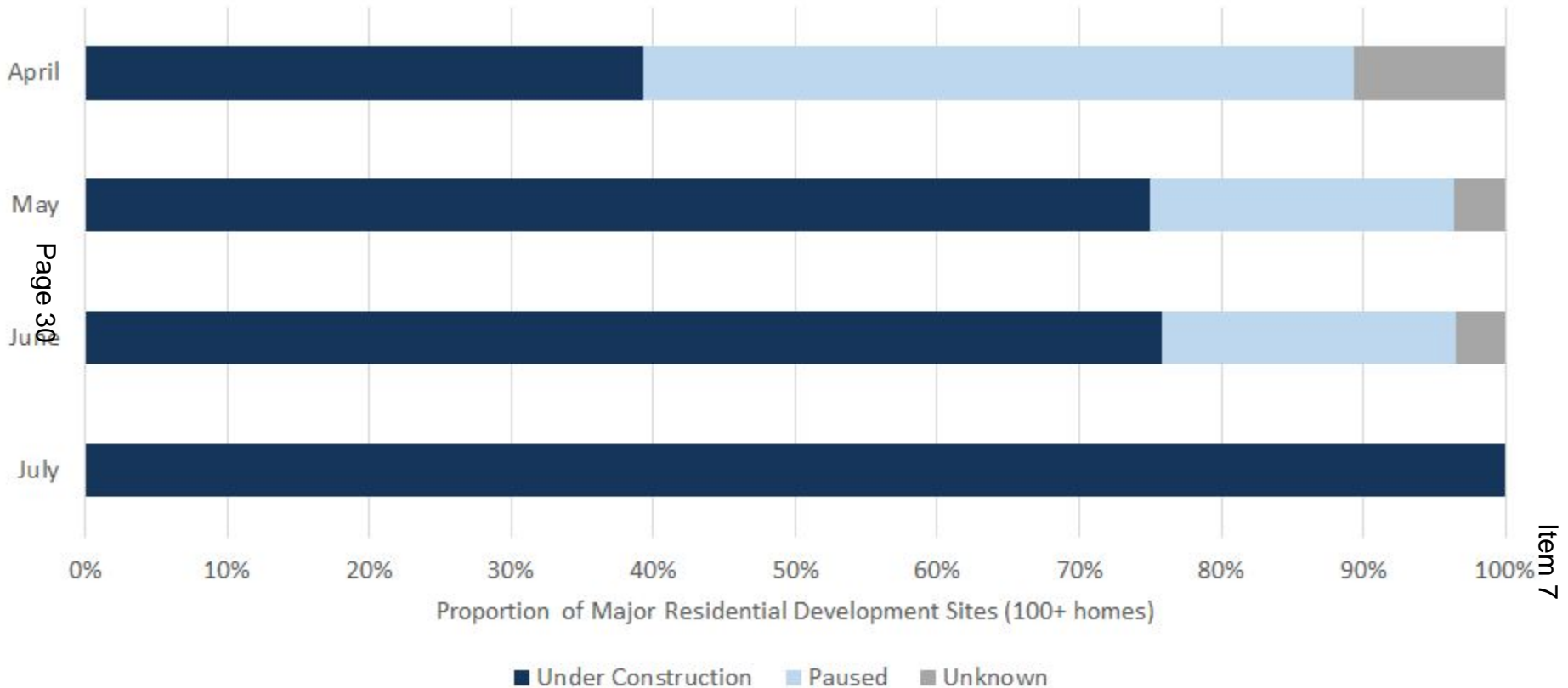
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Residential Property

Item 7

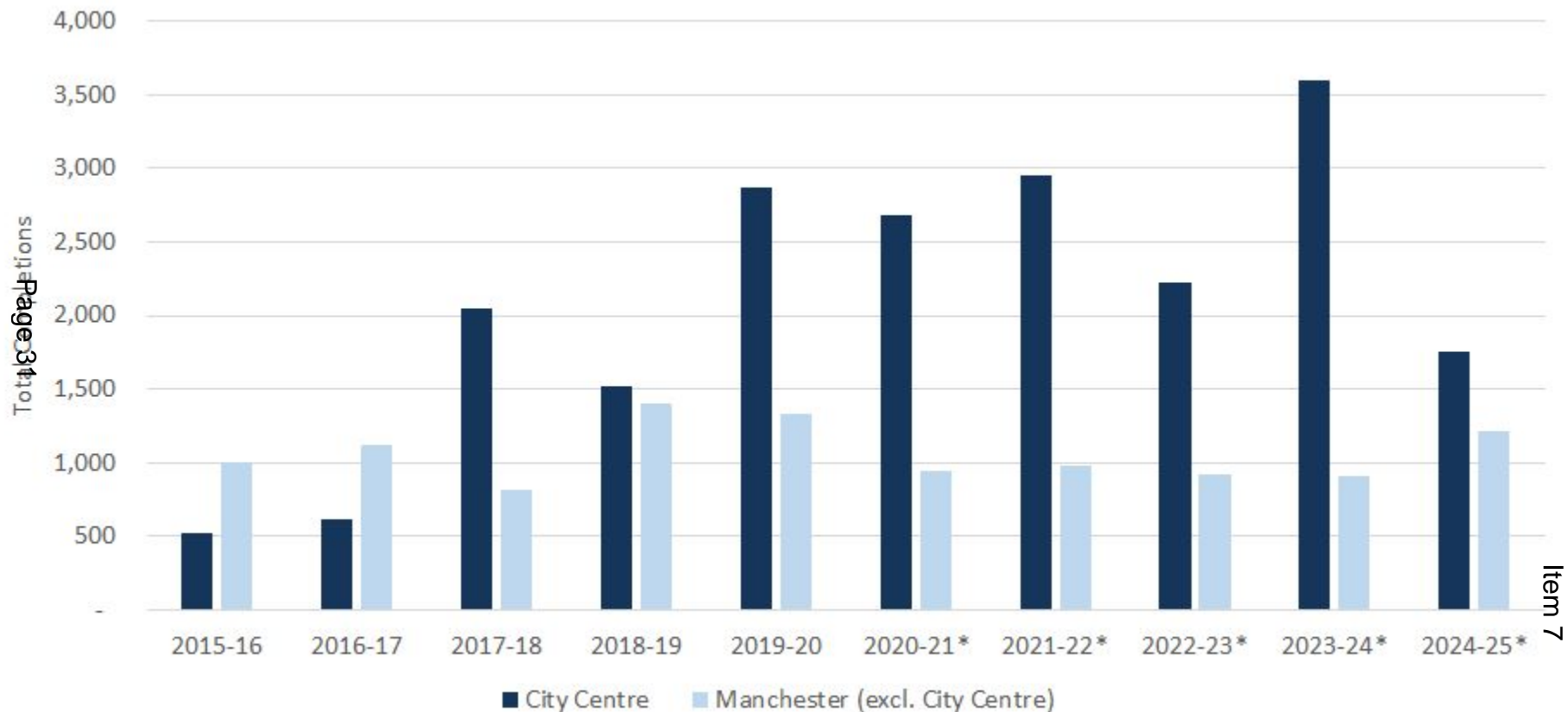
Construction activity has returned to all major residential developments (100+ homes)

Albeit completion schedules likely to be extended as firms adapt to social distancing guidelines



Over 10,000 new homes expected to be delivered across Manchester by 2022/23 (c.7,800 in the city centre & c.2,200 elsewhere)

Estimated to create over 20,000 supply chain jobs⁺ & generate an additional £14.7m in new Council Tax charges



*Completion figures from 2020-21 onwards are estimates - accurate as of 12th August

+ Based on an analysis of recent MCC residential planning applications

Source: MCC Residential Development Tracker

Residential sales activity at a near halt following the outbreak of Covid-19

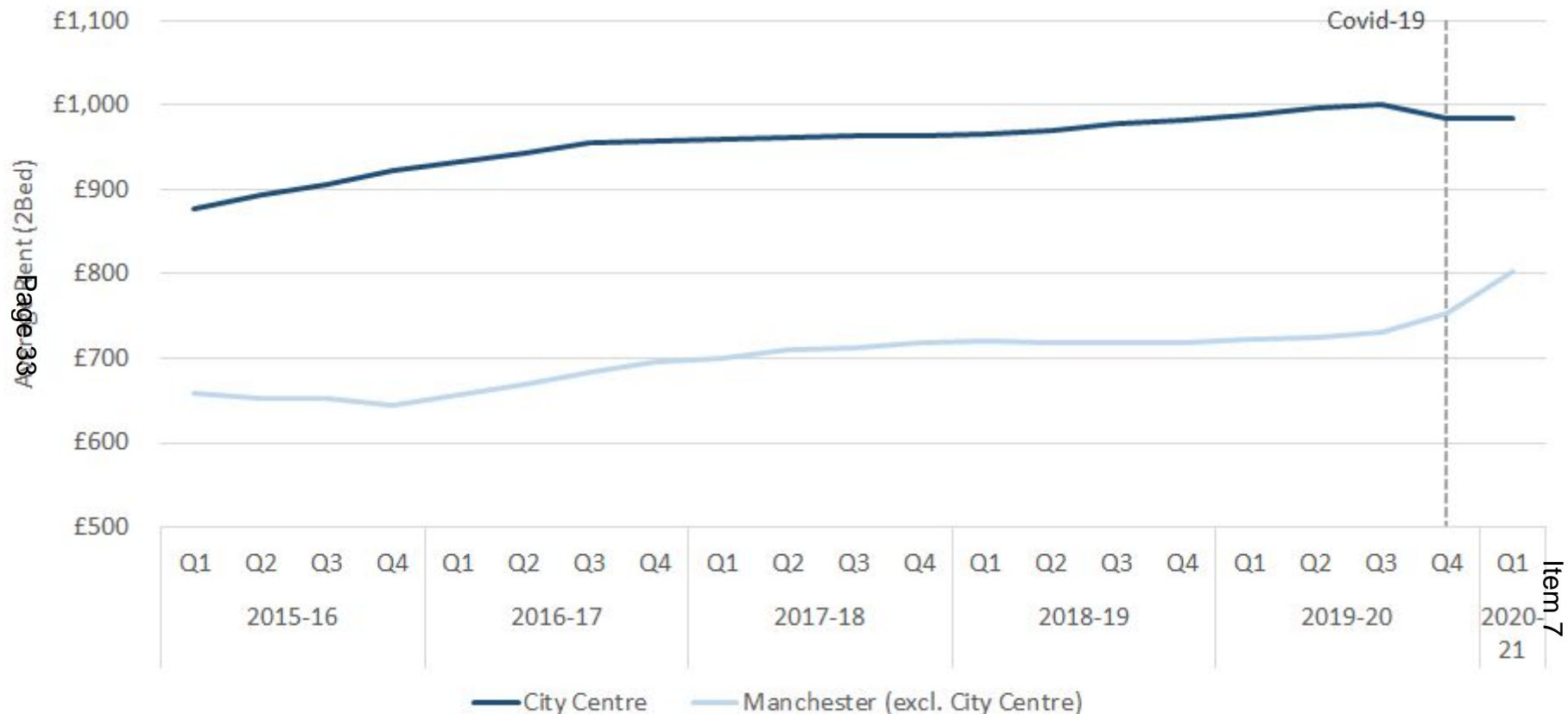
Q1 2020/21 sales 95% lower than in 2019/20 in the city centre - 85% lower across the rest of the city



*A large number of sales are regularly backdated in HM Land Registry releases so it is expected that total sales for current quarters may increase in future updates

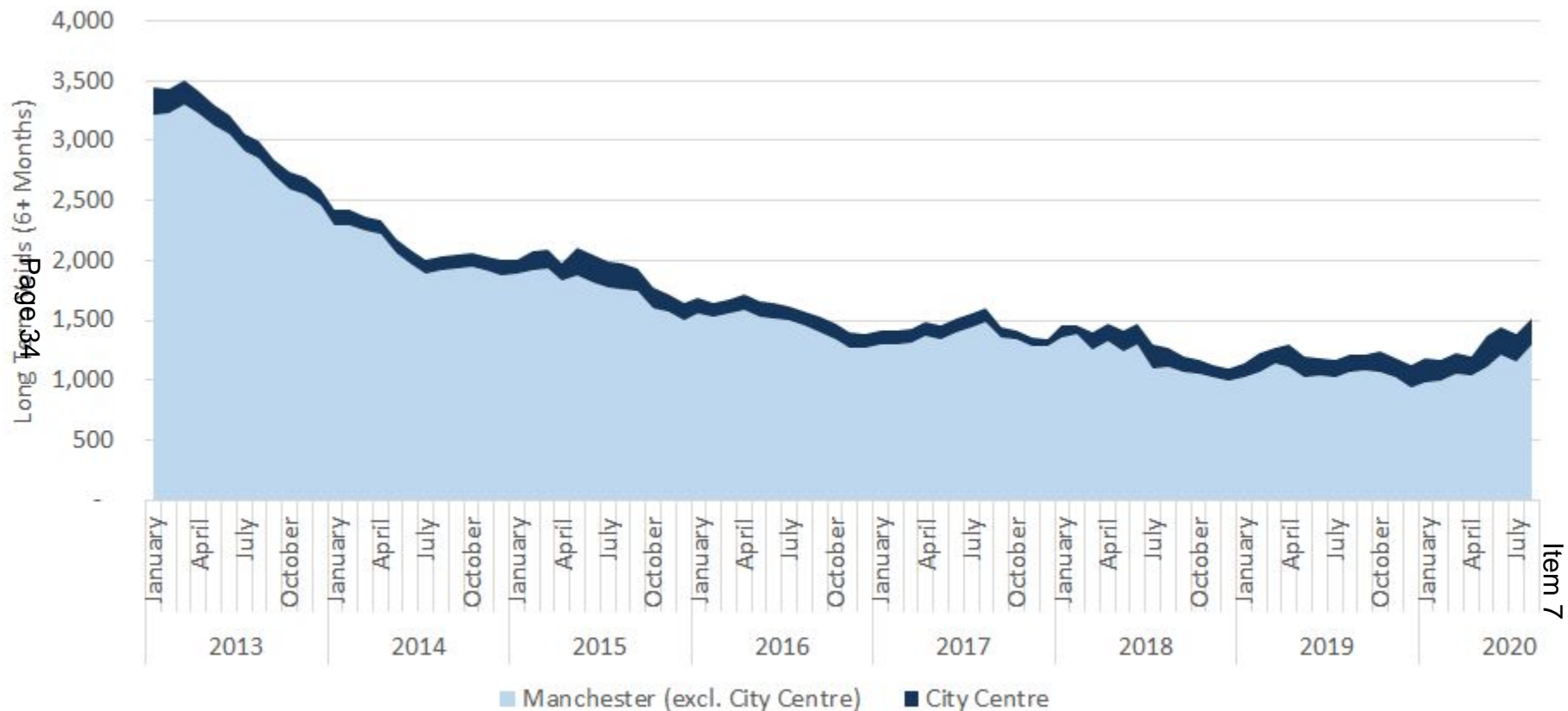
Evidence of a slight correction in average rents in the city centre (2beds)

Average 2bed rents in the city centre currently £984pcm - 1.6% below Q3 2019-20 peak



Long term void rate 0.59% in the city centre - 0.6% elsewhere

Only 1 in 200 properties remain empty for longer than 6 months



Moving to a more integrated approach to economic monitoring

- It is clear that the effects of Covid-19 are only just beginning to emerge.
- However even at this relatively early stage increasing numbers of claimants, the continued use of furlough and changes to the housing market have created changes in the economic trajectory with wide ranging implications for residents and communities across the city
- Alongside this, the Government has announced a number of significant interventions such as the Coronavirus Job Retention Scheme (furlough) and a Stamp Duty Land Tax holiday which will have a significant impact on activity over the remainder of the financial year
- Against this backdrop, now may be an opportune time to rethink and strengthen the reporting methods across the full range of economic indicators and themes in a way that recognises the emerging challenges in light of the pandemic
- Looking forward it is proposed that information in this update is integrated with welfare and work & skills data to create a single, holistic product that responds to and better supports emerging priorities
- Comment and suggestions from committee members are welcomed

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**Manchester City Council
Report for Resolution**

Report to: Economy Scrutiny Committee - 3 September 2020
Executive - 9 September 2020

Subject: Housing Revenue Account Delivery model- Northwards ALMO Review

Report of: The Chief Executive

Summary

To inform the Executive of the outcome of the recent “due diligence” review of the Arms Length Management Organisation (AMLO), Northwards Housing, undertaken by Campbell Tickell. The report provides a summary of the findings. It is proposed to develop a service offer to tenants in light of the findings in order to move to a full consultation and “test of opinion” of tenants and leaseholders to the service being brought in-house.

Recommendations

Economy Scrutiny Committee is asked to comment on and endorse the recommendations to the Executive.

Executive is asked to:

1. Note the review concludes:
 - doing nothing is not an option;
 - that there is an opportunity to achieve savings of at least £77m over the 30-year business plan by ending the current arrangements under which the Council’s housing stock is managed by Northwards Housing Limited (NHL). Savings can be achieved by the removal of duplicated costs and service improvements. Savings would support the viability of the HRA and allow continued investment in the housing stock, work to include achieving a zero carbon City and new build projects.
 2. Confirm that insourcing the service remains the preferred option and the intention to take over direct management of the Housing Service into the Council from 5 July 2021 subject to a “test of opinion” involving all tenants and leaseholders.
 3. Note the proposals contained within the report about how the new council controlled service offer will be developed and how, in future, tenants will be involved and empowered in the decision making about services to homes and communities.
-

Wards Affected:

Higher Blackley, Charlestown, Crumpsall, Harpurhey, Moston, Cheetham, Collyhurst, Miles Platting and Newton Heath and Piccadilly

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

The retrofitting of existing homes managed by Northwards is one of the key aspects of this proposal. The HRA cannot currently support the level of investment required to achieve a number of investment objectives including the level of retro-fit to meet Zero Carbon. Measures need to be taken to manage the projected deficit in the HRA in order to meet Zero carbon and other policy aspirations.

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	As the largest single landlord in the City the Housing service is a major source of contracts and supplies that ideally are sourced locally. Options under consideration will seek to maximise the community wide benefits and impact in North Manchester.
A highly skilled city: world class and home grown talent sustaining the city's economic success	A major employer the Housing services for the council stock currently employs c350 people and supports apprenticeships and wider skills development.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The housing service is the largest single community influencer in North Manchester alongside the City Council.
A liveable and low carbon city: a destination of choice to live, visit, work	Central to this report is the investment needed to retrofit existing homes in order to achieve a zero carbon housing stock. .
A connected city: world class infrastructure and connectivity to drive growth	The housing service is a major contributor to the North Manchester infrastructure.

Financial Consequences

The “due diligence” exercise has provided robust and externally validated financial analysis of the available options. Indications of the revised HRA budget position is included in the report.

The budget to conclude the prices and transfer the service into the Council is £1.4m. This can be funded using HRA reserves.

Contact Officers:

Name: Kevin Lowry
Position: Interim Director of Housing and Residential Growth
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Name: Carol Culley
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Telephone: 0161 234 3030
E-mail: c.culley@manchester.gov.uk

Name: Fiona Ledden
Position: City Solicitor
Telephone: 0161 234 3030
E-mail: f.ledden@manchester.gov.uk

Background documents (available for public inspection):

- Housing Revenue Account 2016/17 to 2018/19, Executive, 17th February 2016;
- Housing Revenue Account 2016/17 to 2018/19, Finance Scrutiny, 25th February 2016;
- Housing Revenue Account and the Council's Housing Management Contracts, Executive, 11th January 2017
- Housing Revenue Account Delivery model- Northwards ALMO Review, Executive 3 June 2020

1.0 Introduction

- 1.1 Manchester City Council owns nearly 16,000 council homes. These are managed on behalf of the council by a mix of delivery methods:
- The majority of the homes (13,300) are managed by Northwards Housing Limited (NHL);
 - 527 homes in Ardwick are managed by Grove Village Limited;
 - 1,469 homes in Miles Platting and Newton Heath are managed by Renaissance Miles Platting Ltd;
 - 741 homes in Brunswick are managed by Solutions for Brunswick (S4B); and
 - Guinness Partnership - manage 171 Council properties in West Gorton
 - Peaks and Plains Housing Association - manage 11 bungalows in Alderley Edge
 - Avro Hollows Tenant Management Organisation (TMO) - manage 312 properties in Newton Heath
 - Shout Tenant Management Organisation - manage 94 properties in Harpurhey
- 1.2 The Council established Northwards Housing Limited (NHL) in 2005 with the primary objective of securing government funding to deliver the Decent Homes standard. Although the decent homes funding has now ceased, the Council has retained NHL and continues to commission housing and additional services including the City wide allocations scheme, Manchester Move and the delivery of the capital investment programme for Council housing.
- 1.3 On 3 June 2020 Executive considered the position of the delivery of the Housing service in the context of the Housing Revenue account (HRA). The current HRA business plan shows that reserves fall below the c£60m level required to avoid having to pay increased interest charges on debt in 2027/28, and the reserves are forecast to be exhausted by the end of the 30-year business plan leaving a deficit of over £11m. The current plan is primarily aimed at maintaining decent homes.
- 1.4 The June report reflected that there is additional pressure and demands on the HRA including enhanced fire safety works, new build schemes and retro-fitting to achieve full Zero carbon of existing homes by 2038. Combined these areas lead to a projected deficit in excess of £400m by the end of the 30-year business plan.
- 1.5 Following consideration of the issues and options Executive agreed to:

- approve consultation on the preferred option (insourcing) identified as part of the HRA review to bring the ALMO back in-house with a recommendation for the decision to be made in September 2020;
- approve the commission of a due-diligence exercise of the Northwards ALMO, including consultation with staff, unions, tenants and local stakeholders, and review the costs of options that will assist the HRA and develop a business case; and
- approve that Northwards be asked to make interim arrangements for a suitably qualified Interim Chair and defer any recruitment until the consultation and due diligence exercise is concluded.

1.6 It is confirmed that Northwards agreed to recruit an Interim Chairman and have duly made an appointment. In regard to a “due diligence” review, Campbell Tickell was appointed and has conducted the review which is reported here.

2.0 Campbell Tickell Review of the HRA and the Northwards ALMO

2.1 Methodology

- 2.1.1 The review conducted by the consultancy Campbell Tickell has involved extensive review and interviews:
- Survey of all tenants, including option to complete hard copy or online.
 - Webinars for tenants
 - Direct dial number for tenants
 - Meetings with “Tenants View” representative group and tenant Board members
 - Interviews with community stakeholders identified by Northwards and MCC
 - Interviews with staff and Board members within the ALMO and Corporate leaders within the Council.
 - Interviews with several groups of Board members
 - Extensive document review including accounts, structure charts, Board and Council papers, previous reviews
 - Meeting with North Manchester members.
 - Interview with Executive Member for Housing and Regeneration
 - Financial Analysis of options to retain the ALMO; insource management into the Council; and stock transfer.
- 2.1.2 Over 3000 responses were received from tenants and leaseholders constituting around 23% response rate. Participants were asked to rate their opinion of the service in seven areas;
- Overall rating of the service
 - Ease of accessing the service
 - How well they think their views are taken into account
 - Quality of repairs service
 - Communal areas
 - Dealing with anti-social behaviour
 - Value for money

These themes were selected as they are traditionally the main influencers of tenants overall satisfaction with their landlord. Participants were asked a final free text question “What are your priorities for the Housing service in the future?”

2.1.3 The review exercise commenced on 1 June with the survey being issued from early July. The closing date for responses was 31 July and the final report was received on 24 August.

2.1.4 The financial and non financial benefits of all three options have been evaluated against six criteria:

- Potential to add-value to North Manchester tenants and communities
- Cost of delivering a high quality housing management service
- Cost of management
- Sustainability of the HRA and General Fund (revenue and capital)
- Deliverability within the legislative context and at an acceptable level of risk
- Potential to deliver wider Council outcomes

2.2 Main findings.

2.2.1 Campbell Tickell has assessed the current service baseline, the challenges that need to be addressed for the service and HRA; and reviewed the three options of retention of the ALMO; insourcing management into the council; and stock transfer.

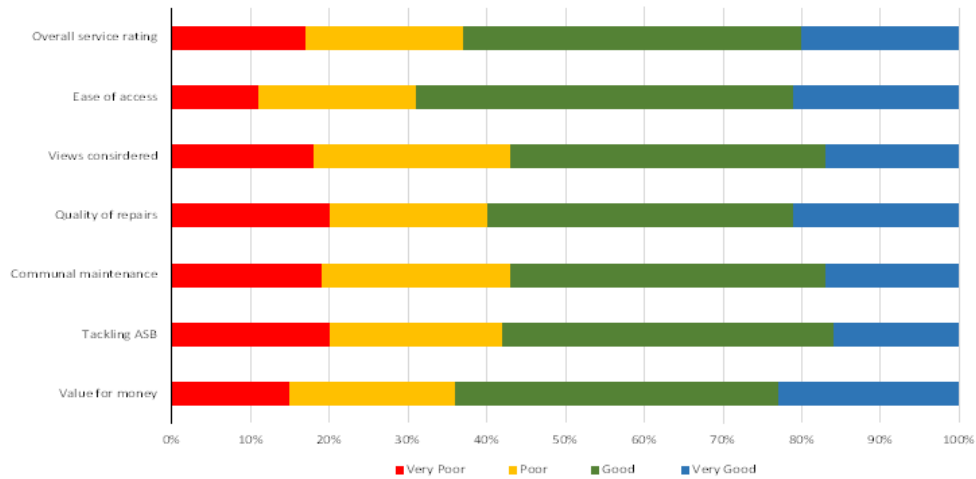
2.2.2 Current service baseline

- Campbell Tickell concludes Northwards has operated relatively effectively at relative arms-length within the terms of its original management agreement (renewed and extended in 2013) over the last fifteen years.
- It is a focused housing management organisation with a committed frontline team that is widely perceived by stakeholders as delivering effectively on the ground in a challenging operating environment.
- Its relative strengths lie in income collection, tenancy sustainment and in the community partnerships built to support vulnerable residents through close alignment with Manchester Move and YES (the employment and training Community Interest Company) .
- Neighbourhood services are responsive and work well within the Council’s neighbourhood framework, but there is a sense of parallel working with the Council in areas such as tackling ASB. Demarcation issues caused by a patchwork of estate management service arrangements do not help in providing a seamless service across neighbourhoods.
- MCC officers highlight the need for Northwards to provide greater support in delivering strategic priorities and in delivering wider community solutions.

- With regards to efficiency, annual operating surpluses had been made year-on-year, but there have been deficit budgets in the current and previous financial years that are being met by use of reserves.
- However, overhead costs are high compared with other providers, though these do include the charges of services provided by the Council that are not market-tested, as well as the cost of operating from Hexagon Tower.
- The major works service has not responded effectively to the upscaling of complex, whole system works needed to deliver fire-safety works, and the service needs restructuring and re-equipping to improve its delivery capacity and cost effectiveness. Consequently, benchmarks for major works and cyclical maintenance are weak, reflecting the high fixed-cost within the service relative to the level of works delivered.
- Governance arrangements need attention, as highlighted by an earlier Governance review, and further amplified by this review. The Board requires reshaping and re-equipping to enable it to lead the organisation and respond to the priorities of the Council.
- The survey undertaken as part of this review has received feedback from over 3,000 tenants. It is recognised that whilst not systematically conducted, and run at a point three months into lockdown when service delivery has been severely impacted, it does provide some level of insight into how tenants view services provided to them.
- Analysis shows that tenants rate services Good over Poor on a 2:1 ratio, however 30-40% of tenants are not satisfied with the service provided to some extent. Collating and acting upon this type of insight is essential in understanding and responding to tenants' needs and aspirations, and it must be recognised that this apparent level of dissatisfaction with some services indicates some problems. At the same time though, it should be recognised that this was an exercise to collate views, rather than a comprehensive STAR survey.

Tenant Feedback

Feedback across seven aspects of service delivery



2.2.3 Challenges to be addressed

- In common with every other local authority and social housing landlord, MCC has experienced a significantly tougher regulatory and operating environment over recent years. The impact of the four-year rent reduction has reduced expected levels of income, and the ongoing response to the Grenfell tragedy with significant investment being made in life-saving fire-safety improvements.
- However complex these challenges may be, the impact of the Covid-19 pandemic is system threatening, and has forced a full reset of operating environment priorities and working models for everyone delivering public services, currently operating in little more than safe mode.
- In assessing the relative merits of the future options for managing the housing service, it is to set and assess each of them within current and emerging contexts, both strategic and operational, so that risks, opportunities and achievability can be correctly assessed, and informed decisions made.
- Whilst Northwards has demonstrably achieved what the council has expected of it over time, faced with an unforeseen and stark operating reality, it is an opportune moment to ask whether an ALMO represents the best vehicle to deliver the housing service for the Council on behalf of its tenants.
- Not unsurprisingly, at fifteen years old, the Management Agreement which was renewed in 2013 is in need of review as in many respects it does not

meet the needs of either party in optimising efficiency, making the best use of resources or in raising the quality of services:

- 2.2.4 Campbell Tickell concluded that staying as we are is not an option. That the ALMO, whilst having had some successes, currently has too many weaknesses in terms of Governance, performance, structure and delivery that need to be addressed. Whatever option is chosen will have to be in the context of a significant service delivery improvement programme.

3.0 Option appraisal

The financial and non financial benefits of three options have been evaluated. The three options are:

1. Retention of the ALMO
2. Return of the Housing service to MCC
3. Stock transfer.

3.1 Retention of the ALMO

- 3.1.1 Northwards Board and management have submitted a business case for retention as part of this review process. The Northwards retention case has been evaluated by Campbell Tickell and analysed alongside Campbell Tickell's own independent consideration. In the NHL business case they make it clear that they believe that they can offer up significant savings whilst improving services and customer satisfaction.

- 3.1.2 For Northwards to be considered as a fully credible delivery vehicle for the housing service moving forward, a re-focusing of its remit and operational transformation is needed, to create a cost effective delivery service and fully aligned partner capable of delivering the Council's wider objectives across North Manchester. It requires:

- A renewed remit set-out within a refreshed Management Agreement;
- A Business Plan reflecting the Council's vision and values, strategic ambitions, housing strategy and cross-working objectives;
- A sustainable service offer negotiated with tenants that it will be measured against
- A reinvigorated Board to provide strong leadership and challenge, and an intelligent clienting framework that will enable an effective partnership to flourish;
- A holistic operating model that maximises the potential of digital self-service and delivery processes, effective field-based working, and shared service opportunities;

- An agreed Value-Add proposition that will enable Northwards to use its position within the local community to help support a whole system approach to service delivery in North Manchester;
- A Transformation Plan to deliver the above and an agreed efficiency savings programme over a 12 to 18 month period.

3.1.3 Campbell Tickell estimated the annual operational savings achievable through adopting this model to be worth at least £1,532k pa and along with management savings worth £273k pa. A cumulative saving of £60m could be realised over the 30-year HRA business plan. This would be delivered by a number of operational savings and managerial efficiencies. This includes new ways of work, enhanced digitisation, reducing tiers of management and right sizing some delivery areas.

3.1.4 The cost of transition to the new operating model is estimated at £858k, covering the cost of rewriting the Management Agreement, legal fees and restructuring costs, which would be chargeable to the HRA and funded out of the current operational surplus.

3.1.5 The strength of this option is that it maintains continuity and avoids any possible loss of focus, whilst building on the service strengths and community connections promoted by Northwards. The risk inherent within the ALMO model is the additional layer of management cost of running a separate company and that the Council is dependent on the effectiveness and quality of the relationship to deliver the change necessary and to achieve key service objectives moving forward.

3.2 Return the service to the council option

The option to manage the service in-house appears to have the optimum financial benefits. It also has a number of strategic benefits.

3.2.1 Our Manchester. Whilst NHL have contributed to the Our Manchester agenda, the direct management of the housing service would allow us to more closely align the service with our vision for the future.

3.2.2 Accountability and transparency. By bringing the service back into direct management we enhance the accountability to the democratic structure. This will allow tenants to have a relationship with their landlord and not a third-party agency.

3.2.3 Excellent services and customer access. Upon re-integration it would be proposed to develop a service charter with tenants and leaseholders. This would allow us to offer a whole council service through our Bringing Services Together (BST) framework as well as a single point of access to the service.

3.2.4 Value for money. By aligning service delivery with council operational and “back-office” functions we will save money which will directly benefit tenants.

- 3.2.5 Growth and place. Using housing as an agency for growth and neighbourhood regeneration we can contribute significantly to the major projects in North Manchester.
- 3.2.6 In the event that the service were to be brought in house the council has a clear view of how it would be run and structured. The framework would be designed to maintain maximum continuity of service, and to exploit the benefits of the existing Neighbourhood structures and principles of Bringing Services Together.
- 3.2.7 The initial changes upon transfer that would take place would primarily affect the corporate and governance level of NHL. The impact on tenants would be minor, with the confidence that MCC corporate functions can maintain the necessary support to ensure effective delivery of housing front line services.
- 3.2.8 The council would use the opportunity of insourcing to strengthen tenants engagement processes and to provide opportunities for influence and empowerment. Importantly tenants would be engaging directly with the landlord and not a third party.
- 3.2.9 A robust and appropriately resourced transition plan will be required to manage the transition process. In outline the activities that would be required are covered below.
- 3.2.10 Bringing the service in-house will remove the ALMO management overhead and potentially save £591k p.a., in addition to realising the £1,805k saving achievable under the *Retain* case, giving a total of £2,396k pa. This would result in a full savings total of £77m, over the 30-year HRA business plan.
- 3.2.11 The process of Return must be carefully managed, with both tenant and staff engagement essential in achieving a smooth transition and realising the anticipated outcomes. To be successful it will require:
- An Offer to tenants that is clear about the purpose of the change, a vision for the service and how it will benefit them and their communities, how service quality will be sustained, and the opportunities for more accessible engagement and scrutiny;
 - An organisational design that will optimise the capacity and capability of the Council to deliver the new service model and inherent efficiency savings;
 - An senior management-led change programme and plan that will support all staff through the transition process and ensure continuity of service is maintained.
- 3.2.12 The strength of returning the service to the Council is that it gives back direct control of the service at a time of considerable operating challenge and a background of uncertainty. The main risk with returning the service to Council control is the loss the momentum gained by Northwards and loss of focus when the service demonstrably needs to achieve more.

3.2.13 The cost of returning the ALMO to the council is estimated as £1,482, covering the legal costs of closing the ALMO, administering the inward transfer of staff including their TUPE, pension arrangements, and management of change costs, which would be chargeable to the HRA, with retained surpluses used to meet these costs.

3.3 Stock transfer

3.3.1 The scale and complexity of fully assessing the viability of any form of stock transfer was not commissioned within the scope of this report. Campbell Tickell was asked to consider the option for completeness and at a strategic level.

3.3.2 There were a number of factors that they considered that confirmed that this was not an option at the present time:

- There is no Government supported programme in place or associated debt write-off facility, and in any event the structure of the debt in the HRA means that it cannot be written off;
- There is a need for a detailed condition survey of the stock. Stock values are low and carbon retro-fit costs high, relative to the level of HRA debt;
- A transfer programme would be complex to deliver, would divert attention and resources from improving services, would be high cost and with a high level of associated risk;
- There is no evidence of support from stakeholders at the present time;
- Tenants would need to support the transfer of their homes, which could be divisive

3.3.3 A full review and costed business case would be required to assess the potential cost and benefits of transfer, before it could be meaningfully compared with the Retain and Return options, using the assessment criteria.

3.3.4 However, Government is continually developing and the possibility of transfer must always be considered, especially if there are changes in legislation or funding which substantially change the current situation.

3.3.5 There is also significant inward investment being attracted by the Northern Gateway that could be used to facilitate stock transfer and regeneration of estates. With record low interest rates, housing-led projects with sustainable levels of long-term rental income could attract a wider range of investors.

3.4 Summary and conclusion

- 3.4.1 Analysis of Options 1: Retain Northwards and 2: Return the service to Council Control, confirms that both are valid paths to select, but each has strengths and weaknesses, opportunities and risks associated with it, that need careful consideration. As a whole-stock solution, Option 3: Stock Transfer does not appear to be a viable option in the short term, but would have the potential for securing investment to drive estate-based regeneration. In either option significant change to how the service operates is required. ie structure, governance, management agreement etc. In addition in either option there is scope for a lot more integration with how services are delivered including for contact centre, capital delivery and neighbourhood management. There are a range of issues, benefits and risks to either option e.g. is it useful to have a separate vehicle?; but on balance bringing back in could give the higher savings and control.
- 3.4.2 Retaining Northwards in its current form is not an option, meaning retain or return has to be considered. Its remit needs to align with and clearly deliver to meet Council's priorities, with strengthened oversight delivered through refreshed governance and clienting arrangements. However, building on its current strengths and community positioning, it could make a significant contribution to delivering value-add services that address the Council's wider service priorities. A realistic set of annual operational efficiency savings worth at least £1,532k and management savings worth £273k will yield £60m over the 30-year HRA business plan. Consideration has to be given whether Northwards have the capacity to deliver the required improvement programme.
- 3.4.3 Returning the service to Council control offers the greatest financial benefit and arguably the greatest non-financial benefits. This option would enable the Council to reshape services more widely and enable more efficient, joined-up delivery across North Manchester. It will also potentially yield an additional management saving of £577k p.a., in addition to the £1,805k savings achievable under the Retain case total, making a full savings total of at least £77m, over the 30-year HRA business plan. Due consideration must be given to creating the optimum service model, how the transition will be managed, and how residents would be engaged in the process.

4.0 Next steps

- 4.1 Developing the tenants offer is a critical part of moving to the test of opinion ballot. Utilising the significant level of responses received from tenants and leaseholders as well as the free text responses from the question posed "What are your priorities for the Housing service in the future?" an offer will be made that responds to service users' identified priority issues.

- 4.2 The council teams that would potentially take over the delivery of the service will develop a detailed tenants offer. This will describe how the service will be managed and accessed, how it will be delivered within the neighbourhoods and how we plan to move the service from a “slightly above median” performing service to a top quartile performer.
- 4.3 A further component of the offer to tenants is how we will improve their opportunities to be engaged with and influence their services. This will include how governance oversight will work. An important opportunity on offer is that tenants will engage directly with their landlord rather than a third party as is currently the case. By having that role directly with the council tenants will be able to impact not only housing services but all community based services.
- 4.4 The offer document will be brought back to the Executive before commencing the wider consultation and test of opinion.

5.0 Consultation

- 5.1 There is a statutory requirement under section 105 of the Housing Act 1985, to consult with tenants about proposals that relate to the management of their homes. Specifically the act states:

(1) A landlord authority shall maintain such arrangements as it considers appropriate to enable those of its secure tenants who are likely to be substantially affected by a matter of housing management to which this section applies:

- (a) to be informed of the authority’s proposals in respect of the matter, and*
- (b) to make their views known to the authority within a specified period; and the authority shall, before making any decision on the matter, consider any representations made to it in accordance with those arrangements.*

(2) For the purposes of this section, a matter is one of housing management if, in the opinion of the landlord authority, it relates to;

- (a) the management, maintenance, improvement or demolition of dwelling-houses let by the authority under secure tenancies, or*
- (b) the provision of services or amenities in connection with such dwelling-houses;*

- 5.2 If the Executive supports the principle that we dis-establish the ALMO and bring services in-house, then formal consultation on that proposal will be the next step.
- 5.3 This will take the form of a “test of opinion” to establish the views of tenants and leaseholders.

- 5.4 A test of opinion would take the form of correspondence to every tenant and leaseholder outlining the council's proposals, including what other options were considered and details of the evidence behind the proposal e.g. estimates of savings and efficiencies. It would include a reply form for tenants and leaseholders to express their view. It will be supplemented with information on the websites of the council and Northwards with information and Frequently Asked Questions (FAQ's).
- 5.5 The test of opinion will be conducted by an independent agency qualified in this type of consultation and will be required to take measures to ensure maximum possible opportunity for tenants to express their views.
- 5.6 We will employ a "tenants friend" to provide independent support and advice to assist tenants and advise them about the issues and implications of the proposal. Any such advisory service will be restricted to advise on the issues under consideration. It is not their role to advocate alternative solutions or options.

6.0 Timescales

- 6.1 If the Executive supports the development of a tenants offer this will be undertaken between mid-September and October and presented to members at the November Executive.
- 6.2 Subject to approval there will then be a consultation with a view to insourcing of the service. The "test of opinion" consultation, against a clearly stated tenants offer, would commence in mid-November and conclude mid-December. The consultation would be concluded and the outcome reported to the Executive at its meeting in January 2021.
- 6.3 If the consultation supported the proposal the intended date of the service commencing from Council delivery would be 5 July 2021. This transfer date is later than the original estimated date of April. This is to reflect time lost during the COVID lockdown, the need to develop a meaningful and realistic offer to tenants and to allow tenants a reasonable time to consider the options.
- 6.4 If the proposal was not supported by tenants then the position would need to be reviewed as the HRA deficits would still need to be addressed.
- 6.5 In those circumstances retaining the ALMO would require a combination of much more efficient working on their part or a transfer of additional council services to the ALMO to gain a better level of economies of scale, or both as outlined in the retention option.

7.0 Contributing to a Zero-Carbon City

- 7.1 The retrofitting of existing homes to meet zero carbon objectives is at the heart of the revision of the HRA. The investment calculations by Savills

are based on a programme of decarbonising the fabric of the homes assuming no carbon neutral energy network source.

8.0 Contributing to the Our Manchester Strategy

(a) A thriving and sustainable city

- 8.1 As the largest landlord in the City it is critical that the Council's own tenants get as good as, if not better, service and investment, as any other social housing tenant.

(b) A highly skilled city

- 8.2 As a major employer we can ensure that the housing management and maintenance service provides work and training opportunities to the Manchester community.

(c) A progressive and equitable city

- 8.3 The investment programme taking account of new and emerging programmes and projects.

(d) A liveable and low carbon city

- 8.4 The presumption of a large scale fabric based retrofitting programme is featured in the revision of the 30-year business plan.

(e) A connected city

- 8.5 The housing service is a major contributor to the North Manchester infrastructure.

9.0 Key Policies and Considerations

(a) Equal Opportunities

- 9.1 None at this stage

(b) Risk Management

- 9.2 As outlined in the report.

(c) Legal Considerations

The HRA is a highly regulated entity, and Northwards Housing is a fully constituted legal entity, and consequently there are a number of considerations in completing this business appraisal, whichever option is adopted.

The next break clause for the Management agreement is April 2023. The Board of Northwards would need to support the mutually agreed termination of the management agreement.

If the service transfers to direct provision staff in NHL will be affected by the Transfer of Undertakings (Protection of Employment) regulations 2006 ("TUPE")

If the service transfers and we process the closure of NHL then the Council, as the sole shareholder, will accept the transfer of all assets and liabilities. A robust due diligence exercise will be undertaken which will include the termination or novation of contracts for services or supplies.

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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 3 September 2020
Subject: Overview Report
Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Items for Information
- Work Programme

Recommendation

The Committee is invited to discuss and note the information provided.

Wards Affected: All

Contact Officers:

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

Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

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

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

Date	Item	Recommendation	Response	Contact Officer
10 Oct 2018	ESC/18/45 Gap analysis of the City's Bus network service	To request information including a summary of data that has been used to date to underpin current findings, including information on frequencies of services and services that have been removed or reduced in the last three years.	A response to this request is still outstanding	Richard Elliott

2. Key Decisions

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

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

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

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

An extract of the most recent Register of Key Decisions, published on **20 August 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.

Development and Growth					
Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p>Brownfield Land Register Update 2019 2019/03/01D</p> <p>To publish Manchester's Brownfield Land Register.</p>	Deputy Chief Executive, Strategic Director - (Growth and Development)	Not before 29th Mar 2019		Report and Recommendation	Richard Elliott, Head of Policy, Partnership and Research r.elliott@manchester.gov.uk
<p>Delivering Manchester's Affordable Homes to 2025 - Establishment of Strategic Partnership with Homes England (2019/09/05A)</p> <p>To negotiate and formalise a Strategic Partnership with Homes England to enable the delivery of Manchester Affordable Homes to 2025</p>	Strategic Director - (Growth and Development)	Not before 4th Oct 2019	In consultation with the Executive Members for Housing and Regeneration and Finance and HR	Report and Recommendation	Steve Sheen s.sheen@manchester.gov.uk
<p>Delivering Manchester's Affordable Homes to 2025 - Disposal of sites (2019/09/05B)</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Oct 2019	In consultation with Strategic Director (Growth and Development)	Report and Recommendations	Steve Sheen s.sheen@manchester.gov.uk

To agree the disposal of sites in Council ownership for the provision of affordable homes			and Executive Members for Housing and Regeneration and Finance and HR		
<p>Delivering Manchester's Affordable Homes to 2025 - Establishment of Partnership arrangements with Registered Providers (2019/09/05C)</p> <p>To establish partnership arrangements with Registered Providers together with their partners/consortium for defined areas in the North, Central, South and Wythenshawe areas of the City.</p>	Strategic Director - (Growth and Development)	Not before 4th Oct 2019	In consultation with City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR	Report and recommendation	Steve Sheen s.sheen@manchester.gov.uk
<p>Delivering Manchester's Affordable Homes to 2025 -Agreement of legal terms (2019/09/05D)</p> <p>To enter into and complete all necessary legal documents and agreements to give effect to delivering Manchester's Affordable Homes to 2025</p>	City Solicitor	Not before 4th Oct 2019		Report and recommendations	Fiona Ledden, City Solicitor fiona.ledden@manchester.gov.uk

<p>Buying back former Council properties - Policy approval (2019/09/05E)</p> <p>To approve a policy for the Council to buying back properties which have been sold under the Right to Buy to increase the amount of social housing and to reduce the number of former Council properties entering the private rented sector.</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with the City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR, following consultation with local Ward Members.</p>	<p>Report and Recommendation</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>
<p>Buying back former Council properties - Setting of purchase prices (2019/09/05F)</p> <p>To agree purchase prices and make any necessary arrangements to purchase properties in line with the policy</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR</p>	<p>Report and recommendation</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>

<p>Northern Gateway Strategic Business Plan (2019/09/11A)</p> <p>To approve the Strategic Business Plan for the Northern Gateway Joint Venture</p>	Executive	15 Jan 2020		Executive Report and Draft Strategic Business Plan	Louise Wyman, Strategic Director (Growth and Development) louise.wyman@manchester.gov.uk
<p>Heron House General Letting Consent (2019/11/25A)</p> <p>To agree to the disposal by Leasehold of office accommodation at Heron House.</p>	Chief Executive	Not before 24th Dec 2019		Briefing Note & Heads of Terms	Mike Robertson m.robertson@manchester.gov.uk
<p>Purpose Built Student Accommodation in Manchester (2020/05/28F)</p> <p>To agree an approach to Purpose Built Student Accommodation, following a consultation exercise with key stakeholders, to help to guide the decision making process in advance of the review of the core strategy, and request that the Planning and Highways Committee (or agreed interim procedure of planning determination by</p>	Executive	3 Jul 2020		Report and Recommendation	Dave Roscoe d.roscoe@manchester.gov.uk, Pat Bartoli p.bartoli@manchester.gov.uk

the Chief Executive) take this into material consideration until the core strategy has been reviewed.					
<p>Private Rented Sector Strategy 2020-25 and delivery plan (2020/06/22A)</p> <p>To approve the Private Rented Sector Strategy 2020-25 and delivery plan.</p>	Executive	29 Jul 2020		Executive report, Private Rented Sector Strategy and Private Rented Sector Delivery Plan	Kevin Lowry, Interim Director for Housing and Residential Growth kevin.lowry@manchester.gov.uk
<p>The Factory - Budget Allocation of Inflation (2020/08/04B)</p> <p>Approval to spend the Budget allocation of inflation for The Factory.</p>	City Treasurer (Deputy Chief Executive)	Not before 2nd Sep 2020		Report to The Executive 3 June 2020-Capital Budget Update Report	Jared Allen j.allen4@manchester.gov.uk
<p>Demolition of former police station at Grey Mare Lane (2020/08/19B)</p> <p>To approve funding for the demolition of the former police station.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Oct 2020		Briefing Note & Eastlands Regeneration Framework 2020	Richard Cohen r.cohen@manchester.gov.uk

3. Economy Scrutiny Committee Work Programme – September 2020

Thursday 3 September 2020, 10.00am
 (Report deadline Friday 21 August 2020) ****To take account of the August Bank Holiday****

THEME – Recovery of the City’s Economy

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Economy COVID19 Sit Rep Report	To receive the most up to date Economy COVID19 Sit Rep report that details how the Council and the city is progressing with the recovery phase of COVID19 against the areas within the remit of this Committee.	Cllr Leese (Leader)	Louise Wyman David Houlston Angela Harrington Richard Elliott Pat Bartoli Ruth Ashworth	
Economic recovery narrative for the City	To receive a report that provides a narrative on the proposed economic recovery of the city and the Council’s ask of Government from the Comprehensive Spending Review to aid the recovery including the list of catalytic projects	Cllr Leese (Leader)	Louise Wyman David Houlston Angela Harrington Richard Elliott	
Economy Dashboard	To receive the most up to date Quarterly Economy Dashboard for 2020/21 and discuss the metrics most useful to provide real time data on key aspects of the City’s economic recovery to enable Committee monitor progress	Cllr Leese (Leader)	Paul Holme Lewis Smith	

ALMO Review	To review the due diligence exercise and consultation with tenants and consider the preferred option prior to consideration the Executive.	Cllr Richards (Exec Member for Housing and Regeneration)	Louise Wyman Kevin Lowry	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Thursday 8 October 2020, 10.00am
(Report deadline Monday 28 September 2020)**

THEME – Planning reforms and economic recovery of the Cultural Offer

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Proposed Planning Reforms	<p>To receive a report that outlines the Government’s proposed planning reforms and the potential implications these will have to the Council and the City’s economy.</p> <p>To include information on the progress to date with the Local Plan and GMSF</p>	<p>Cllr Stogia (Exec Member for Environment, Planning and Transport)</p> <p>Cllr Leese (Leader)</p> <p>Cllr Richards (Executive Member for Housing and Regeneration)</p>	<p>Julie Roscoe Richard Elliott Duncan McCorquodale</p>	
Economic recovery of the City’s Cultural Sector	<p>To receive a report on the impact of COVID19 on the City's cultural sector; access to national and local financial support and any potential gaps</p>	<p>Cllr Leese (Leader)</p> <p>Cllr Rahman (Executive Member for Skill, Culture and Leisure)</p>	<p>David Houlston Dave Moutrey</p>	

Economy COVID19 Sit Rep Report	To receive the most up to date Economy COVID19 Sit Rep report that details how the Council and the city is progressing with the recovery phase of COVID19 against the areas within the remit of this Committee.	Cllr Leese (Leader)	Louise Wyman David Houlston Angela Harrington Richard Elliott Pat Bartoli Ruth Ashworth	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Thursday 5 November 2020, 10.00am
(Report deadline Monday 26 October 2020)**

THEME – North Manchester Regeneration and OMS

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Our Manchester Strategy re-set	To receive a report that details the findings from the engagement process on the re-set of the Our Manchester Strategy	Cllr Leese (Leader)	Louise Wyman David Houlston	
North Manchester General Hospital	To receive a report that provides details on the anticipated economic and social benefits that the development will bring to the local community and wider area and consider and comment on the North Manchester General Hospital SRF	Cllr Leese (Leader)	Louise Wyman Angela Harrington	
Northern Gateway	To receive an update on the progress and outline anticipated wider social and economic benefits to North Manchester from the development that has been made with the Northern Gateway since the last time it was considered by the Committee	Cllr Leese (Leader) Cllr Richards (Exec Member for Housing and Regeneration)	Louise Wyman Ian Slater	
ALMO Review	To receive a report that provides a review the outcome of the Test of Opinion and proposals for a final	Cllr Richards (Exec Member for Housing)	Louise Wyman Kevin Lowry	

	decision on insourcing prior to consideration by the Executive.	and Regeneration)		
Economy COVID19 Sit Rep Report	To receive the most up to date Economy COVID19 Sit Rep report that details how the Council and the city is progressing with the recovery phase of COVID19 against the areas within the remit of this Committee.	Cllr Leese (Leader)	Louise Wyman David Houlston Angela Harrington Richard Elliott Pat Bartoli Ruth Ashworth	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Themes identified at the Committee's 2020/21 Work Programme setting meeting
(Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings)**

Theme	Tentative Date of meeting
<p>Manchester Airport</p> <p>To include information on addressing the economic recovery of the Airport whilst tackling the Climate Emergency</p>	<p>Post Nov 2020</p>
<p>Building Back Better</p> <p>To include information on:-</p> <ul style="list-style-type: none"> • A clearer understanding of what the Council's levers are and the options available to the Council • The use of levers to deliver a fairer society, better/higher skilled jobs, better pay and green economy • Addressing inequalities, linked to Economy Dashboard 	<p>Post Nov 2020</p>
<p>Digital Economy and the Impact of COVID19 on how the City operates</p> <p>To include information on:-</p> <ul style="list-style-type: none"> • The Digital Economy and the development of a Digital Strategy • Review of office space in the city and implications of COVID19 in businesses/employees returning to work • Review of the next employment sectors at risk of de-labourising and interventions to re-skill people in advance • Automation and technology in the workplace and implications for employment opportunities 	<p>Post Nov 2020</p>
<p>Transport</p> <p>To include information on:-</p>	<p>Post Nov 2020</p>

<ul style="list-style-type: none"> • City Centre Infrastructure issues and aspirations for long term transport investment • Bus Franchising 	
<p>Outcomes of the THINK report recommendations</p> <p>To include a review of the impact of the recommendations within the THINK report with an opportunity to hear directly from residents on how they have been affected</p>	Post Nov 2020
<p>Manchester College</p> <p>To include an update from the Manchester College on its performance and how it is recovering from the impact of COVID19</p>	Post Nov 2020
<p>Work and Skills</p> <p>To include details around the assistance provided to BAME communities impacted by COVID19 in developing skills for employment opportunities and assistance to small businesses impacted by COVID</p>	Post Nov 2020

Previous Items identified by the Committee to be scheduled (New items added in blue)				
Theme – Strategic Regeneration				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
GM Spatial Framework	To receive an update on the implementation of the GMSF and its implications for Manchester	Cllr Leese	Richard Elliott Louise Wyman	To be covered at October 2020 meeting
Manchester's Local Plan	To receive an update report in relation to Manchester's updated Local Plan following consultation with Manchester residents and key stakeholders	Cllr Leese	Louise Wyman Julie Roscoe Richard Elliott	To be covered at October 2020 meeting
Outcome of the consultation with stakeholders in relation to the proposed Housing Affordability Zones	To receive a report on the outcome of the consultation with stakeholders on the four proposed Housing Affordability Zones	Councillor Richards (Exec Member for Housing and Regeneration)	Louise Wyman	See November 2017 minutes
Theme – Transport and Connectivity				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Bus Franchising update	To receive an update on the Greater Manchester Mayors proposals to	Cllr Leese	Richard Elliott	

	franchise the regions bus service impact this will have on the city's economy			
Theme - Skills development for Manchester residents aged 16 and over.				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Higher Education provision and its impact on the City's economy	To be determined	Cllr Rahman (Exec Member Skills Culture and Leisure)	Angela Harrington	
Hospitality and Tourism skills gap	To receive report on the issue around skills challenges within the hospitality and tourism sector	Cllr Rahman (Exec Member Skills Culture and Leisure)	Pat Bartoli Angela Harrington	See November 2017 minutes
Theme – Growing the Manchester Economy				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Business Survival rates and the impact on the economy	To receive a report that details the survival rate of new start up business within the city and the economic impact to the city when these businesses fail	Councillor Leese	Mark Hughes (The Growth Company) Louise Wyman Pat Bartoli Angela Harrington	
City Centre Business Engagement	TBC	Councillor Leese	Pat Bartoli Louise Wyman	

Theme - Miscellaneous				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Outcome of the findings from the Tyndall Centre for Climate Change Research	To receive a report in regards to what is needed to be achieved at Manchester Airport to address carbon emissions	Councillor Stogia	TBC	TBC