



Resources and Governance Scrutiny Committee

Date: Tuesday, 1 September 2020

Time: 10.00 am

Venue: Virtual Meeting - Webcast at - https://manchester.public-i.tv/core/portal/webcast_interactive/485377

There will be a private meeting for Members only at 9:00am on Tuesday 1 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 Resources and Governance Scrutiny Committee

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

Agenda

- 1. Urgent Business**
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals**
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests**
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes** 5 - 10
To approve as a correct record the minutes of the meeting held on 21 July 2020.
- 5. Independent Race Review update**
Report of the Director of HROD to follow
- 6. HROD Update** 11 - 90
Report of the Deputy Director of HROD attached

This report provides an overview of support to staff during the Council's response to the COVID19 pandemic and an update of the work to develop management standards as part of the Our Ways of Working programme.
- 7. Our Manchester Strategy re-set** 91 - 94
Report of the Director of Policy, Performance and Reform attached

This report provides an overview of the Our Manchester Strategy reset, including the timescales of the work.
- 8. Overview Report** 95 - 126
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.

The relevant COVID-19 Sit-rep is to follow and will be circulated for information.

Information about the Committee

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

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

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. 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 2343071
Email: m.williamson@manchester.gov.uk

This agenda was issued on **Friday, 21 August 2020** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

Resources and Governance Scrutiny Committee

Minutes of the meeting held on Tuesday, 21 July 2020

Present:

Councillor Russell (Chair) – in the Chair

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

Also present:

Councillor Leese, Leader

Apologies: Councillor Ahmed Ali

RGSC/20/28 Minutes

Decision

The minutes of the meeting held on 23 June were approved as a correct record

RGSC/20/29 Update on COVID-19 activity

Further to Minute RGSC/20/26 (Update on activity under COVID 19), the Committee considered a report of the Deputy Chief Executive and City Treasurer, 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 phased physical return to work of Council staff and what future ways of working would potentially look like;
- Details of the progress and re-scoping of the Our Transformation strategy to ensure it supported the delivery of wider future Council objectives;
- The programme of work underway within ICT to support the new ways of working including infrastructure and capacity, end user device and telephony; and
- An updated position of the impact of COVID-19 on the Council's finances and budget.

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

- In terms of Our Ways of Working, how far along was the Council in determining numbers of staff who would continue working from home;
- Was the roll out of new ICT equipment and the move to Microsoft 365 still going ahead as planned and within the planned timeframe;

- It was asked whether there was any clarity on the methodology used for the second tranche of government funding;
- Further information was requested on the anticipated funding that the Council was hoping to receive to deliver the “shovel ready” schemes within the recovery plan of the Capital Programme;
- What projection did the Council have as to the percentage of pre-COVID19 Business Rates collection it was hoping to achieve;
- Members welcomed the trial by Money Advice Pension Service on the availability of independent debt advice and commented that they would like to support the publicising of this;
- Was there information that could be shared with Members on a breakdown of the nature of businesses that had received Business Rate support and where these businesses were located in the city;
- Was there any information on the take up of additional grants for Nurseries;
- Was there any estimate on the proportion of businesses that had still not applied for Business Rates support;
- Were any assessments being undertaken on the number of people over the next two years that would have difficulty paying their Council Tax and what impact this would have on Council finances;
- It was suggested that information on Council Tax support and debt advice was also shared with organisations such as the Citizen’s Advice Bureau to ensure consistent advice was given; and
- Had any communications in community languages been undertaken in regards to Council Tax support.

The Leader advised that the recent staff survey picked up on the fact that the majority of staff who were currently working from home were happy to continue to do so for the time being, but it had been identified that staff’s health and wellbeing had been impacted upon since working from home. It was anticipated that going forward there would be flexible working arrangements for staff to enable them to work part of the week at home and part of the week physically in work. In terms of the move to Microsoft 365, the Deputy Chief Executive and City Treasurer commented that the move was still going ahead and was currently being tested within ICT before being rolled out to other service areas.

The Deputy Chief Executive and City Treasurer explained that the methodology being used for the second tranche of funding was on a per capita basis. For the recently received third tranche the method used to determine the level of additional government funding took into account population, deprivation and some elements of the foundation formula. Government had shared the full formula with the Council and it had been reassuring to see that deprivation was a driver of spend.

The Leader commented that £52 million of funding had been received for a number of Combined Authority schemes, two of which were located in Manchester, which totalled £31 million.

The Deputy City Treasurer advised that the Council was currently forecasting that Business Rates collections were approximately 19% down on pre-COVID19 figures although due to deferrals early in the year it was difficult to draw any conclusion from this and this position was improving each month. For the overall financial year the

Council was forecasting a 10% reduction in the collection of Business Rates which equated to around £23.6million. She also advised that a breakdown of the nature of the businesses that have been supported with their Business Rates on a constituency level could be provided to Members.

The Director of Customer Services and Transactions advised that in terms of Nurseries, the Council was able to pay full relief to non-Manchester nurseries or where the Council didn't pay their business rates, which equated to approx. 91 nurseries and equated to just over £1million. There was also another group of nurseries that had a rateable value below £15,000 that were able to claim a grant of £10,000 and then for those nurseries that didn't qualify for this grant, 10 nurseries were able to claim £5,000 through the discretionary scheme.

The Deputy Chief Executive and City Treasurer commented that the Council had been working hard to get in touch with all businesses to make them aware of the Business Rate grant support available to them and advised that payment rates were at approximately 90%.

In terms of Council Tax and Council Tax support it was reported that the Council was looking at these arrangements, which included the smoothing of the Council Tax deficit over three years and some form of risk share on the collection fund position, but was awaiting the outcome of the Comprehensive Spending Review before any final decisions could be made. It was acknowledged that there would be an increase in the demand for Council Tax support in future years due to the impact of COVID19. Furthermore, the Deputy City Treasurer highlighted that the Council was currently anticipating a 6% shortfall in Council Tax collection. This, plus the full year effect of the Council Tax Support Scheme and increases in bad debt provision was resulting in the Council looking at a potential shortfall of £20million in Council Tax collection.

Decisions

The Committee:-

- (1) Notes the update.
- (2) Requests that a breakdown of the nature of the businesses that have been supported with their Business Rates on a constituency level be provided to Members.

RGSC/20/30 Global Monitoring report

The Committee considered a report of the Deputy Chief Executive and City Treasurer which outlined the projected outturn position for 2020/21, based on spend and income as at the end of May 2020 and future projections.

The main points and themes within the report included:-

- An overview of COVID-19 financial implications, which included a forecasted outturn position of £5.476m deficit which was anticipated to be balanced by government funding;
- Details of additional Central Government funding for COVID-19 response;

- An overview of the overall forecast financial position 2020/21;
- Measures that would be taken to balance the budget in 2020/21; and
- Proposals for the use of budgets to be allocated, grants in addition to those already planned, proposed virements, increases to Directorate budgets and the use of reserves in addition to that already planned, which all required Executive approval.

The report and proposals contained within would also be considered by the Executive at its meeting on 29 July 2020.

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

- Was the £4.837million allocated to rolling out of a local Test and Trace programme sufficient
- Would local authority staff be included in the recent announcement by government of public sector worker pay rises and if so would this be built into the Council's projected budget;
- It was suggested that the Council pro-actively communicate with Manchester residents on the true impact of COVID19 on the Council's future financial arrangements;
- What, if any, assurance was being given by the Government that they would be reimbursing the Council for the costs it had incurred in tackling the impact of COVID19;
- Was there any indication that there would be financial support from Government from the loss of revenue income from Manchester Airport;
- It was concerning that the deficit of approximately £19 million within the HRA would result in the level of reserves being exhausted over the course of the next three years;
- Why was there such a significant underspend in terms of the Children's budget for No Recourse for Public Funds (NPRF), how many children in the city were within families with no recourse to public funds, was it considered generally appropriate to treat this underspend as a saving given the doubt recently cast over the legality of the NPRF scheme, and had any equality impact assessments been undertaken in using this underspend as a potential saving;
- Concern was expressed that savings were being proposed around unaccompanied Asylum Seeking Children and clarification was sought as to how these savings were being proposed; and
- Were any additional resources going to be provided to support the Section 21 Team when the suspension of evictions ended on 23 August 2020.

The Leader advised that the £4.837million was allocated for the tracing element of the project as the funding for the testing element was separate from this amount. He added that this money was adequate in so much as it covered cost until the end of the year, but further funding would be required to continue beyond the end of the year. In terms of the recent government announcement of pay rises to public sector workers, he advised that it would not include local government workers, but what was not clear was whether the pay rises would be fully funded by the Government, as in previous occasions it had not been and had been left to local authorities to make up the difference.

The Committee was advised that there was no assurance coming from Government that they would reimburse the total expenditure the Council had made in tackling the impact of COVID19 and that their position on funding to local authorities from the start of the outbreak had changed from supporting no matter what to sharing the burden of cost.

The Deputy Chief Executive and City Treasurer reported that the Government had not to date provided any financial support to the Council for the loss of revenue income from Manchester Airport. The Leader added that the Council would continue to lobby the government on this issue as the real financial impact of this loss would not be felt until the 2021/22 financial year.

The Deputy City Treasurer commented that the forecasted £18.961million deficit on the HRA was not attributed to the impact of COVID19, and was in relation to planned investment in capital works in the HRA which would be funded through reserves. The COVID19 impact on the HRA was closer to approximately £2million.

The Deputy Chief Executive and City Treasurer agreed to provide a response to the questions posed around No Recourse to Public Funds following the meeting. The Leader added that the Council, through the LGA, regularly lobbied government about the inadequacy of the amount received to support adults with NPRF.

The Deputy City Treasurer advised that the underspends around unaccompanied Asylum Seeking Children would be achieved through additional grant funding from Government. This would now cover some of the additional costs in this area that the Council had been expecting to have to fund at the time the budget was set.

The Leader commented that he received a weekly report from the Council's Homelessness team which was reporting an increase in referrals from families and individuals, but the reason for this was not due to evictions. Government had announced national funding to tackle homelessness but it was not clear how the Council could access this at present.

Decisions

The Committee:-

- (1) Notes the report
- (2) Places on record its dissatisfaction with Government for its failure to recognise all key workers in its announcement of public sector pay rises, including local authority staff, who have been and continue to work tirelessly throughout the COVID19 pandemic
- (3) Requests that the Committee is provided with a briefing note on the questions asked around No Recourse to Public Funds.

RGSC/20/31 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.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 1 September 2020

Subject: HROD Update

Report of: Deputy Director HROD

Summary

This report provides an overview of support to staff during the Council’s response to the COVID19 pandemic and an update of the work to develop management standards as part of the Our Ways of Working programme.

Recommendation

The Committee is asked to note the report.

Wards Affected: All

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

| Our 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 | |
| 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: Carol Culley
Position: Deputy Chief Executive & City Treasurer
Telephone: 0161 234 3952
E-mail: carol.culley@manchester.gov.uk

Name: Deb Clarke
Position: Director of HROD
Telephone: 0161 600 8380
E-mail: deb.clarke@manchester.gov.uk

Name: Shawna Gleeson
Position: Deputy Director of HROD
Telephone: 0161 245 7517
E-mail: s.gleeson@manchester.gov.uk

Background documents (available for public inspection): Not applicable

1.0 Introduction

1.1 The Committee has requested an update on support to staff during the response to the Covid-19 pandemic and in particular around:

- Arrangements to support staff working remotely including ICT support, support around wellbeing and performance management arrangements
- Staff engagement to ensure and maintain contact with our workforce whilst the majority of staff are at home

In addition Committee has requested an update on work to develop management standards as part of the accountability strand of Our Ways of Working

2.0 Support to the Workforce during our response to COVID19

2.1 The current position with the workforce, including support available is included in the SITREP report in the Overview Report and copied into Section 3 of this report for ease of reference.

2.2 In response to the government's decision to move the country into lockdown in March of this year, the Council's workforce moved overnight from being an onsite based workforce to the majority of staff working from home, following the guidance that you should work from home if you able to do so.

2.3 *ICT Support*

To support the shift to remote working the Council's ICT service have worked hard to provide the workforce with the technology to do so and have delivered over 400 phones and 600 laptops in the first few weeks after lockdown, along with technology to allow up to 5,000 staff to work remotely on either their Council or to log into Council systems securely via Direct Access on their personal devices. The equipment purchased is to the standards required as part of the End User Device Strategy.

With the new telephony contract, new technology was rolled out allowing all key external numbers for Contact Centre and the ICT Service desk to make and receive calls on their Council Laptops from home. This has enabled the re-opening of the ICT help line, working alongside the help desk portal and the Environmental and Revenues and Benefits numbers to re-open in July.

The ability to support the numbers of people to access systems remotely has only been possible due to the work that has continued to migrate to the new data center and to increase capacity on the Council's Wide Area Network. During the migration and whilst capacity has been increased some issues with accessing the systems have been experienced. Whilst not ideal it is worth noting that if the lockdown had occurred 12 months previously it would not have been possible to support this volume of remote working.

ICT developments continue to be rolled out including the launch of the new intranet planned for September and the planned migration to Office 365 scheduled for September to October. The intranet will operate on mobile devices and for the first time be accessible to staff who do not have access to the Council's systems.

2.4 *Communications and Engagement*

There are regular updates from the Chief Executive and the Leader to the whole workforce, previously on a daily basis and now shared three times per week. These include updates on current government guidance, signposting staff to a range of health and well being initiatives, good news stories and a regular Q+A where staff can directly put their questions to the Chief Executive and the Leader.

In addition to the Corporate communications, each Directorate has their own communications which include information relevant to their service areas.

A whole staff survey was carried out in June to understand how the workforce were feeling and how they could be better supported which has helped shape how we continue to support staff. Appendix 1 provides an overview of the results of the survey.

2.5 *Health and Wellbeing*

Health and Wellbeing has been an area of particular focus during the response to Covid-19 and there has been a broad range of support and initiatives with some of the key pieces of work outlined below:

- Three packs have been developed (see Appendix 2) to provide support and guidance around the following topics:
 - Working on site
 - Working from home
 - Health and Wellbeing
- A support group has been set up, facilitated by HROD, for staff who fall within the "Clinically extremely vulnerable" or "shield" category.
- HROD have been supporting the Employee Mental Health group, including facilitating sessions to explore how staff with mental health issues can be better supported.
- The regular communications include a health and wellbeing focus and signpost staff to both internal and external support around a range of issues

3.0 Current position

- 3.1 Fortnightly workforce updates are provided as part of the COVID19 Sit-Rep reporting. The latest update is copied below for ease of reference.

3.2 *Staff Working on Site*

With easing of government guidance more staff have been able to return to the workplace (all in line with government guidance on social distancing and/or PPE (where required)).

Current Position

| | Total Staff | Staff on Site |
|-----------------------|--------------------|----------------------|
| Adults | 1,811 | 1091 |
| Children's | 1,117 | 773 |
| Core | 1,765 | 153 |
| Growth & Development | 697 | 215 |
| Neighbourhoods | 1,146 | 658 |
| Total | 6,536 | 2,890 |
| % of headcount | | 44.2% |

*noting that the figures for onsite staff do not include term-only workers (home to school transport, catering, MAES etc)

Office space available capacity is limited to 30% whilst social distancing measures remain in place.

- Building per building work is in progress to review adherence to corporate guidelines
- Individual risk assessments are in progress for staff with underlying health conditions or black, asian and minority ethnic staff
- Initial proposals for larger scale return to the office in development following engagement with DMTs
- Piloting return from September, and further extended return in October

3.3 *Building Risk Assessments*

Building-by-building work is in progress to review adherence to corporate guidelines. Of 153 confirmed premises (excluding assessments being done in parks) where staff are or plan to be working, 144 risk assessments have been completed and 104 have been signed off as Covid19 secure. This work is ongoing with a tracker in place to show the position for each site and the results of risk based Covid19 Secure compliance visits being undertaken by officers from the Health and Safety and Estates Services.

3.4 *Vulnerable/Shielded Staff*

373 staff fall within the 'vulnerable' or 'living with someone that is shielding' categories who are now able to return to work following Government advice.

Of the 373:-

- 312 have returned to work via the individual risk assessment process

- 56 have been risk assessed and are awaiting occupational health advice

The remaining are either currently on sickness related absence or the service hasn't returned on-site.

HROD continues to monitor this cohort of staff specifically the completion of risk assessments and the number of staff returning to the workplace for corporate assurance.

The Government confirmed with effect from 1 August people no longer needed to 'shield'. There are a total of 343 staff that fall within the 'shield' category:

- 281 are working from home; and
- 62 remain at home but unable to work off site due to the nature of their role.

The 62 staff who are at home but unable to work are all going through the risk assessment process and are being referred to Occupational Health in order to assess if they are able to return to their role. A proportion of these staff may remain off work due to the nature of their illness (e.g. staff undergoing treatment for cancer) and they will continue to be supported by their managers in line with the management of attendance policy. Staff who are able to return to work and their substantive post will be supported by HROD and their managers to ensure this return is managed safely and in line with medical advice and government guidance. There may be a proportion who can return to work but not to their substantive role due to the level of risk, in this instance HROD will work with the individuals to look at alternative roles on a temporary or permanent basis to reduce the level of risk for these individuals.

Understandably a number of staff who were previously classed as "shield" are very concerned about a return to the workplace and HROD and managers are working with individuals to support them through this transition (at the right time).

Health and Safety have developed an Individual Risk Assessments: Assurance Framework which enables monitoring levels of risk assessments which have been completed across the organisation.

3.5 *Future Ways of Working/Return to the Office*

Discussions have been held with the senior management team and Executive Members to agree the approach. Work is now well underway with Directorate Management Teams focussing on when, how and where employees need to work at a workplace to ensure that we have a coherent and deliverable approach. This data collection is now complete and by the end of August services will be testing new ways of working on site to help further develop proposals for the longer term. The first phase is starting across 5 service areas in the Town Hall Extension w/c 24 August 2020. Work is also underway led by the City Solicitor on arrangements for member meetings which involve

additional challenges including participation/attendance of members of the public.

The ambition is that by October all of our staff will be working on site albeit on a much reduced basis to meet current social distancing requirements. This will mean our buildings will continue to hold 30% of their previous maximum capacity and in addition services will stagger start and finish times for staff to try to avoid peak travel times for staff. Continuous feedback will be sought from staff and managers during the pilot stage and beyond about how the workplace supports the type of work they need to carry out on site, how their journey was and how safe they feel in the workplace. Discussions are ongoing with Trade Unions and other stakeholders will be required to support this.

4.0 Strengthening Accountability

As previously reported in updates on the Our Transformation Work, work is underway to revise the offer for leadership and management development. The first part of this is developing a set of management standards, which will be in the overall context of the developing Organisational Development framework for the organisation and will include:

- Setting clear expectations of what managers will and will not do ('hold one to one meetings with staff at least once a month'), for example
- Training and development programme for managers so that they have the capability to carry out the expectations that have been set
- Holding managers to account where those expectations that have not been met

A "Good Manager Guide" to support staff new to and existing managers is currently being drafted and will be underpinned by the values and behaviours of Our Manchester, and related policies and procedures. This is designed to create a shift to managers focusing on how to manage rather than just understanding policy.

A consistent sense of accountability for managers who fail to meet the standards required and recognition of those who are exemplars of good management practice has been missing from previous learning approaches.

An accountability and recognition framework, set within the context of an overarching approach to talent management will be developed. This might include 'spot checks' of managers carrying out return to work interviews, budget management and so on, and highlight where management action may have led to the council being required to pay compensation, and also using examples of good practice in corporate communications. Accountability does not mean necessarily a punitive approach but an interruption of poor management behaviours.

Alongside this, activity is being progressed to simplify, align and clarify decision making and resulting processes around a "How Do I" approach. This will enable managers to be clearer, and feel more empowered, to take steps required to effectively and efficiently manage resources and staff.

5.0 Conclusion:

Members are asked to note the content of this report.

2020 All Staff Survey

Manchester City Council

At a glance - staff responses

3,536

survey responses

Of those, 2,924 staff were working from home some or all of the time

Page 20



When asked what best described their working from home pattern:

- 1,676** people are working **normal working hours**
- 1,159** people are working flexibly/ **able to fulfil** contractual hours
- 89** people are working flexibly/ **unable to fulfil** contractual hours



1,516 staff

said they

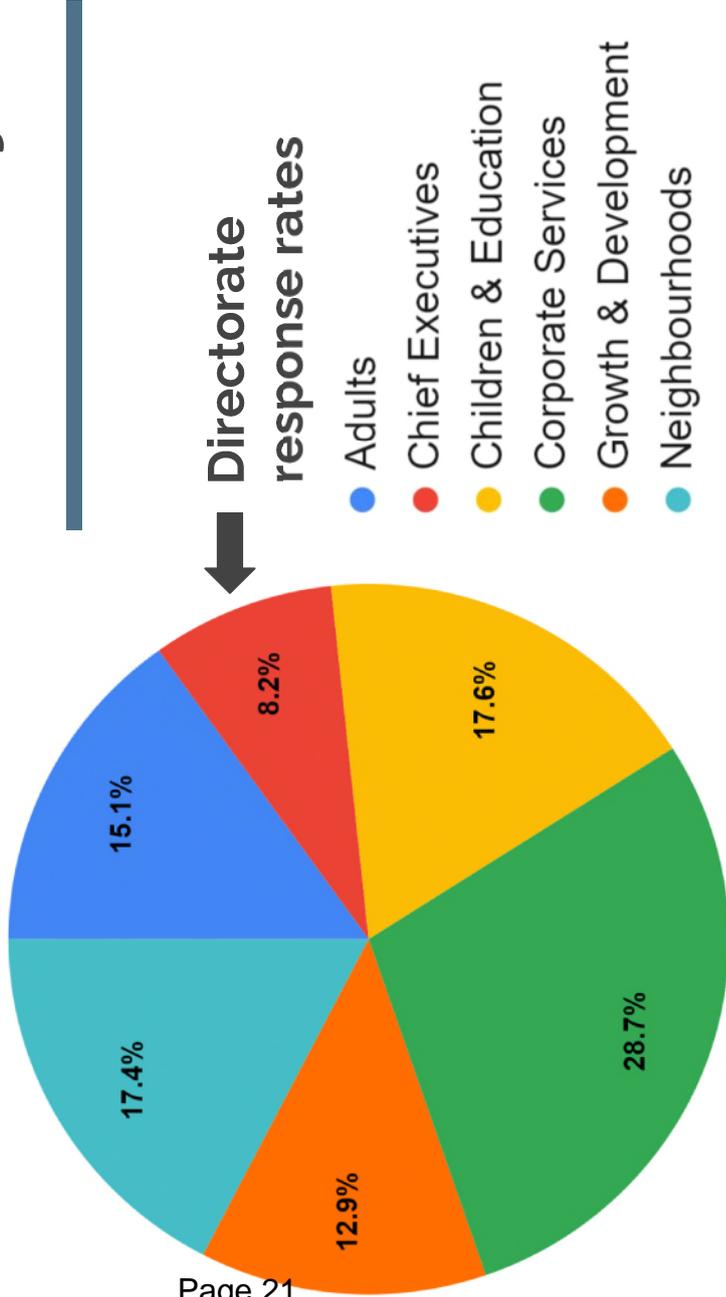
had caring

responsibilities:

- Sole carer of a child/children: 223 staff
- Joint carer of a child/children: 823 staff
- Sole carer of an adult/s: 195 staff
- Joint carer of an adult/s: 204 staff
- Other caring responsibility, e.g. partner/grandchild: 217 staff

At a glance - staff responses

The majority of responses were from **females** 
 aged **35-64 yrs**



Ethnicity Makeup

78.71%

White British

7%

Black/ African/ Caribbean/ Black British
 Caribbean African Somali/ Other Black

6.02%

Asian/ Asian British Indian Pakistani
 Bangladeshi Chinese Kashmiri Other
 Asian

4.86%

prefer not to say

2.62%

Mixed/ Multiple Ethnic Groups

0.79%

Other ethnic group

At a glance - staff responses

| | % Black, Asian & Minority Ethnicity staff | % Who stated caring responsibilities (children and/or adults) | % Who have said they have a disability | % Who said they were or still are vulnerable. | % Have redeployed to a new role |
|-----------------------------|---|--|--|---|---------------------------------------|
| Adults Services | 19 | 41 | 11 | 20 | 10 |
| CEX | 17 | 40 | 8 | 16 | 3 |
| Children's and Education | 19 | 42 | 9 | 22 | 2 |
| Corporate Core | 15 | 40 | 9 | 17 | 8 |
| Growth & Development | 14 | 38 | 8 | 13 | 6 |
| Neighbourhoods | 16 | 39 | 8 | 20 | 9 |

Organisation wide - Gender Response



Female: 63.1%

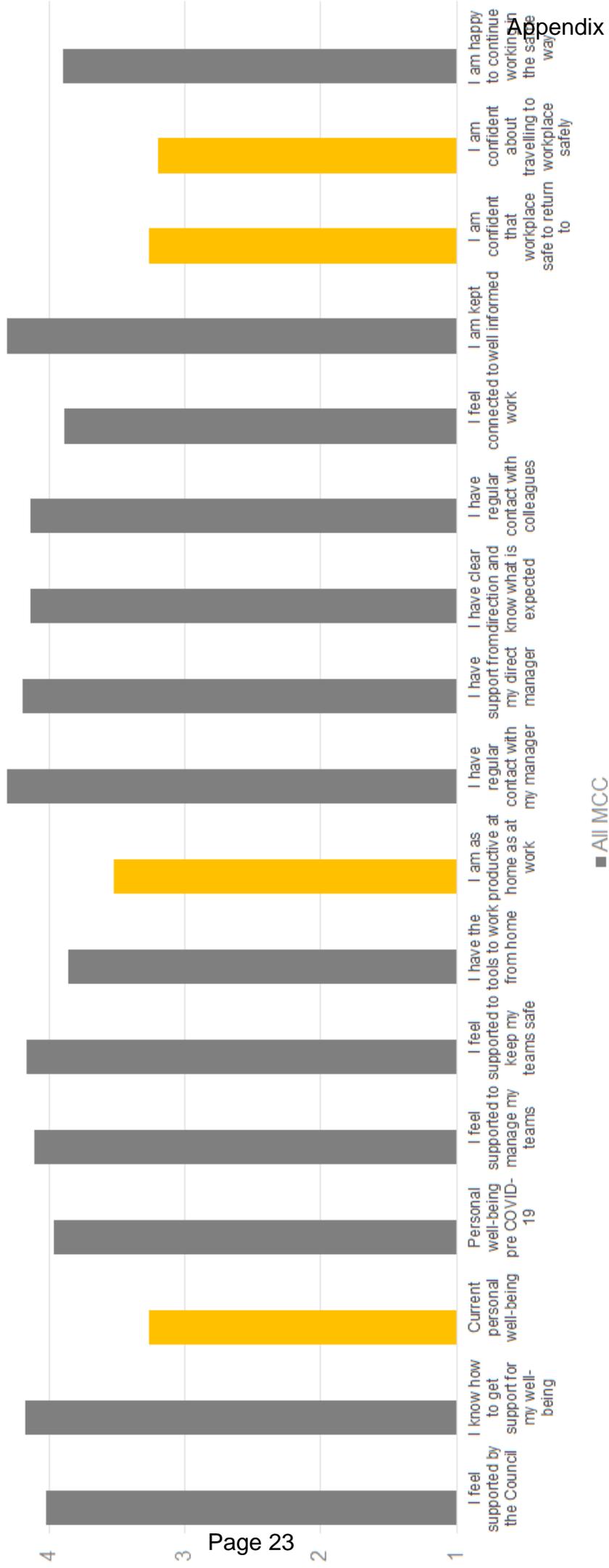
Male: 32.9%

Other: 0.3%

Prefer not to say: 3.8%

At a glance - staff responses

5

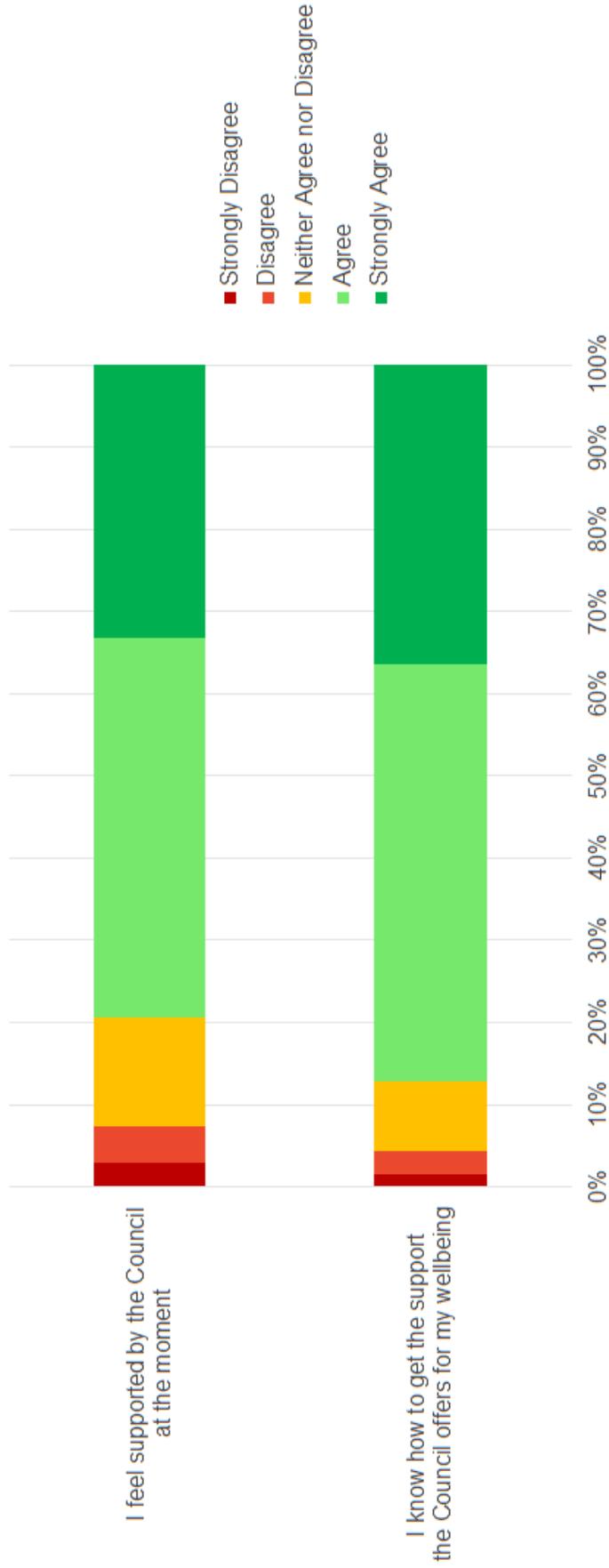


The above table shows aggregated results for all questions where the respondent was asked to provide a response from 1 of 5 options. The most negative response was scored 1 with the most positive results scored 5.

The following slides concentrate on the key themes including the four questions highlighted in yellow

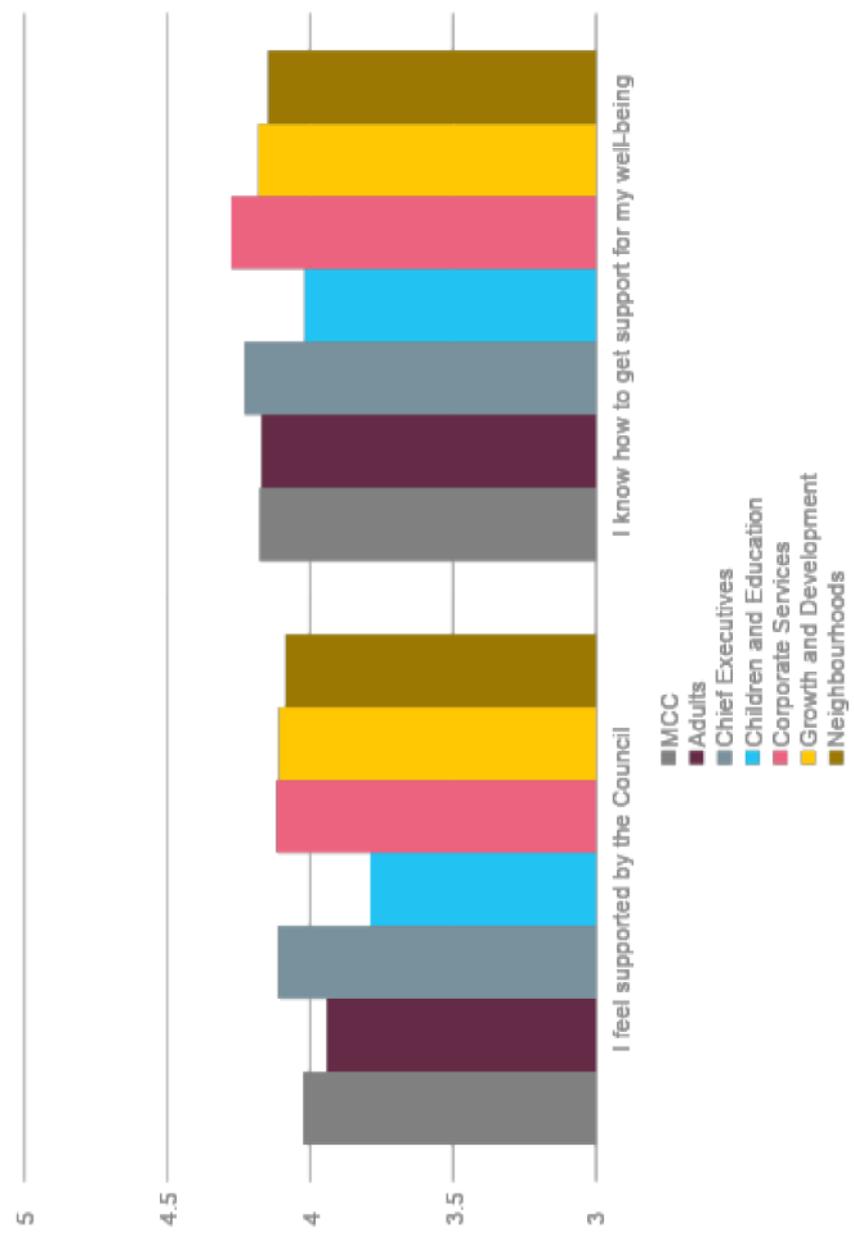
All results: Support from the Council

Staff were asked to rate whether they feel supported by the council, and whether they know how to get support for their well-being.



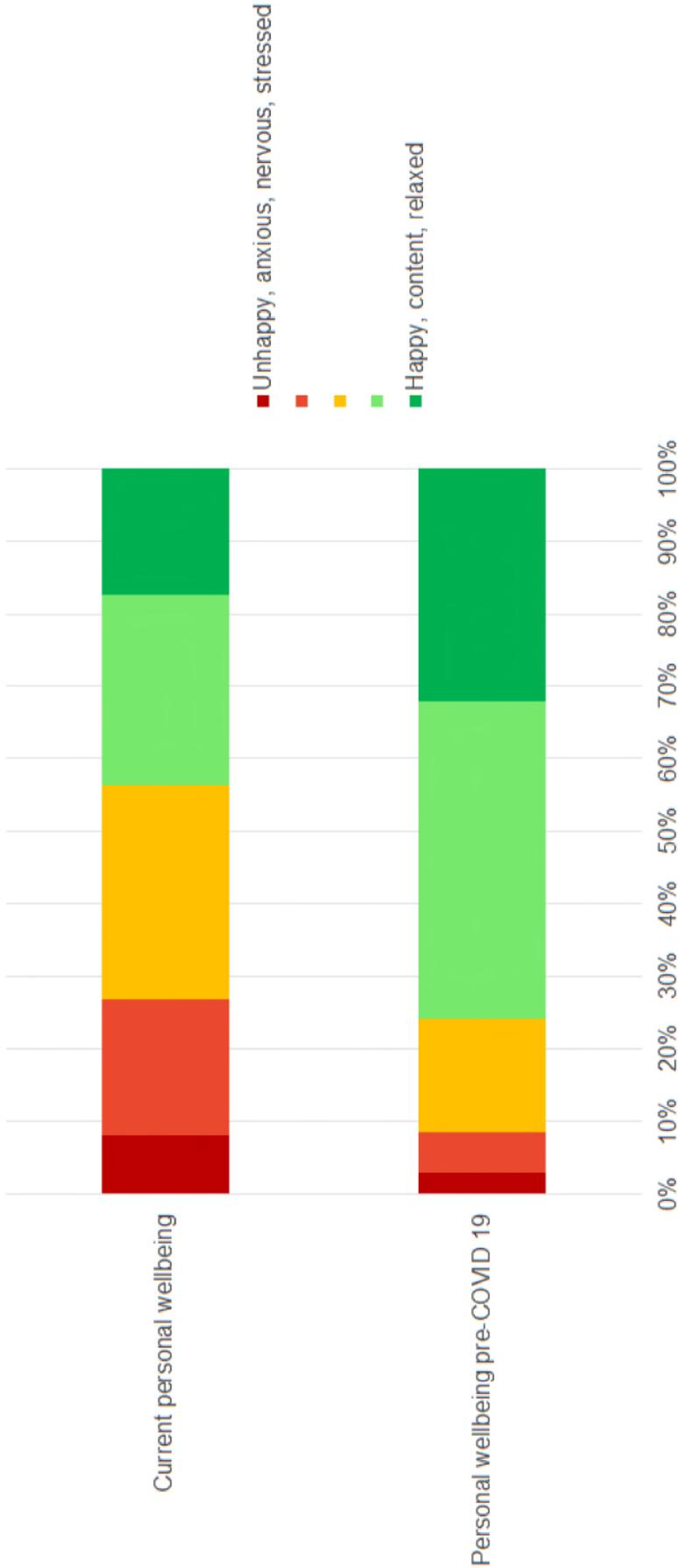
Directorate Comparison: Support from the council and accessing support for well-being

- Questions asked staff whether they feel supported by the council and know how to access support
- Responses were positive overall
- Based on directorate comparison - **Children's and Education** feel less supported, and whilst more of the directorate know how to access support this was still lower than the rest of the organisation.



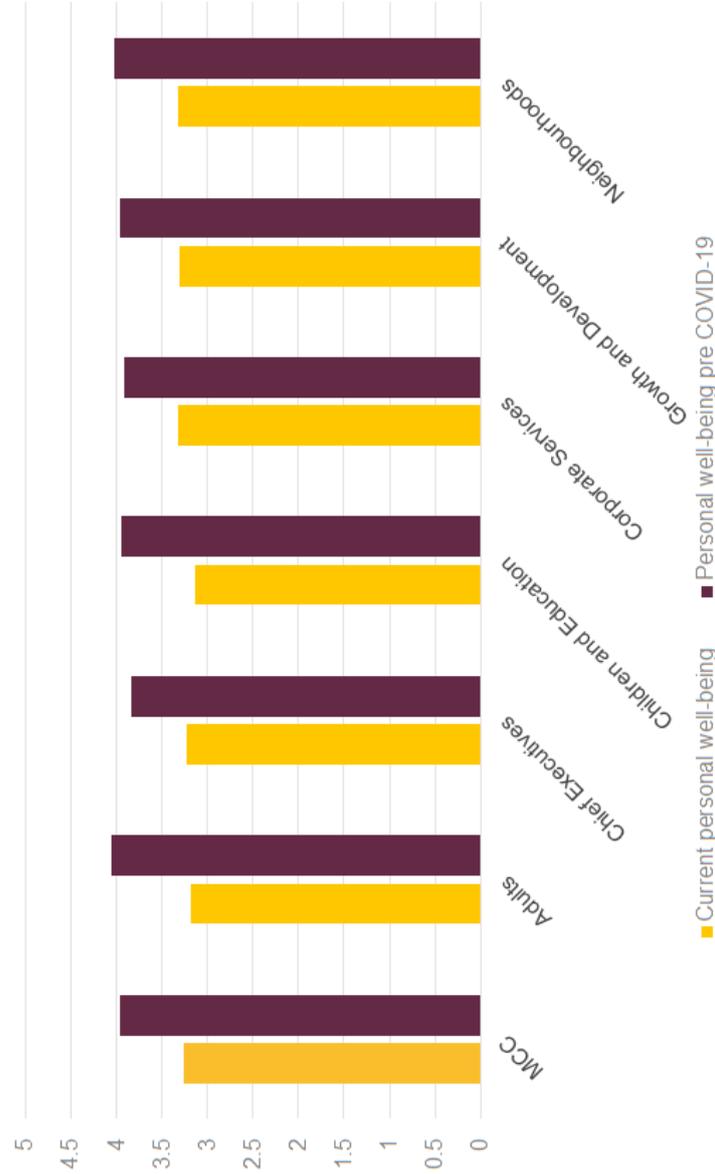
All results: Current Wellbeing

Staff were asked to rate their current wellbeing, and how they felt their wellbeing was before COVID-19.



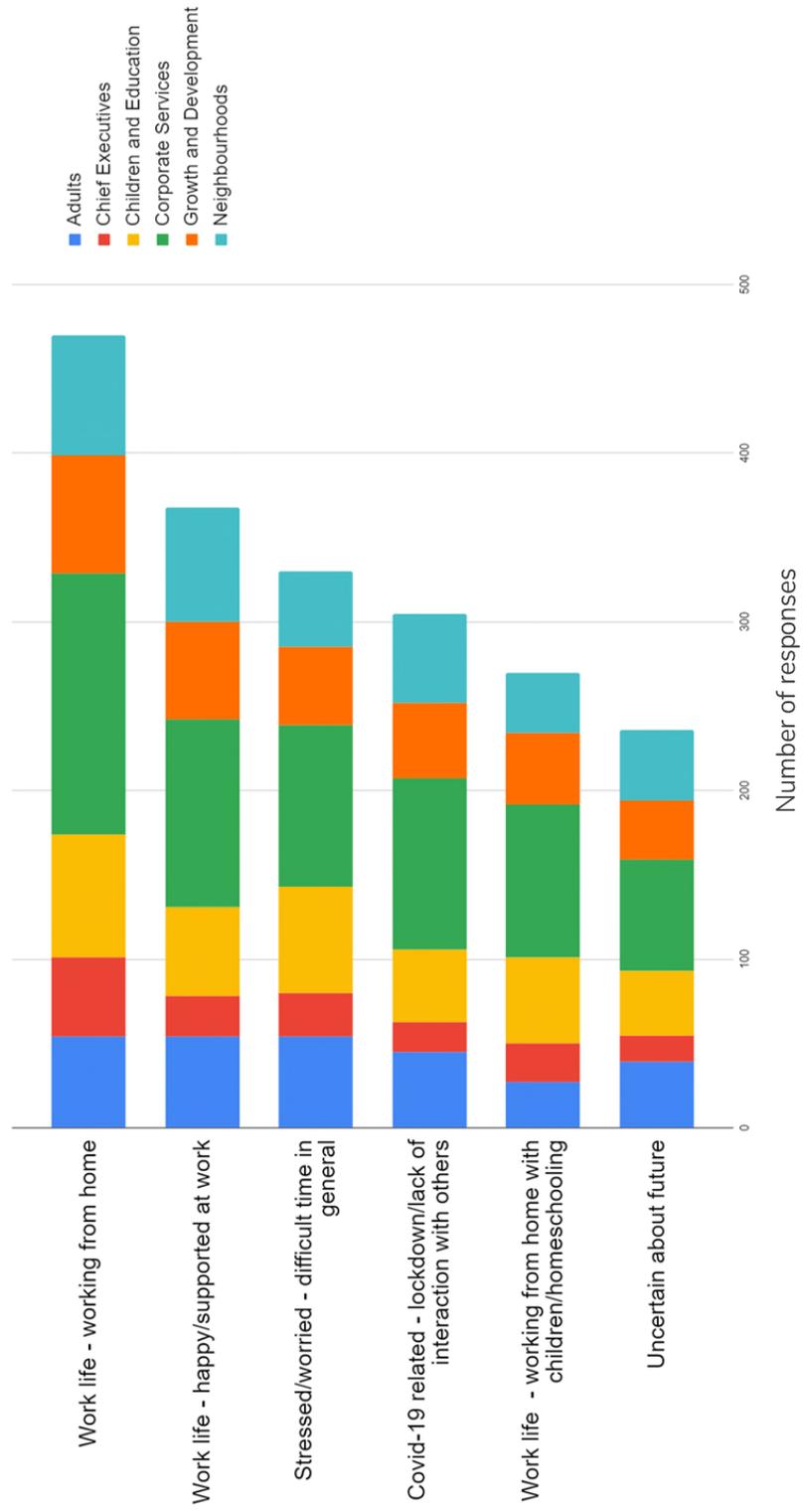
Directorate Comparison: How staff are currently feeling vs pre-covid

- Overall decrease in how staff are feeling, consistent across organisation.
- Staff were asked to explain **why** in open-text comments. Responses were then sorted (coded) into 42 categories which fit into 4 broad themes
 - Work-life
 - Personal
 - Covid-related
 - Other
- **Top 6 categories** can be found on the next slide - other responses included general concerns about racism and environment. The full list is provided in directorate and service packs.



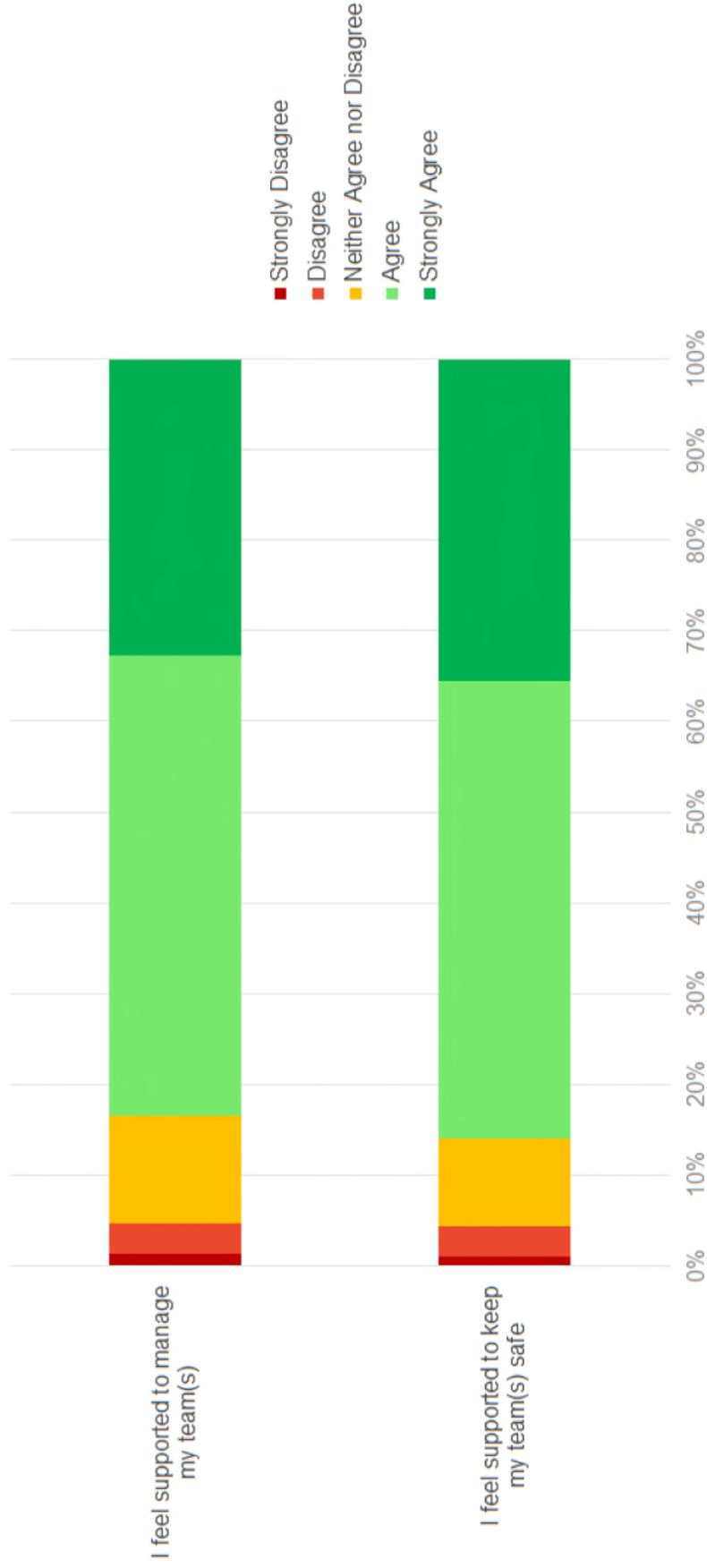
Directorate Comparison: How staff are feeling – Top 6 responses

Free-text responses from staff were coded and grouped into thematic areas. The graph below highlights the key themes, split by directorate, and the number of responses mapped to them.



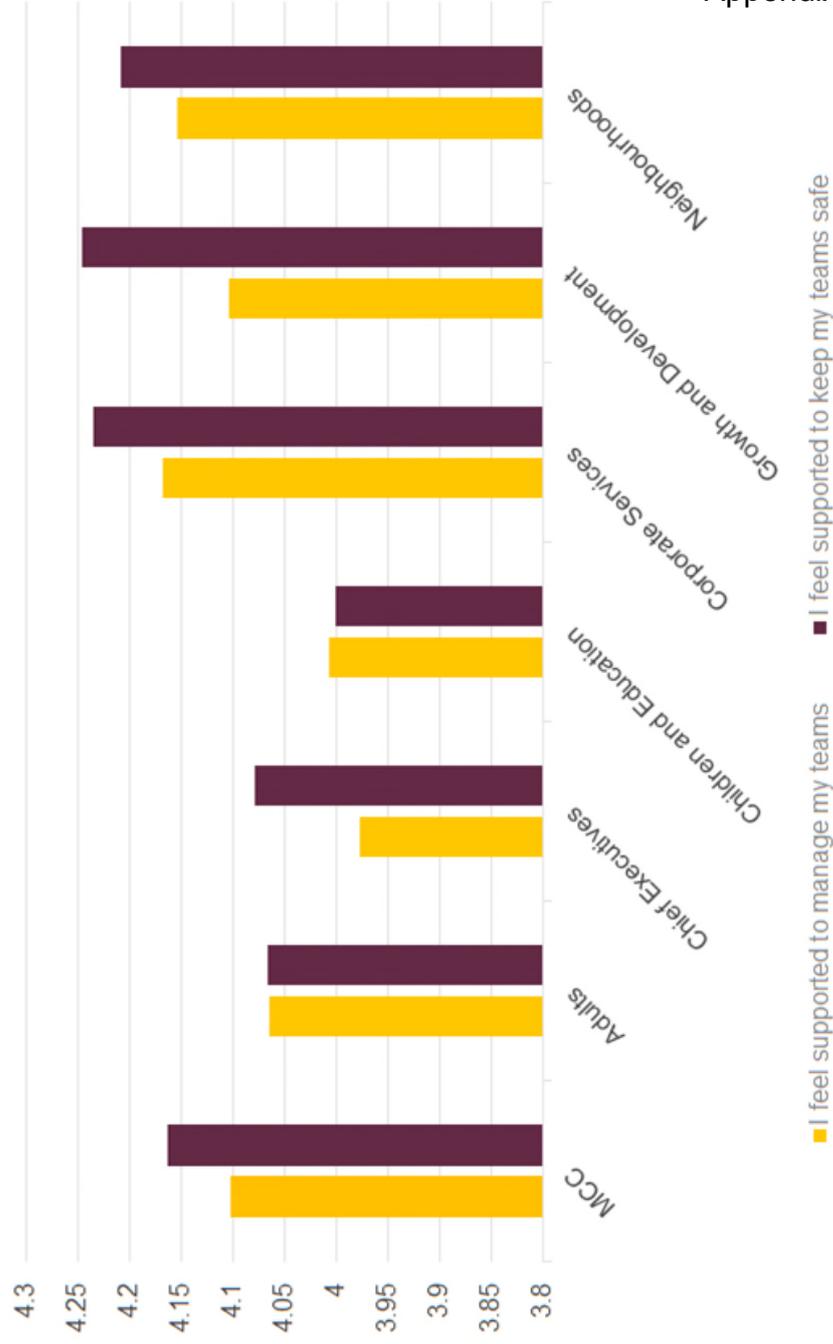
All results: Support to manage teams and keeping teams safe

Staff were asked to rate whether they feel supported to manage their teams and keep them safe.



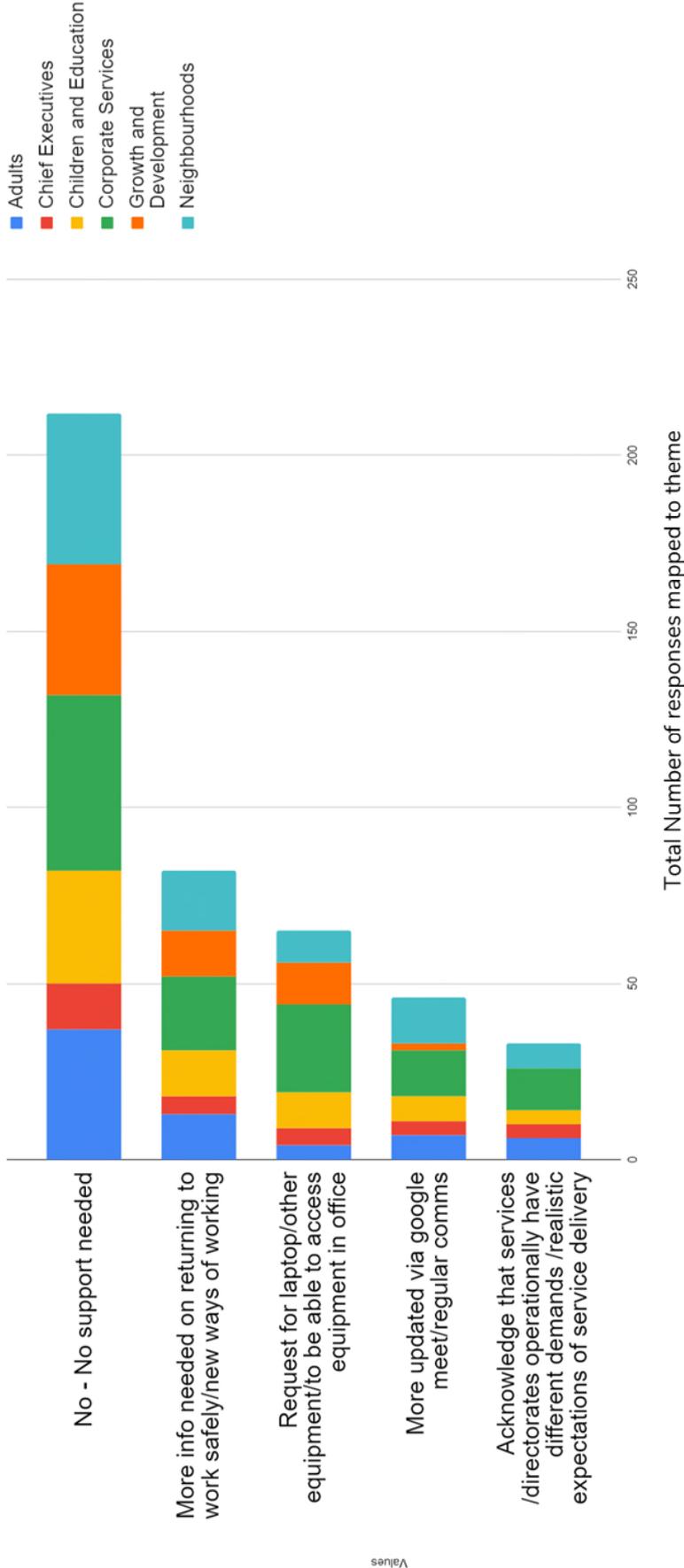
Directorate Comparison: Support to manage teams and keeping teams safe

- Questions asked line managers about the support they're receiving
- Responses were positive overall (1 is lowest, 5 is highest)
- Managers feel more supported to keep staff safe but indicate needing support in how to manage staff.
- The majority said they did not need any further support however the top requests are shown in the next slide



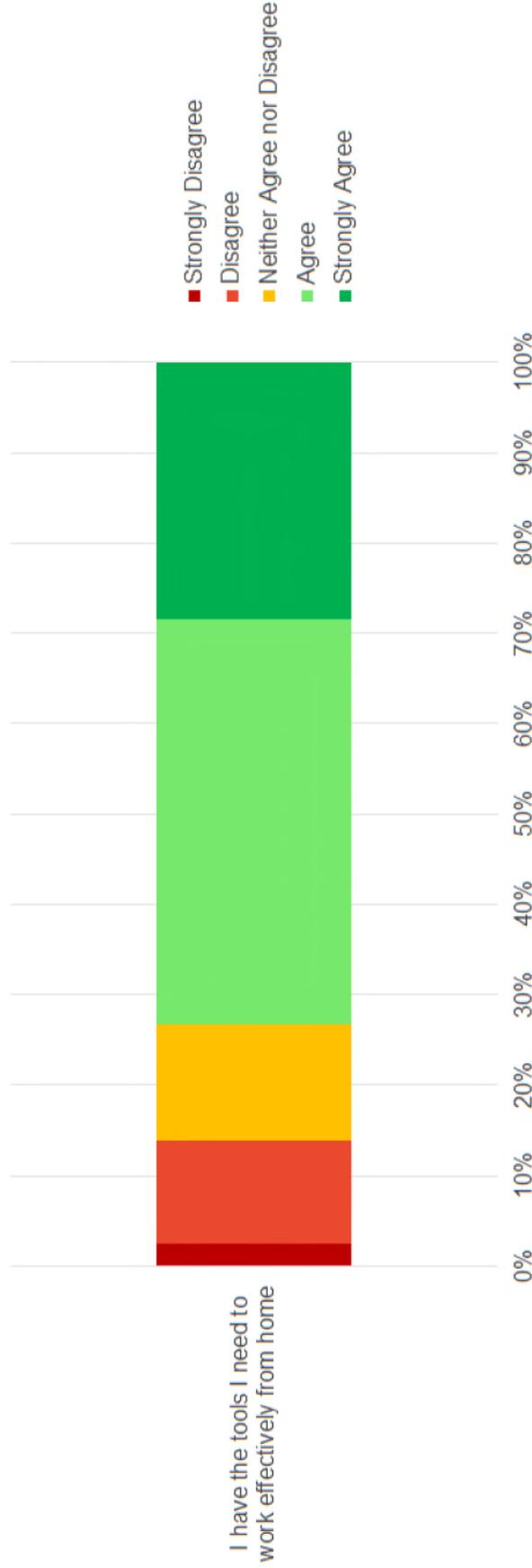
Directorate Comparison: Support to manage teams and keeping teams safe - Top 5 responses

Free-text responses from staff were coded and grouped into thematic areas. The graph below highlights the key themes, split by directorate, and the number of responses mapped to them.



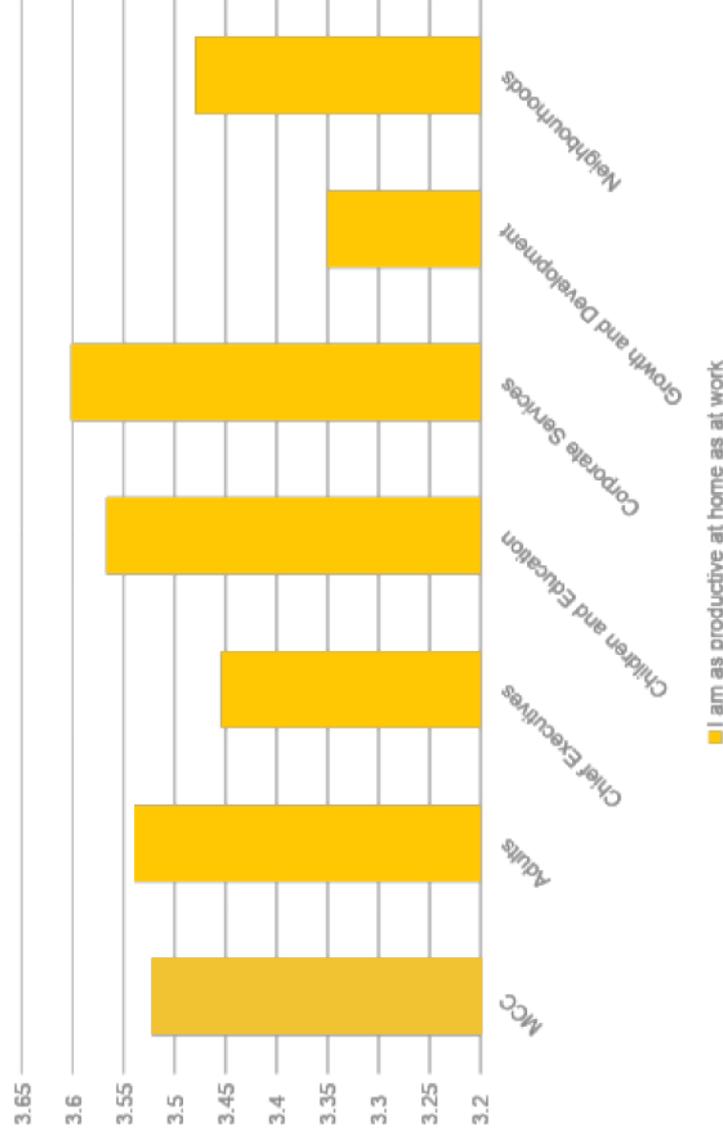
All results: Working from Home – Tools and Productivity

Staff were whether they feel that they have the tools needed to work effectively



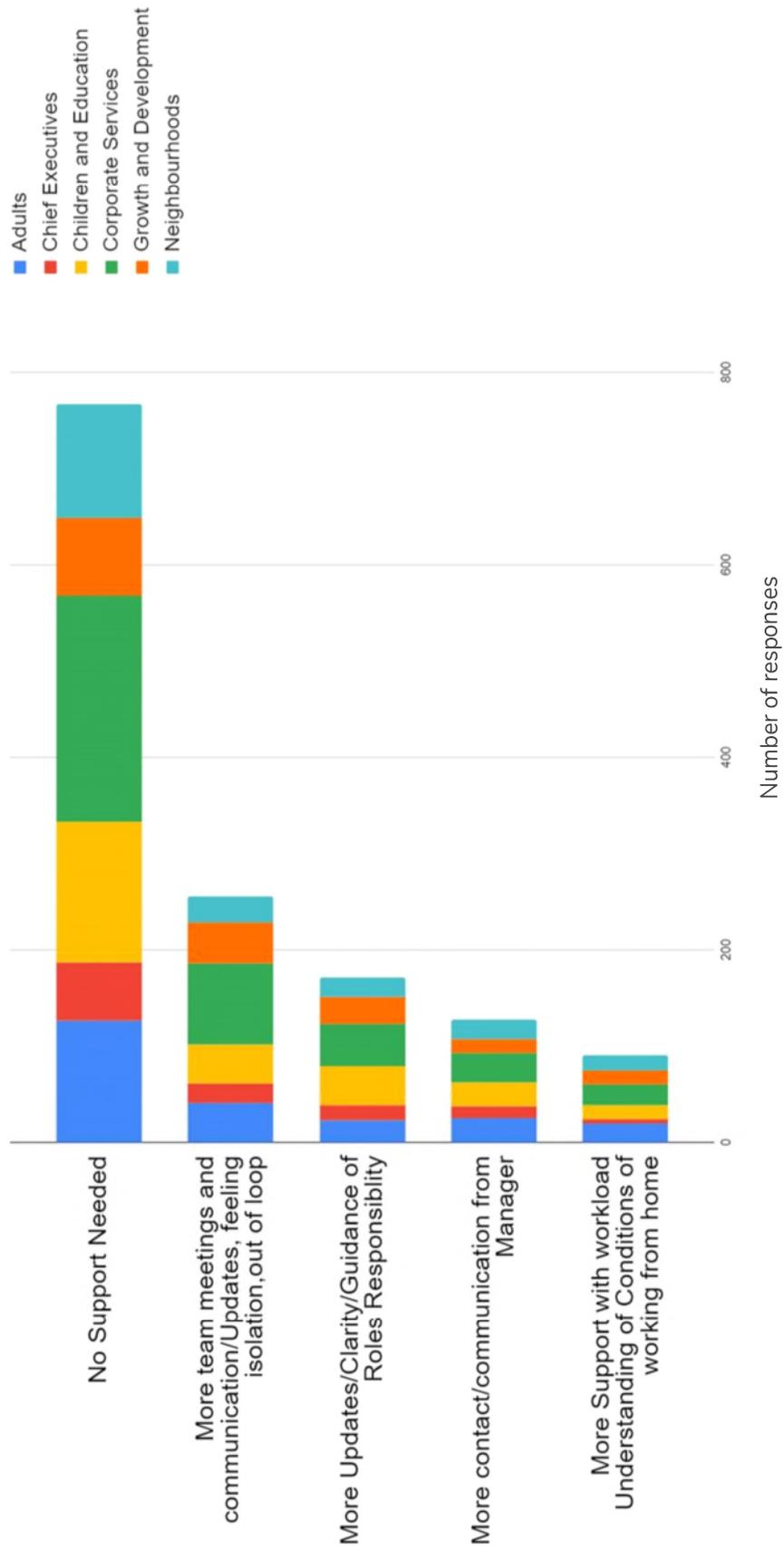
Directorate Comparison: Feeling productive working from home

- Questions asked staff working from home whether they feel more productive working from home.
- Responses were positive overall (1 is less productive, 5 is more productive) with the majority indicating more or the same level.
- When asked about what support might be needed, the top responses related to equipment, furniture, better wifi/connectivity and support with family commitments/dynamics.
- Growth and Development reported lower levels comparatively. The majority came from MAES who are currently working from home instead of their usual teaching environment



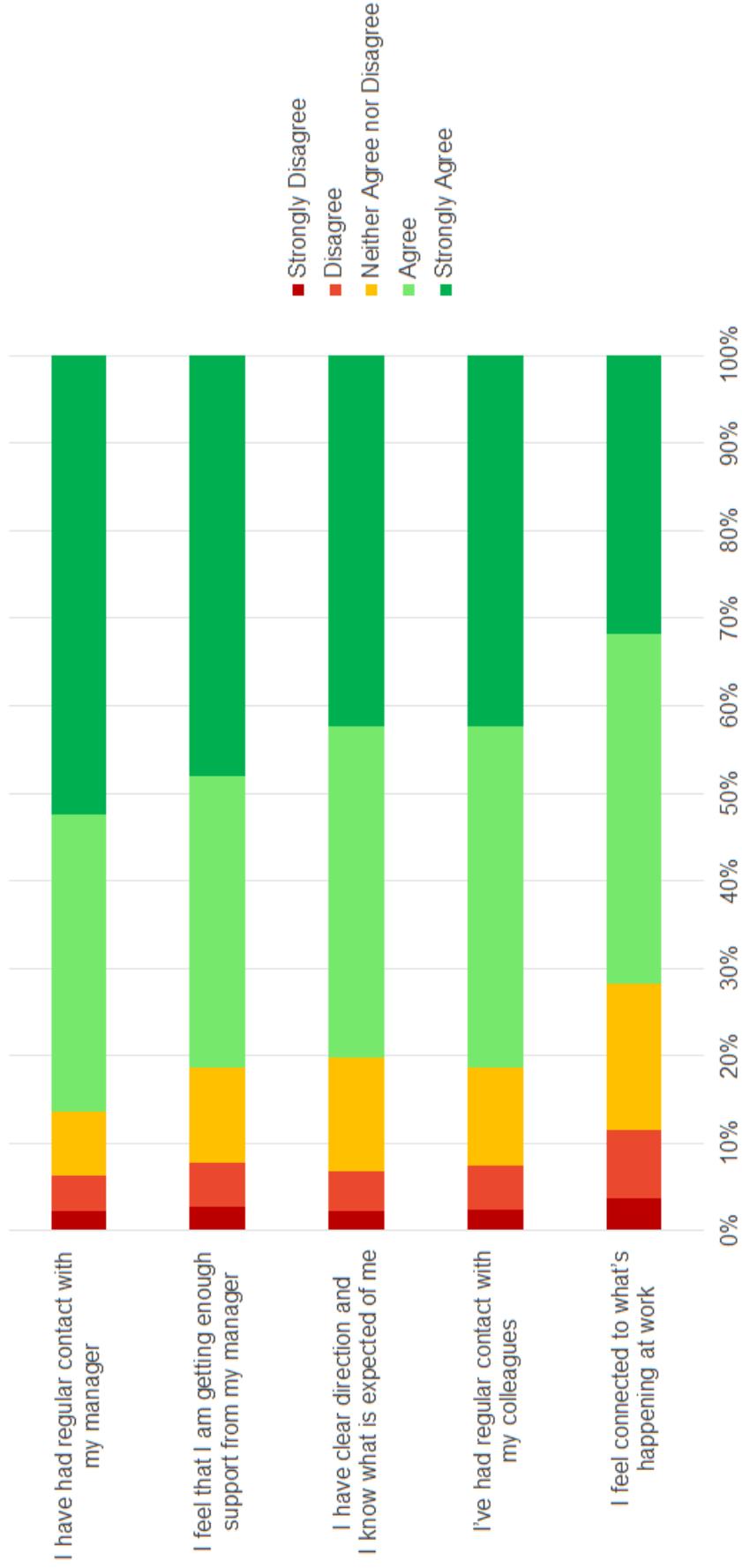
Directorate Comparison: Feeling productive working from home

Free-text responses from staff were coded and grouped into thematic areas. The graph below highlights the key themes, split by directorate, and the number of responses mapped to them.

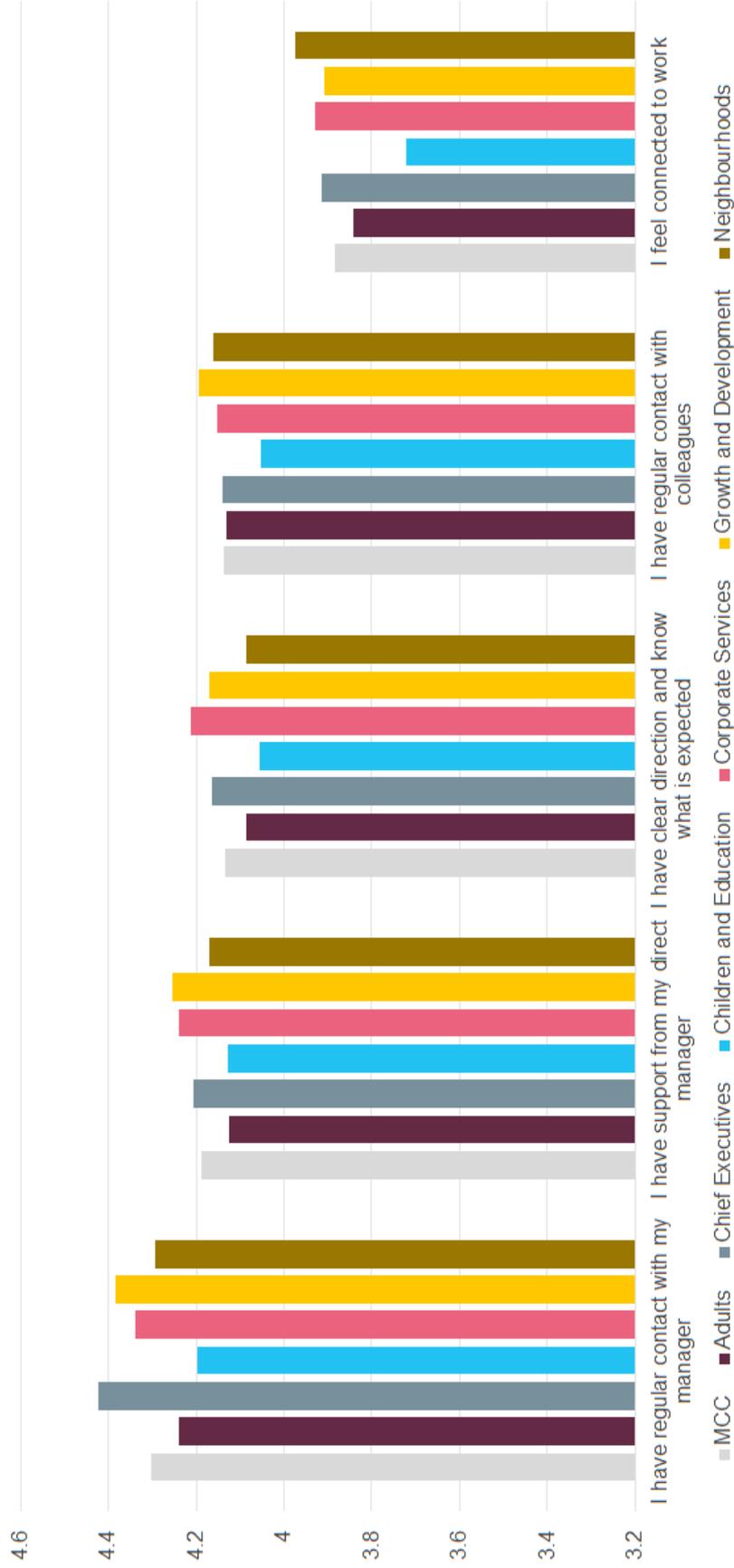


All results: Contact and Support

Staff were asked to rate how they feel about contact with their managers and their team.

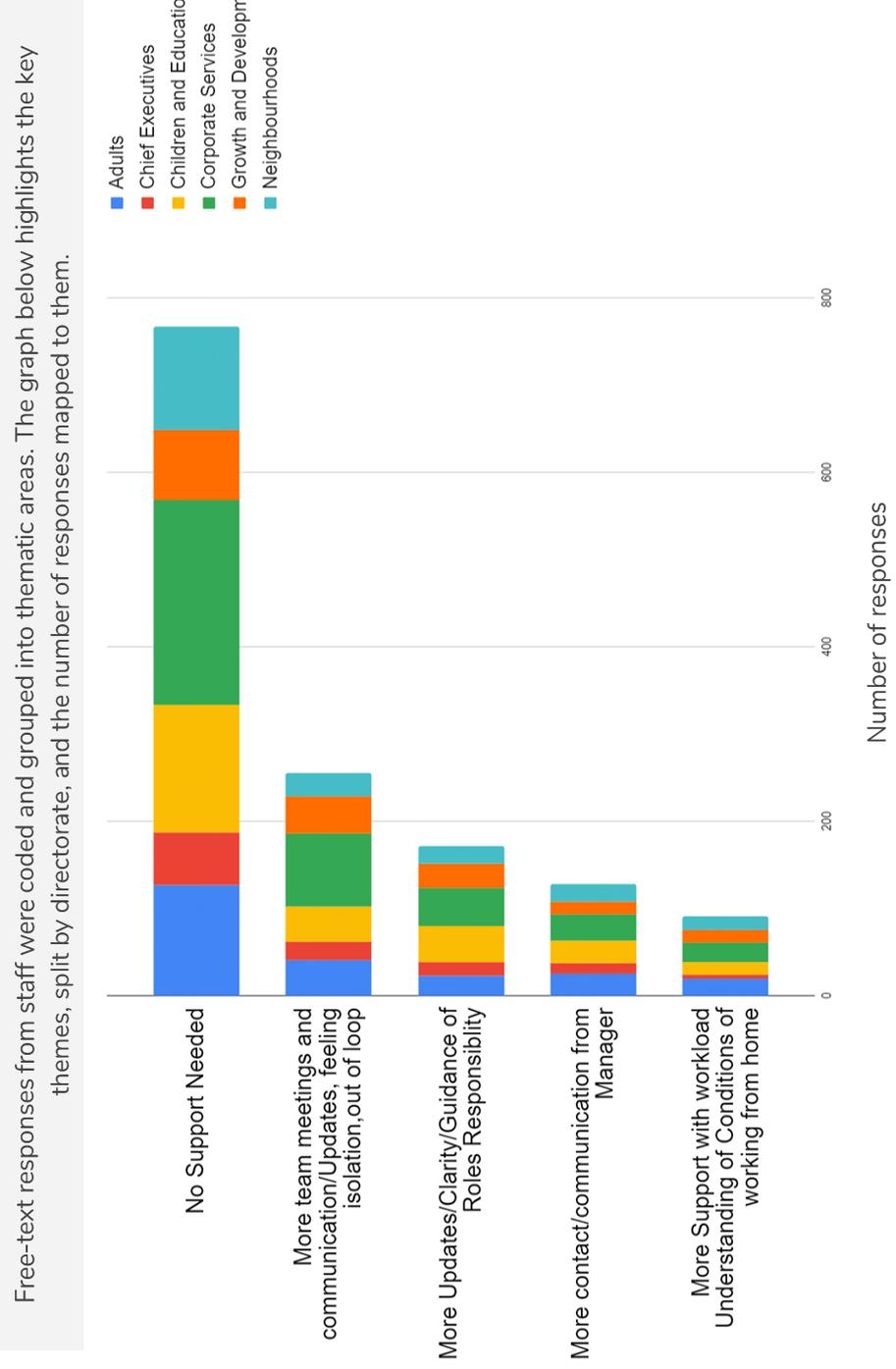


Directorate Comparison: Contact and Support



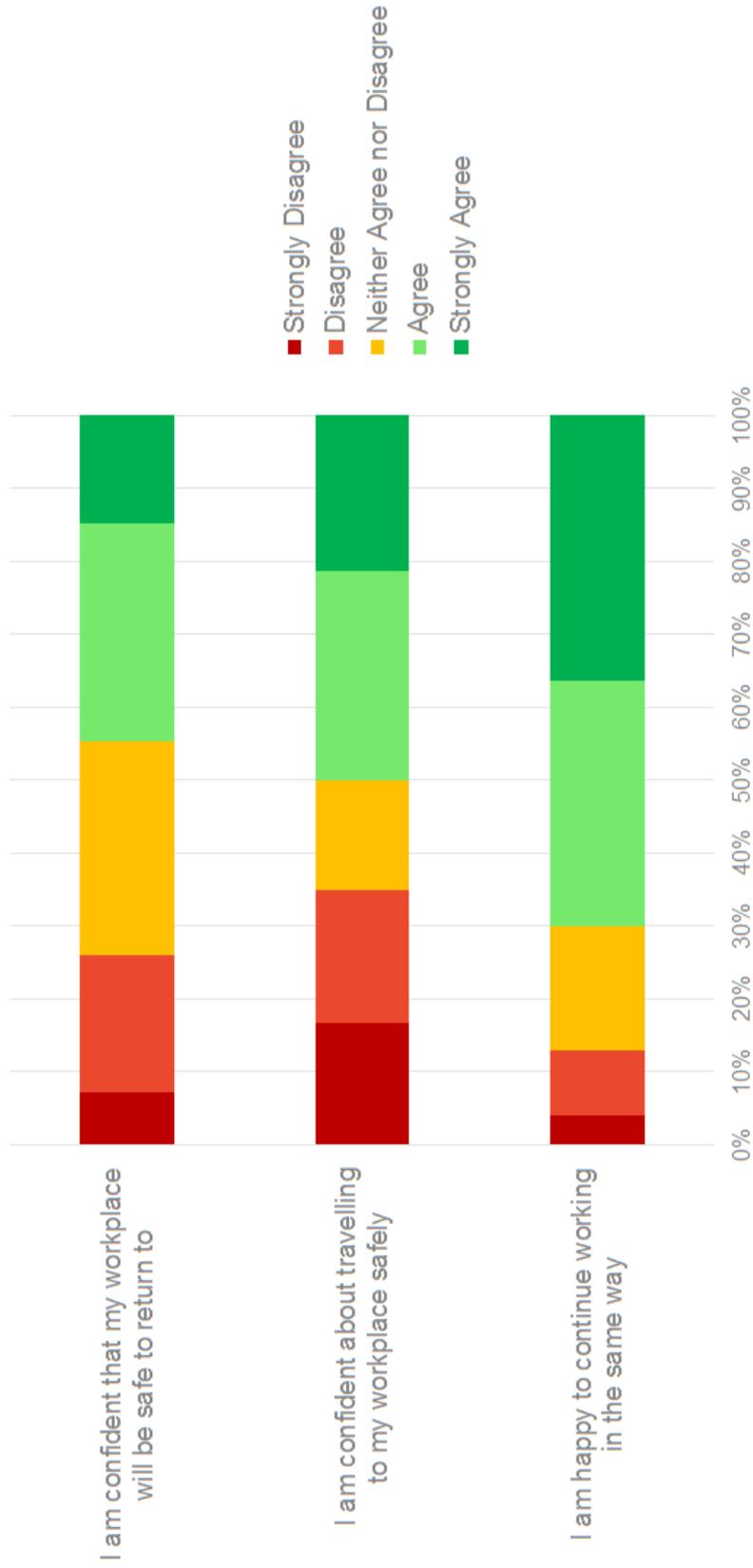
Directorate Comparison: Contact and Support: Top 5 responses

- Responses to the five questions on the previous slide were overall very positive, and consistent across the organisation
- Staff feel positively supported by managers, however feeling connected to what is happening at work reported lower levels.
- Staff were asked if there was anything they would like from their team or manager. The top 5 responses are shown here.



All results: Returning to Work

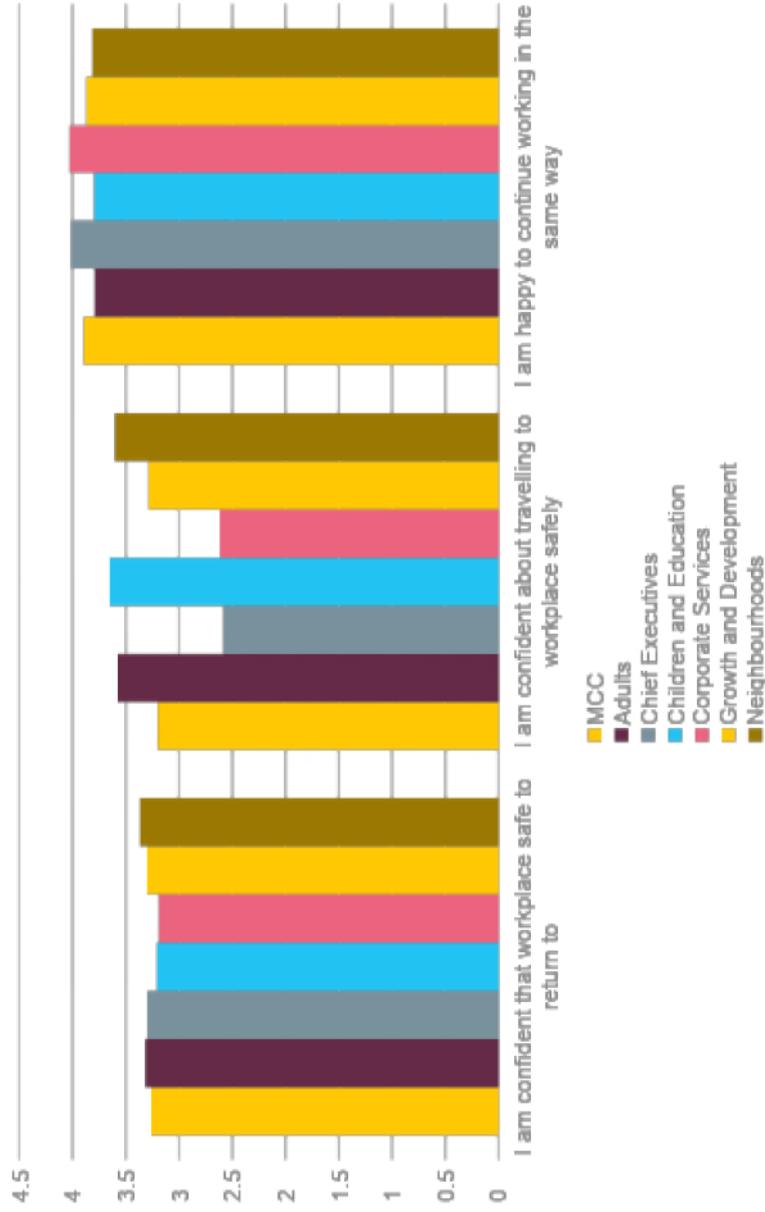
Staff were asked to rate how they feel against three statements to understand how they feel about returning to their workplace.



Directorate Comparison: The Council and Future Working

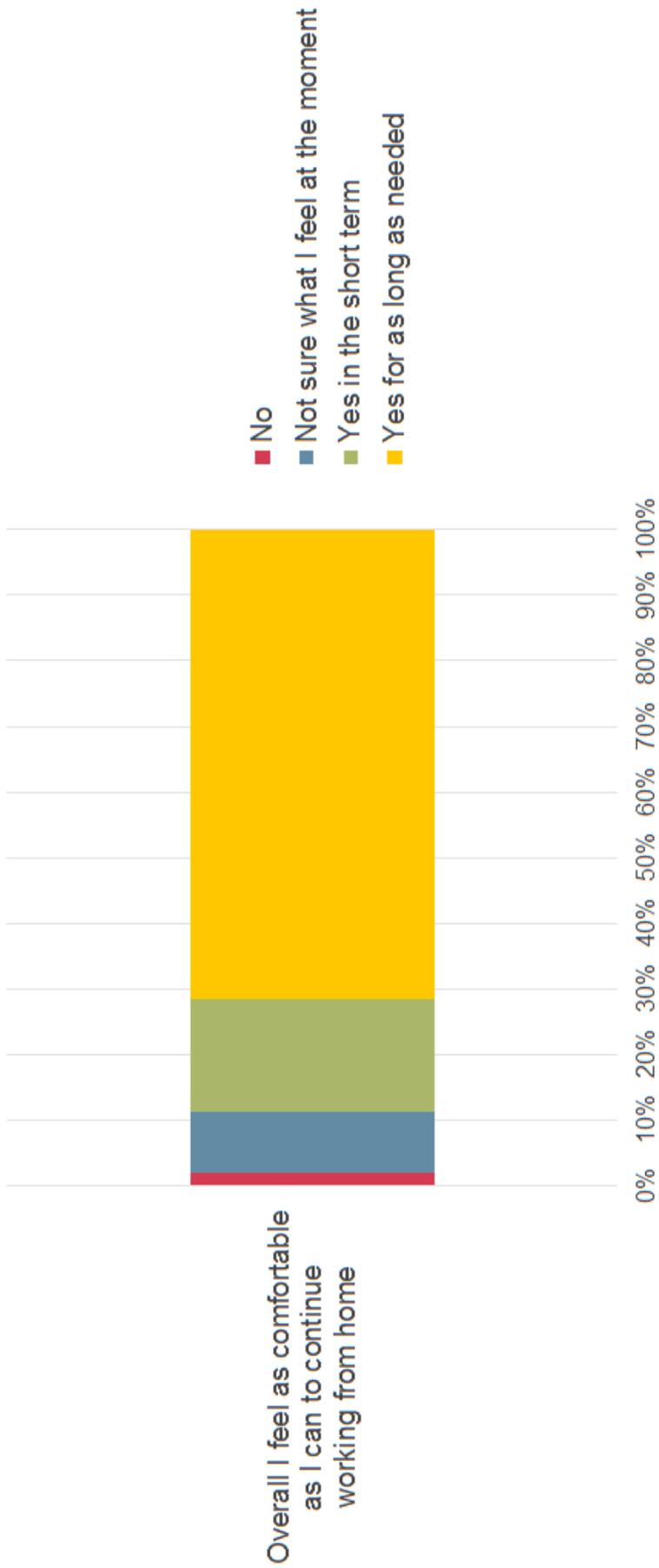


- Responses were consistent overall with travel being the area of most concern for **Chief Executives** and **Corporate Core**
- The majority of staff who reported being **less confident** about whether the workplace is safe to return to are **currently working from home**.
- Similarly the majority of staff **less confident about travel** to and from work are **also working from home** at the moment. The survey did not ask about modes of travel.



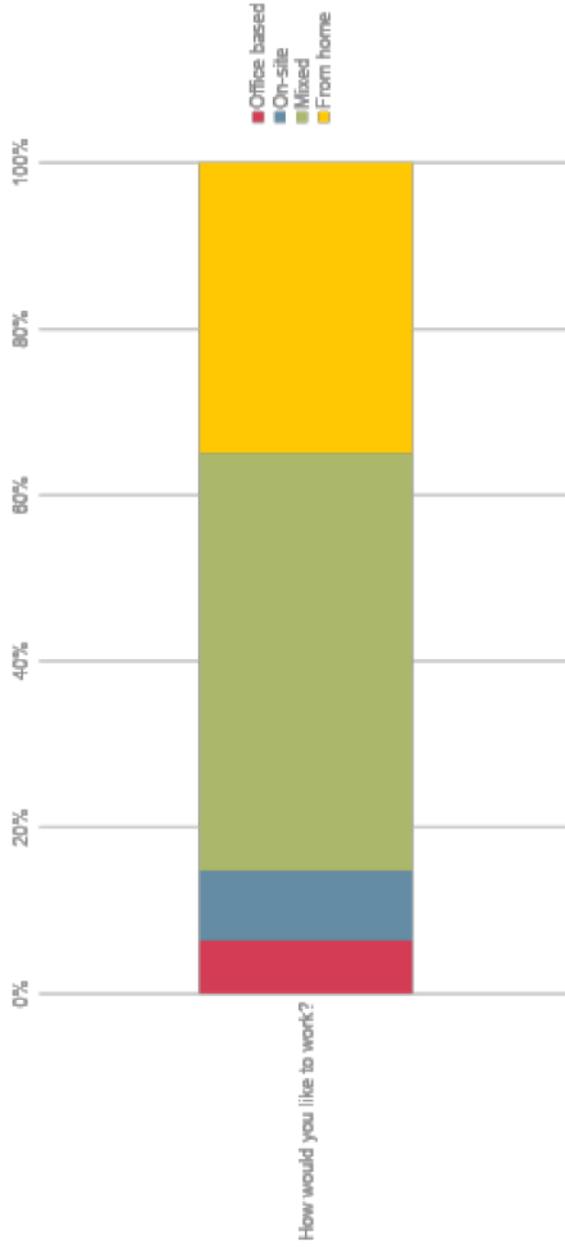
All results: Continuing Working from Home

Staff who are currently working from home were asked to rate about whether they are comfortable to continue to do so.



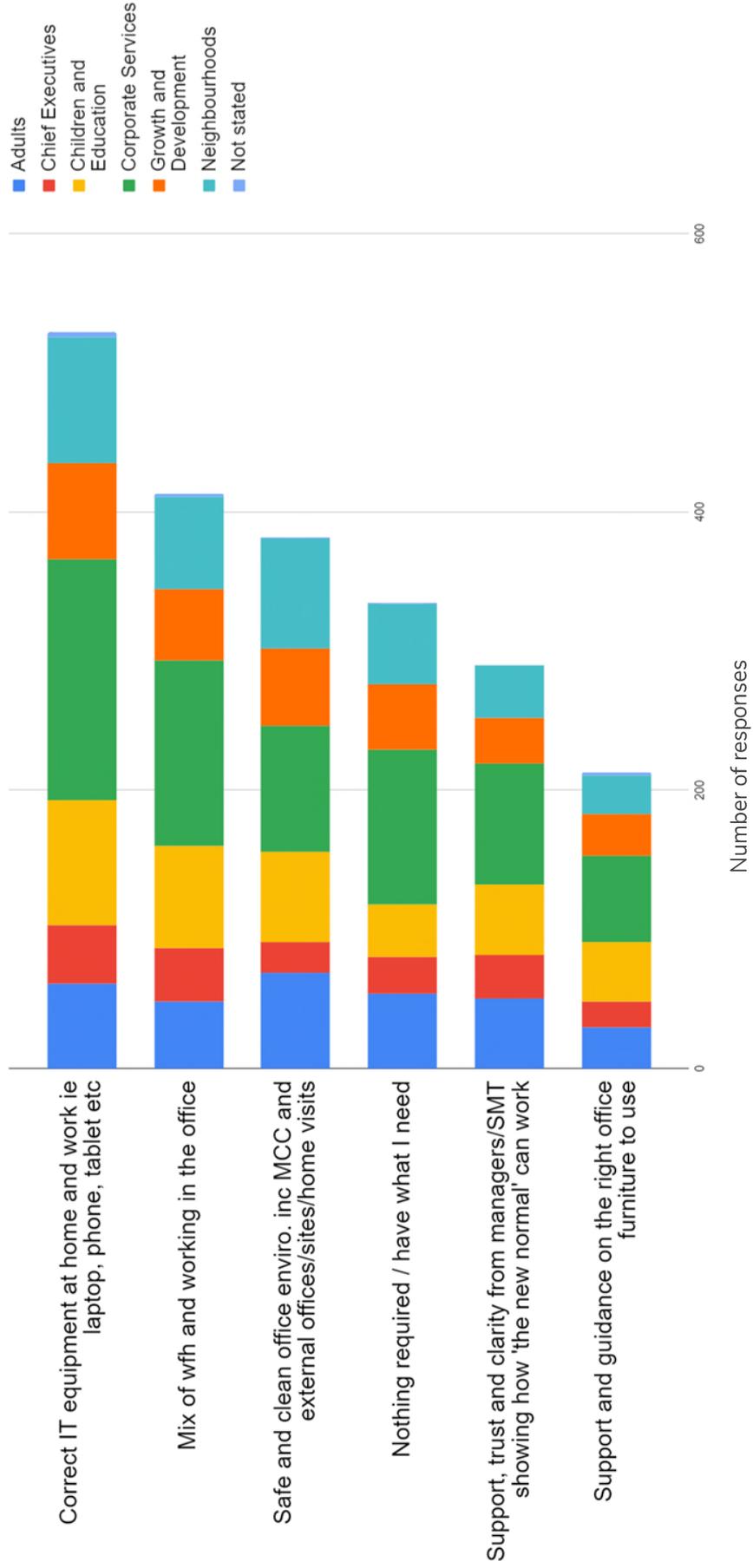
All results: How staff would like to work

- Staff were asked how they would like to work in the future
- Most staff chose either mixed (between on-site and home) or at home at all the time
- The majority of staff who responded **mixed** are doing this already, or currently working from home all at the time.
- Similarly to those wanting to just **work from home** in the future, are currently doing so
- This pattern follows through to those **working on-site** or in the **office** currently wanting to continue to work in this same way
- This was consistent when comparing Directorate results
- Staff were also asked what would help them to work, in the future. The top 6 responses are shown on the next page



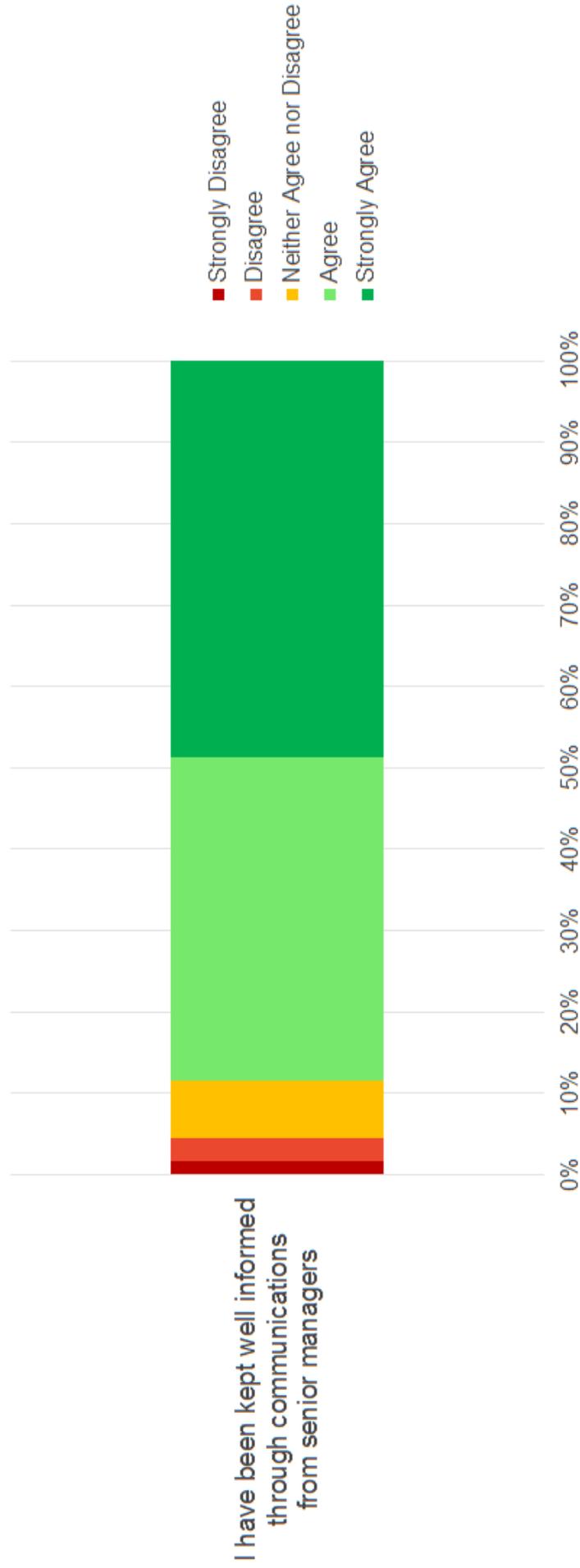
Directorate Comparison: What would help you to work in the future? Top 6 responses

Free-text responses from staff were coded and grouped into thematic areas. The graph below highlights the key themes, split by directorate, and the number of responses mapped to them.



All results: Communications from Senior Managers

Staff were asked to rate how well informed they feel through corporate communications



Black, asian & minority ethnicity Key Findings

Shielding & Vulnerable makeup:



- 15% were or still are classed as shielding
- 32% were or still are classed as vulnerable

Preferred options to work:

Page 45
43% WFH

9% On site

43% Mixed WFH and on site

5% Office based

Reported feeling unhappy / anxious



26% Now

9% Pre-covid

Communications

10%

Do not feel connected to what is happening in work.

Working from home

16%

Felt they do not have the right tools to work effectively from home.
(Compared to 12% for white staff)

16%

Felt less productive.
(Compared to 19% for white staff)

91%

Are happy to continue to work from home in the short term or for however long was needed.

Returning to site

30%

Do not feel confident that their workplace will be safe to return to.

31%

Do not feel confident about travelling to work safely.

Disability Key Findings

Shielding & Vulnerable makeup:

- 30% were or still are classed as shielding
- 55% were or still are classed as vulnerable



Preferred options to work:

41% WFH (vs 34% non disabled) **7%** On site (vs 8% non disabled)
46% Mixed WFH and on site (vs 52% non disabled) **6%** Office based (vs 6% non disabled)

Reported feeling unhappy / anxious

38% **Now** (vs 24%)
17% **Pre-covid** (vs 8%)



Working from home

21%
 Felt they do not have the right tools to work effectively from home.
 (Compared to 13% for non-disabled staff)

19%
 Felt less productive.
 (Compared to 18% for non-disabled staff)

88%
 Are happy to continue to work from home in the short term or for however long was needed.
 (Compared to 89% for non-disabled staff)

Returning to site

38%
 Do not feel confident that their workplace will be safe to return to.
 (Compared to 23% for non-disabled staff)

41%
 Do not feel confident about travelling to work safely.
 (Compared to 34% for non-disabled staff)

Communications

15%
 Do not feel connected to what is happening in work.
 (Compared to 10% for non-disabled staff)



Next Steps

- Directorate and Service packs have been created and shared with Strategic Directors.
- Feedback from the survey should now be used to inform staff engagement ensuring that the conversation is continuing, and importantly that staff understand they are being listened to and their responses are helping to shape what happens next.
- Further deep-dive work is underway to understand the themes in more detail which will support work around mental health and well-being, race equality and supporting our vulnerable, shielding and disabled staff.

This page is intentionally left blank

Returning to Site

COVID-19 Guidance



Who does this apply to?

- This guidance is for all staff employed by Manchester City Council who are returning to site.
- All partners and tenants will be required to comply with the principles and control measures set out in this note. This includes public services partners in the building and contractors.
- Visitors should be by exception and continued use of ICT to enable virtual meetings should continue. Where visitors are essential for work purposes then they must be made aware of the control measures in advance. The person arranging the meeting remains responsible for the visitor conduct.

Key Principles

These principles underpin our approach to ensure we can keep everyone safe.

They also apply to workspaces where the Council is a tenant. In these circumstances landlords are being required to meet the standards set out before staff will be allowed to occupy the premises.

Based on necessity

Return is based on **need** to deliver **key services**, not preference.

Guidance led

These measures are informed by **Government guidance** (as informed by the HSE and PHE).

Owned by all

It is **all of our responsibility** to make sure these measures are followed.

Contact minimised

All steps should be taken to **minimise unnecessary contact** with others.

Realistic

What we do needs to be **practical** and **sustainable**.

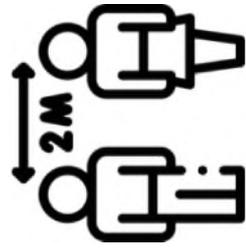
Clear

Controls in place on sites will be made **clearly visible** via signs etc so that everyone is aware of them..

Flexible

Arrangements will be **reviewed** and amended when needed based on **experience & feedback**.

Always Remember:



Stay
2 metres
apart



Wash your
hands
regularly

Access



All entrances will be used for both entry and exit.



Entrances will be equipped a hand sanitiser station. For smaller premises such as small markets and buildings in parks, managers have their own arrangements in place, using supply chain details from Facilities Management.



Lifts are limited to 1-2 people (depending on lift size) with marking on floors to show to stand facing away from each other. Signs will be in place to encourage the use of stairs and confirm lift priority for disabled users or those with limited mobility.



Work with your manager and team to consider staggering start/finish times to reduce traffic at the start and end of the day.



Cycle changing rooms (not storage) are limited to 2 people a time, please be mindful of this when entering.



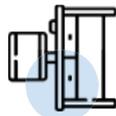
Example signs outside lifts:

Town Hall Extension



- Mount St and St Peters Square public / staff entrances will remain closed.
- Access is from the two Lloyd Street entrances only.
- Do **not** walk down Lloyd Street (between the two entrances) as the Our Town Hall hoardings mean it is not possible to maintain a 2m distance.

Using Desks



Try to sit at the same desk when in the office in order to minimise common touch points. Do not use the desks that are marked as such, and ensure you are not sat next to or facing another colleague.

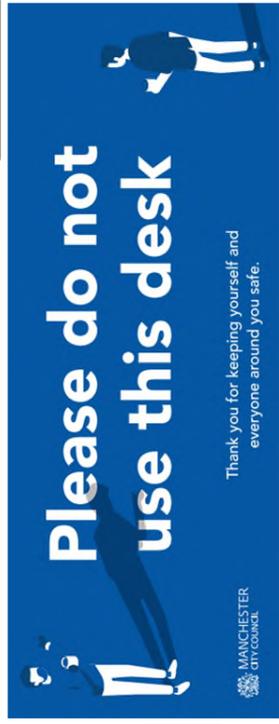
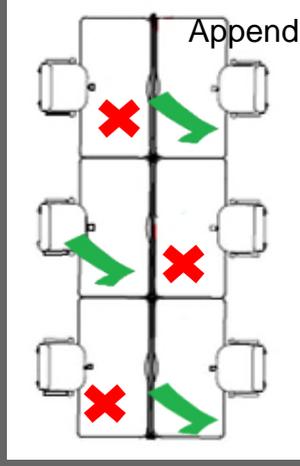
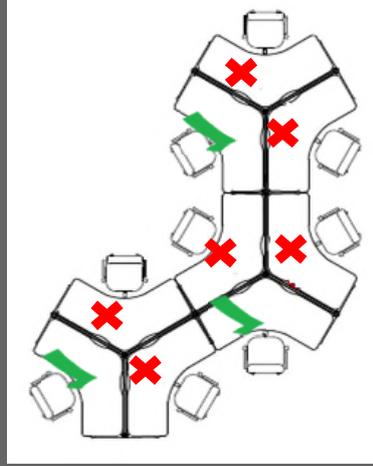
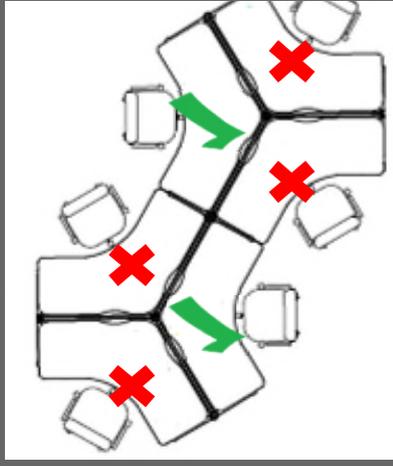


Make sure you can access/leave your desk whilst maintaining a 2m distance from others.



Maintain a clear desk and clean your desk with the supplies provided in the Self Clean Stations at the start & end of shift.

Seating Plan layouts:



Example Desk sign:

Food, Drink & Breakout areas



Only use kitchens for **your own** drink preparation. Please don't make drinks for colleagues, and use your own cup and cutlery, and don't share your milk.



Fridges will remain available but for limited use for storage of personal milk and cold food only. Handwashing is required after using any such common appliances. Take your cup & cutlery home with you, and dispose of food & waste in the relevant bins.



Page 55

Microwaves will be available to use, however please ensure that you clean them and the surface it is on after use.



Eat cold food at desks and not to congregate in breakout areas or kitchens. The only exception in breakout areas will be for cleaning or maintenance staff with no fixed desk area.



You can hold meetings in breakout areas as long as no food is consumed and tables are cleaned by the staff members before and after use. Remember to stay 2 meters apart.



Remember to regularly wash your hands for 20 seconds - soap dispensers will be installed in breakout areas to increase availability.



Meeting Rooms



Meeting rooms should **not** be used unless essential and only where effective physical distancing can be maintained.



Where possible meetings should be held in open offices or breakout areas that are open and well-ventilated.

40%

Where meeting rooms are required they are to be used for 40% occupancy only. This requirement in rooms will be marked via desk stickers and signage. Cleaning supplies are available from nearby Self Clean stations for use before and after meetings.



Meeting pods and small meetings rooms will **not** be available to use as a safety measure.



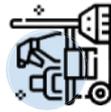
Cleaning



Our Cleaners' schedule now includes more frequent cleaning of high touch point areas (e.g. lift buttons, door handles, door exit buttons).



Cleaners will no longer clean individual work stations to maintain physical distance and reduce the number of people touching desks.



Working together, we will all be responsible for ensuring our office remains clean and safe. You will now have access to self clean packs, and will be responsible for cleaning your desk at the start and end of your shift. Don't forget to wipe down regular office touch points, such as photocopiers.

**How to:
clean
your desk**



Maintaining Safety



If you notice any issues around compliance you should raise with manager or Head of Service, but where this is not possible, you should report it to the H&S Duty Officer for escalation and action - email health.and.safety@manchester.gov.uk



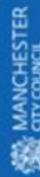
Inspections of a sample of workplaces will also be undertaken on a rolling programme to ensure ongoing compliance.



If supplies are running low or something needs fixing which is preventing working safely, it's everyone's responsibility to raise a job on the FM Helpdesk (0161 234 4433 or via the [intranet](#))

**This
banner
is two
metres
high**

That's the closest
you should be to
the next person



Health & Wellbeing



COVID-19 Support Pack

 [Think before you print](#)



Last Updated:

Introduction

During these uncertain times it's so important that we all take time to look after our own health and wellbeing. Throughout the COVID-19 pandemic we've been keeping you up-to-date with the latest Government advice as well as providing tips, resources and support services to help you to continue to be your best self.

This pack contains all of the health and wellbeing information that has been shared and will continue to be regularly updated.

Table of Contents:

60

- [COVID-19 - General Advice](#)
- [COVID-19 - Shielding](#)
- [COVID-19 - If you become unwell: managing the illness](#)
- [Physical Health](#)
- [Mental Health and Wellbeing](#)
- [Financial Wellbeing](#)
- [Carers](#)
- [Managers: Supporting the Health and Wellbeing of Others](#)
- [Employee Assistance Programme](#)
- [Access to Work Mental Health Support Service](#)



You should read this alongside the latest information from [Public Health England](#) and [Government guidance](#).

In addition, you can refer to [COVID-19 Working from Home Pack](#) which contains important information for staff and managers about working from home.

This is an active document

As more information becomes available this guidance will be updated. Check it regularly for the latest information.

COVID-19 - General Advice

Read advice on how to report COVID-19 related time away from work



Staff who feel unwell and are displaying [COVID-19 symptoms](#), a new, continuous cough, a high temperature, or a loss of, or change in, your normal sense of taste or smell (anosmia), must stay at home and [self isolate](#)

- Those in a 1 person household should remain at home for 7 days after symptoms begin
- Staff in a multi-person household should remain at home for 14 days if anyone in that household displays COVID-19 symptoms (new, continuous cough and/or a high temperature)

Page 61



If you, or a colleague, feel unwell in the workplace with these symptoms, you must go home immediately, notify your manager and follow the [Government's guidance to self isolate](#)



Colleagues with symptoms, or people in their households can now book a [test online](#) or via 119. Essential workers should notify their manager and ask for a referral via the GM Hub.



Specific guidance about social distancing in the workplace is available in [Returning to Site pack](#)



Staff absence, relating to COVID-19, should be recorded accurately using SAP absence codes. All staff are reminded to keep in touch with their manager if their situation changes. You must seek medical advice if symptoms worsen.

Follow Public Health England and/or NHS advice.

COVID-19 -Shielding



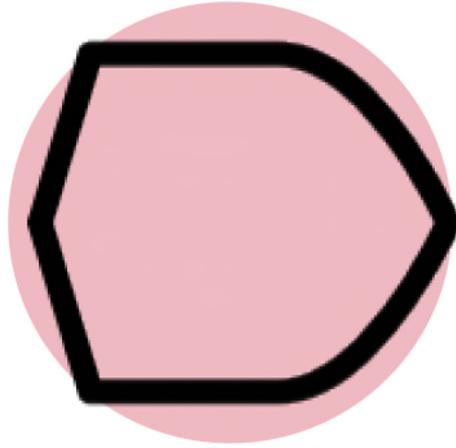
[Read advice on how to report COVID-19 related time away from work](#)

On the 21 March, [shielding advice](#) was issued by Government to adults and children who are defined on medical grounds as extremely vulnerable to severe illness as a result of contracting coronavirus. Individuals with conditions listed within the guidance were contacted by the NHS.

The Council instructed staff in this category to stay at home, and to work from home if possible.

On 22 June, the Government announced that the [advice for those shielding](#) would be relaxed, in two stages. **From 6 July**, those shielding can spend time outdoors in a group of up to six people (including those outside of their household). Extra care should be taken to minimise contact with others by maintaining social distancing. All adults who live alone or with dependent children only (including the clinically extremely vulnerable), can also form a 'support bubble' with one other household. All those in a support bubble can spend time together inside each other's homes, including overnight. **From 1 August** the Government has advised that people who are shielding can go to work or to the shops, as long as they are able to maintain social distancing.

However, the Council's position has not changed, and those who are shielding should continue to remain at home. All staff who are affected will be contacted individually with further information.



COVID-19 - General Advice

Read advice on how to report COVID-19 related time away from work



If you become unwell: managing the illness



If you develop symptoms of COVID-19 (a new, continuous cough or a high temperature, or a loss of, or change in, your normal sense of taste or smell (anosmia), you **should not** visit your GP, pharmacy or hospital



You can visit [NHS 111 online](#) where you can answer a few questions and get advice on what to do next



You should only call the NHS on **111** if you cannot access NHS 111 online, if you feel like you cannot cope with your symptoms at home, if your condition gets worse, or if your symptoms do not get better after 7 days. For a medical emergency call **999**



Relieve your symptoms in the same way as you would a cold - take paracetamol, maintain a healthy diet and drink plenty of water



Use a thermometer to monitor your temperature if you have one



Some people with symptoms have found this [breathing technique](#) to be beneficial



You **do not** require a sick note if you are unwell with symptoms of COVID-19 - but inform your manager and keep in regular contact with them.

Physical Health - Staying Active

[Government guidance](#) continues to change, and people can now leave their houses to exercise whenever they like, and some outdoor courts and pitches are now open for use. You can now also meet with groups of up to 6 people outside, or in private gardens. In all cases social distancing – staying 2m apart – is recommended.

- **Be specific about what exercise you will do and when** – this will help with structuring your day and give you a goal to focus on.
- **Make use of online resources** – there's a wealth of fitness regimes and videos online – some are listed on the next slide.
- **Do it together** – exercise with other members of your household so you can motivate each other. Alternatively, challenge a friend to join you with an exercise regime and keep each other updated on how you're getting on by sending messages and photos, or even do it together over Facetime. You can now exercise outdoors together, keeping a 2m distance.
- **Warm up and cool down** – prepare your body for exercise by stretching muscles and starting with more gentle movements. Finish exercising by reducing the intensity and stretching again to reduce the chance of injury.
- **Vary your exercise** – try a mixture of aerobic, strength, balance and resistance exercises to keep things interesting and challenge different parts of the body.



Physical Health - Staying Active

Development and Special Project Manager, Dave Roscoe, is hosting regular virtual circuit classes via his [YouTube channel](#)

Neighbourhood Officer, Andy Clarke, is hosting weekly virtual bootcamps. To get involved email a.clarke1@manchester.gov.uk



Resources

- [Join the Movement](#) - Sport England's new national campaign designed to give you the advice and tools you need to help you stay physically active. The website contains a range of resources for both adults and children, including free access to the Nike Training Club, exercises for older adults, home workout routines for disabled people, and Disney dance-alongs!
- [MCRactive](#) - promoting daily messages of support, inspiration, guidance and updates to the city around physical activity, and wellbeing across their [Facebook](#), [Twitter](#) and [Instagram](#) channels – tagging in #MCRactive.
- [Online PE lessons](#) - with The Body Coach, Joe Wicks, Monday to Friday at 9am
- [Online dance classes for kids](#) - with Strictly Come Dancing's Oti Mabuse
- [Online workouts](#) - the NHS Fitness Studio has a range of videos at different levels to follow
- [Couch to 5k](#) - a programme for those new to running to help gradually build up to running 5k
- [Children's Health and Wellbeing Challenges](#) - ideas for children to help them to stay well.

Physical Health - Diet

Your appetite may have changed if your routine has changed, or if you're less active than you usually are. Eating regularly and keeping your blood sugar stable can help your mood and energy levels. Drinking enough water is also important for your mental and physical health. It could help to set an alarm or use an app to remind you when to drink water or have a healthy snack.



Resources

- [The Eatwell Guide](#) - NHS information about how much of each food type we should eat to make up a healthy diet
- [Food and mood](#) - mental health charity Mind about the relationship between what we eat and how we feel
- [Water, drinks and your health](#) - NHS information about which drinks are best for our health
- [Keep Cooking and Carry On](#) - recipes from Jamie Oliver's daily TV show based around store cupboard and freezer foods
- [BBC Good Food](#) - a collection of 39 store cupboard recipes
- [Budget recipes](#) - by Jack Monroe, food writer, journalist and activist
- [Online baking](#) - with Bread Ahead bakery.

Physical Health - Alcohol & Smoking

Health officials have advised that drinking alcohol excessively or smoking to cope with the stress and anxiety caused by the current situation are unhelpful coping strategies.

We are advised not to regularly consume more than 14 units of alcohol per week (approximately 7 pints of lager or 7 medium glasses of wine). Drinking more than this increases the risk of developing a range of health problems and can lead to feelings of depression and anxiety, and make existing feelings worse.

Did you know that smoking makes the symptoms of coronavirus worse? This is because smoking can reduce lung capacity and cause lung disease, which increases the risk of serious illness from coronavirus.

Resources

- [Drinkaware](#) - advice on how to cut down on alcohol at home
- [Smokefree](#) - NHS information about smoking and services to help you quit
- Smokefree app - download from your App Store. A 4 week programme that supports you to gradually quit smoking
- [Greater Manchester Health Hub](#) - more information on alcohol and smoking, and local and national support services.

Mental Health and Wellbeing

Managing difficult feelings

Now more than ever you might be experiencing signs of stress, low mood or anxiety. Concern at this time is perfectly normal. However, some people may experience intense stress, depression or anxiety that can affect their day-to-day life. Recognising the signs that we are stressed, depressed or anxious is important for maintaining good mental health. Some common signs include: trouble sleeping, headaches, muscle tension, feeling irritable or angry, changes in appetite and worrying more than usual.

Try to focus on the things you can control, such as how you act, who you speak to and where you get information from. Remember: it is healthy to share your concerns with others you trust – this is a difficult time for everyone and sharing how you are feeling and the things you are doing to cope with family and friends can help them too.



Resources

- [NHS Mood Self-Assessment](#) - can help you to better understand how you're feeling and the support you might need
- [E-learning](#) - courses relating to stress and mental resilience
- [Every Mind Matters](#) - more about stress, low mood and anxiety
- [NHS mental wellbeing audio guides](#) - coping strategies for low mood and anxiety
- [Silver Cloud](#) - a new online therapy programme, includes stress and resilience modules
- [Employee Assistance Programme](#) - support online or over the phone 24/7
- [Access to Work Mental Health Support Service](#) - longer term 1-1 support.
- [Samaritans](#) - offer a safe place to talk anytime you like about whatever is getting to you. Freephone **116 123**

[Greater Manchester Support Agencies Directory](#)

[Where to get the support you need across Greater Manchester](#)

Mental Health and Wellbeing

Establish a new daily routine

- Write a plan for your day or your week
- Have set times for regular activities like a daily home workout, cleaning, reading, watching a TV programme, or cooking
- If you're working from home, try to stick to a similar routine as you would when going into work, with the same hours and sleeping schedule where possible
- Working from home whilst caring for children can be very difficult. Try to work flexibly. Don't be too frustrated if you can't work your standard work hours. Perhaps you can work earlier or in the evening. Speak to your manager about your working pattern.



Resources

- [COVID-19 Working from Home Pack](#)
- [Google+ community](#) - working at home with children
- [Celebrity homeschooling](#) - celebrities running daily virtual lessons
- [Children's Health and Wellbeing Challenges](#)
- [Educational Psychology Helpline](#) - for parents of children with Special Educational Needs and Disabilities who want support with home schooling

If you are working from home your manager will contact you to do the following:

- Understand your needs and personal commitments during this time
- Establish the reasonable adjustments that you'll require and what you hope your working pattern will be
- Agree what your programme of work will be and the key priorities
- Plan how and when you will keep in touch and schedule these in your calendars

Mental Health and Wellbeing

Be prepared

- Think about who you can get help from locally in case you need it – as well as people you know, your local council may be able to provide support and lots of community help groups are being set up
- Think about how you can get any supplies you need - perhaps you might need help from a neighbour, family, friends or a delivery service so you don't worry about running out. Those who are 'shielding' can get support from an [NHS Volunteer Responder](#) to help with collecting groceries and prescriptions, transport to essential medical appointments, or simply as someone to check in and chat with
- You may be worried about work and money if you have to stay home – these issues can have a big impact on your mental health. See the slide on **financial wellbeing** in this pack for further guidance and support
- If you care for other people, you may be worried about how to ensure care for those who rely on you continues. See the slide on **carers** in this pack for further guidance and support.

Help and support with **food and medical supplies** for anyone living in Greater Manchester.



| | | |
|-------------------|----------------------|---|
| Bolton | 01204 337 221 | Mon to Fri: 8.30am to 5.30pm, Saturday: 9am to 1.30pm |
| Bury | 0161 253 5353 | Every day: 9am to 5pm |
| Manchester | 0800 234 6123 | Monday to Saturday: 8.30am to 5.30pm |
| Oldham | 0161 770 7007 | Monday to Friday: 9am to 2pm, Sat and Sun: 11am to 2pm |
| Rochdale | 01706 923685 | Monday to Friday: 9am to 5pm |
| Salford | 0800 952 1000 | Mon to Fri: 8.30am to 6pm, Saturday: 9am to 1pm |
| Stockport | 0161 217 6046 | Mon to Fri from 9am to 5pm, Saturday: 10am to 4pm |
| Tameside | 0161 342 8355 | Mon to Fri: 8.30am to 5pm, Saturday: 10am to 4pm |
| Trafford | 0300 330 9073 | Monday to Friday: 8.30am to 5.30pm |
| Wigan | 01942 489018 | Mon to Fri: 9am to 5pm, Sat and Sun: 9am to 12 noon |



Resources

- **Local Councils** - your local authority will have information on coronavirus and community support on their website. All councils within Greater Manchester have set up helplines for vulnerable residents - see details in the image above.

Mental Health and Wellbeing

Help and support others

Think about how you could help those around you – it could make a big difference to them and can make you feel better too. Could you message a friend or family member nearby? Are there community groups that you could join to support others locally? Remember, it's important to do this in line with [Government guidance](#) to keep yourself and others safe.

Look after your sleep

Good-quality sleep makes a big difference to how we feel, so it's important to get enough. Try to maintain regular sleeping patterns and keep up good sleep hygiene practices – like avoiding screens before bed, cutting back on caffeine and creating a restful environment.



Resources

- Keep an eye on the Council's [opportunities to support essential services and help our communities](#)
- [Every Mind Matters](#) - provides practical advice on how to improve your sleep
- [NHS mental wellbeing audio guides](#) - provide further information on how to manage sleep problems
- [Silver Cloud](#) - a new online therapy programme available to staff and residents across Greater Manchester, includes a module on sleep

Mental Health and Wellbeing

Manage media and information intake

Try to limit the time you spend watching, reading or listening to coverage of coronavirus, including on social media, and think about turning off breaking-news alerts on your phone. You could set yourself a specific time to read updates. Try not to share information without fact-checking against credible sources.

Relax and focus on the present

Focusing on the present, rather than worrying about the future, can help with difficult emotions and improve our wellbeing.

Connect with others

Maintaining healthy relationships with people you trust is important for your mental wellbeing. Lots of people are finding the current situation difficult, so staying in touch could help them too.



Resources

- [Public Health England](#) and the [Department of Health and Social Care](#) are the only sources to be used for trusted news, information and advice. The [Public Health Matters](#) blog will also have the latest information.
- [NHS](#) - the benefits of mindfulness
- [Video mindful breathing exercise](#) - there are plenty more mindfulness videos to follow along on YouTube
- [Silver Cloud](#) - a new online therapy programme available to staff and residents across Greater Manchester, includes a module on mindfulness.
- List of [group chat and video conferencing software](#).

Mental Health and Wellbeing

Do things you enjoy

If we are feeling worried, anxious, lonely or low, we may stop doing things we usually enjoy. If you can't do the things you normally, try to think about how you could adapt them, or try something new. Online there are lots of ideas.



Resources

- [All Sorts To Do At Home](#) - the Council's list of organisations and venues across the city who have created all sorts to do at home from music, museums, book borrowing, getting creative, gardening and activities for children
- [Manchester International Festival Live](#) - a weekly schedule of livestreams, discussions and archive broadcasts
- [Virtual museum tours](#) - visit world-famous museums from the comfort of your living room
- [Virtual opera](#) - from the Royal Opera House
- [#HomeTasking](#) - TV series Taskmaster is setting tasks for you to do at home!
- [Board games](#) - a list of the best board games of 2020 for families and adults
- [Online courses](#) - digital learning platform Future Learn has a huge range of free courses
- [Virtual theatre](#) - the National Theatre streaming a free play every Thursday night
- [Digital choir](#) - hosted by British choirmaster Gareth Malone
- [Guitar lessons](#) - three months of free guitar lessons online
- [Learn a new language](#) - Duolingo is the most popular language-learning platform
- [Crafting](#) - with The Crafts Channel on YouTube
- [Ted Talks](#) - check out this list of 20 inspiring TED Talks
- [Children's Health and Wellbeing Challenges](#) ideas for children to help them to stay well



Financial Wellbeing



Greater Manchester Support Agencies Directory
Where to get the support you need across
Greater Manchester

We appreciate that this is a difficult and uncertain time financially for many people. Financial worries can have a big impact on our mental wellbeing and so it's important to get the information and support you need.



Resources

- **Money and Budgeting Advice Service** - we have a dedicated Money and Budgeting Adviser who's available to support staff with any money worries. Contact Amanda directly on **07379248431** or email money@manchestercreditunion.co.uk
- [Employee Assistance Programme](#) - access to financial support online or over the phone 24/7
- [JustBorrow](#) - this online short-term loan from Manchester Credit Union allows you to borrow between £100 and £750 over 3-9 months. The loans can be applied for online 24/7 and you will get an immediate decision and, if approved, the money is paid quickly into your bank account with monthly repayments automatically collected via your debit card on your chosen day
- [Money Advice Service](#) - This website offers a range of financial information and the opportunity to speak to someone via web chat, WhatsApp, or over the phone
- **Covid-19: [Financial support document](#)** - this gives an overview of the financial support that has recently been announced by the Government, as well as the services available locally for staff.



Carers



Greater Manchester Support Agencies Directory
Where to get the support you need across Greater Manchester

Many people are providing essential care for someone else at this difficult time, for example buying their food, collecting their prescriptions, preparing their meals, or helping with their personal care. Please let your manager know if you are a carer so that support and flexibility can be provided wherever possible. You may find the Carers Passport useful.

The medical advice is that if you are well, then you can continue providing essential care, but must take precautions, such as regular hand-washing and keeping two metres apart where possible. If you begin to display coronavirus symptoms, then you must stop providing care for people outside of your household and make alternative arrangements, as you will need to self-isolate for 7 or 14 days.



Resources

- [Welfare Provision Scheme](#) - carers living in Manchester can apply for funding to ensure the ongoing health and wellbeing of themselves and the person they care for
- [Carers Passport](#) - document to help facilitate a discussion with your manager about your caring responsibilities and any support
- [Contingency planning](#) - it's a good idea to consider what you would do in case you become unable to provide essential care
- [Register those who are most vulnerable](#) for emergency support with the Government
- [NHS Volunteer Responders](#) - those who are 'shielding' can access support from NHS Volunteers
- [Carers UK](#) - lots of guidance for all carers at this time
- [Government guidance](#) - for those who have been asked to 'shield', along with advice for their carers
- [Working Carers Network](#) - a place where Council staff who care for someone can connect and access informal support from one another



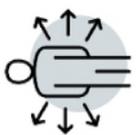
Managers: Supporting the Health and Wellbeing of Others

Managers have a crucial role to play in supporting their staff to enjoy positive health and wellbeing at work. Now more than ever, small, every-day actions can really help your team members to thrive at work:

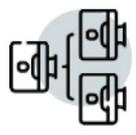
- 

Get to know your team better
- 

Reflect on your own management style
- 

Discourage 'presenteeism' in your team
- 

Lead by example to promote healthy working habits
- 

Review workloads, duties and responsibilities
- 

Manage the mental health of your team while remote working

 **Resources**

- [6 Steps to help your team thrive at work](#) - more detail around each of the above points

Managers:

Supporting the Health and Wellbeing of Others

What do I do if I'm concerned about the health and wellbeing of a team member?

- Have regular honest, open and supportive conversations
- Look to make any required workplace adjustments
- Discuss seeking professional support if this would help. This could be from the employee's doctor, or via the Council's support services. Occupational Health are currently able to provide COVID-19 specific assessments regarding an employee's fitness to work
- Develop a support plan
- Reassure that you are always willing to listen and offer support
- [Contact HR](#) if you require further advice.



Resources

- [Guidance for managers](#)
- [E-learning](#)
- [Having sensitive conversations](#)
- [How to support staff who are experiencing a mental health problem](#)
- [Occupational Health User Guide for Managers](#)

Managers:

Supporting the Health and Wellbeing of Others

What do I do if I'm concerned that a team member is a victim of domestic abuse?

You may have staff who are currently experiencing or have experienced domestic abuse and due to the current restrictions are spending more time with an abusive partner and may not be able to access their usual means of support. As a manager it's important that you remain vigilant when in contact with your staff who are working from home. As always, if someone is in immediate danger please call **999** and ask for the police.



Resources

- The Council's [Domestic Abuse Policy and guidance](#) - includes a manager's checklist to guide managers in offering the appropriate support
- [Safelives](#) - additional advice regarding domestic abuse

Employee Assistance Programme

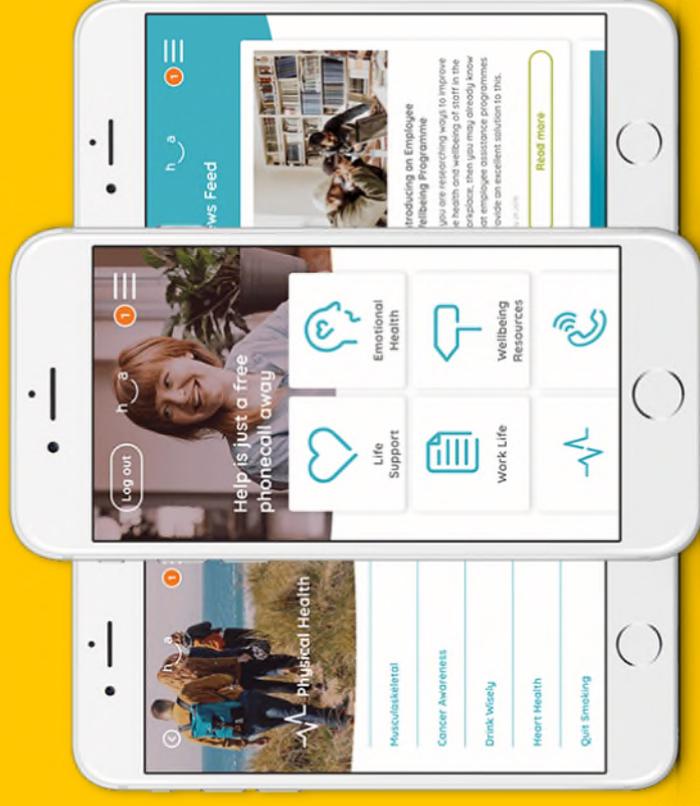
The Employee Assistance Programme is a 24/7 support service for all employees, as well as their partner and children living in the same household. The EAP offers high quality support with immediate access to counselling as well as financial, legal, family and medical advice.

How to access EAP

Online Portal - you can get general information and advice about work/life balance, physical and emotional health and wellbeing. Visit www.healthassuredeap.co.uk (username MCC, password EAP).

Mobile App - there is also an app for Android and Apple smartphones and tablets. Search for 'Health e-Hub' in your app store (username MCC, password EAP).

Telephone Helpline - for more personalised information and support there is also a free confidential phone service available 24/7, where you can speak to experienced, qualified staff. Managers can also refer staff, with their consent, to the service. Call **0800 030 5182**.



www.healthassuredeap.co.uk

Login: MCC
Password: EAP

Access to Work Mental Health Support Service

The Access to Work Mental Health Support Service provides one-to-one flexible, personalised mental health support over a nine month period. The service is suitable if you have mental health related symptoms and are experiencing difficulties remaining in work, or returning to work.

Support is provided by a mental health professional to:

- Help you sustain your attendance at work and perform your job, via coping strategies and workplace adjustments
- Help you return to work if you're off sick and need support for mental health
- Advise line managers, with your consent, about the support and adjustments you need to stay in work or return to work.

This support is currently being given through regular telephone conversations or video-link meetings.

You can receive this support alongside counselling via the EAP, or instead of counselling. You decide what works best for you. Call the confidential referral line on **0300 456 8114**, email a2wmhss@remploy.co.uk, or [find out more online](#).

The infographic features a central orange speech bubble with the text "Are you having more bad days than good at work?". Surrounding this are several smaller speech bubbles in blue and green, each containing a question: "Depressed?", "Not eating?", "Stressed?", "Not coping?", "Feeling low?", "Anxious?", and "Not sleeping?". To the right, there is a silhouette of a person's head and shoulders in blue and green. Below the central text, it says "You're not alone. If you are experiencing mental health difficulties at work, we can help." followed by a disclaimer: "There is no charge to access the service and applications are subject to a decision by Access to Work advisers." At the bottom, contact information is provided: "0300 456 8114", "a2wmhss@remploy.co.uk", and "www.remploy.co.uk/mentalhealth".

Mental health support in work

Depressed? Not eating? Stressed?
Not coping? Feeling low?
Anxious? Not sleeping?

Are you having more bad days than good at work?

You're not alone.
If you are experiencing mental health difficulties at work, we can help.

There is no charge to access the service and applications are subject to a decision by Access to Work advisers.

0300 456 8114
a2wmhss@remploy.co.uk
www.remploy.co.uk/mentalhealth

Ref: R223-718

The Access to Work Mental Health Support Service delivered by Remploy is funded by the Department for Work and Pensions.

Department for Work & Pensions
in partnership with

Remploy in partnership with MAXIMUS

COVID-19: Shielding & Vulnerable Staff

Guidance for staff and managers

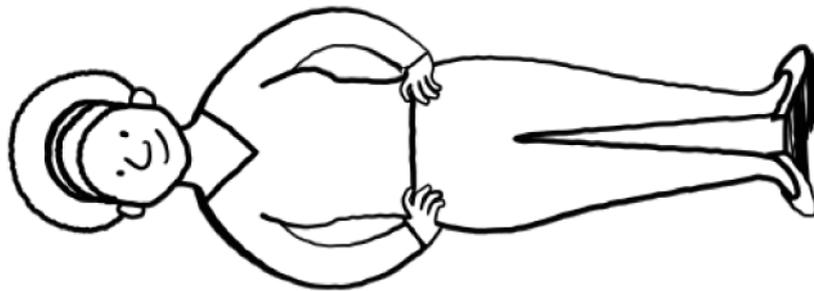
This document aims to provide guidance and resources to support shielding and other vulnerable groups of staff.

You should read this alongside the latest information from [Public Health England and Government guidance](#).

For more information and support on health & wellbeing during this time, check out our [COVID-19 Health & Wellbeing pack](#).

This is an active document

As more information becomes available this guidance will be updated. Check it regularly for the latest information.





About this pack

In response to the coronavirus (COVID-19) pandemic, the UK Government has issued advice to three groups of people based on their level of vulnerability to the virus:

- Shielding (also referred to as extremely vulnerable)
- Vulnerable
- Everyone else

The full guidance for each of the three groups can be found at <https://www.gov.uk/coronavirus>

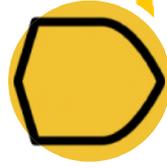
In addition, people with other underlying health conditions or disabilities not referred to within the Government advice may also be particularly affected at this time, as routine health checks and treatments may be suspended. Usual care arrangements may not be in place and staff may not have access to aids and equipment that they would usually have in the workplace.

This pack provides information for shielding staff, as well as other groups of vulnerable staff, and their managers.



[Complete our short survey](#)

We want to hear from staff who are shielding or otherwise vulnerable, so that we can provide the support that you need now and going forwards



Shielding Advice

On the 21 March, [shielding advice](#) was issued by Government to adults and children who are defined on medical grounds as extremely vulnerable to severe illness as a result of contracting coronavirus. Individuals with conditions listed within the guidance were contacted by the NHS.

The Council instructed staff in this category to stay at home, and to work from home if possible.

On 22 June, the Government announced that the [advice for those shielding](#) would be relaxed, in two stages. From 6 July, those shielding can spend time outdoors in a group of up to six people (including those outside of their household). Extra care should be taken to minimise contact with others by maintaining social distancing. All adults who live alone or with dependent children only (including those that have been shielding), can also form a 'support bubble' with one other household. All those in a support bubble can spend time together inside each other's homes, including overnight. From 1 August the Government has advised that people who are shielding can go to work or to the shops, as long as they are able to maintain social distancing.

However, the Council's position has not changed, and those who are shielding should continue to remain at home. All staff who are affected will be contacted individually with further information.



Management Support

If you manage staff who are shielding they will now have been home based for many weeks, and in many cases due to the nature of their job roles they won't be able to work. Some vulnerable staff will be in a similar position if their workplace is closed. Offering support to these staff is extremely important to limit social isolation. The information in these slides is to help you to offer support at this difficult time.

Key actions:



Check-in regularly

Ask how they are and whether they have access to essential items and support.



Ensure they can work safely at home

Check that staff working from home have the tools to do their job and remember that they may not have their usual aids and adaptations. Discuss flexible working measures and additional support needed - see our [COVID-19: Working From Home Pack](#) for more information.



Develop a Wellness Action Plan (WAP)

[This is a practical tool](#) which can be used by anyone but may be helpful to guide a conversation between staff and managers to understand the factors affecting their mental health and wellbeing, and the positive coping strategies that help them to stay well.



Monitor absence and offer support

Offer support when notified that a member of staff has become ill. Discuss seeking professional support if this would help, for example: from their doctor, via the [Employee Assistance Programme](#), or via Occupational Health, who continue to operate via telephone / video consultations and provide COVID-19 specific assessments. If they are not fit to work, record their absence accurately on SAP, using the new [COVID-19 absence codes](#) where appropriate. Agree how often you will keep in touch with staff who are unwell and how you will stay in contact. Review their WAP with them regularly if you have completed one.



External Sources of Information & Support

- NHS Volunteer Responders - people who have been advised to 'shield' can get support from [NHS volunteers](#) to help with collecting groceries and prescriptions, transport to essential medical appointments, or simply someone to check in and chat with.
- Register as Extremely Vulnerable - if you've not received a letter advising you to 'shield', and believe that you should have done, you can [register yourself](#) to receive support from NHS Volunteer Responders.
- Local Councils - your local authority will have information on coronavirus and community support on their website. All councils within Greater Manchester have set up helplines for vulnerable residents - see details to the right.
- Local support groups - some [local groups](#) are coordinating volunteers to get food and other essentials for people who are unable to go to supermarkets.
- Supermarkets - many supermarkets now offer a priority service to vulnerable people. Check with your local supermarket for their latest measures.
- Citizens Advice - [lots of COVID-19 advice from benefits to paying bills.](#)
- Samaritain [List of specific health conditions and organisations that can help](#) about whatever is getting to you.



[Greater Manchester Support Agencies Directory](#)
 Where to get the support you need across Greater Manchester

Help and support with **food and medical supplies** for anyone living in Greater Manchester.



| | | |
|-------------------|----------------------|---|
| Bolton | 01204 337 221 | Mon to Fri: 8.30am to 5.30pm Saturday: 9am to 1.30pm |
| Bury | 0161 253 5353 | Every day: 9am to 5pm |
| Manchester | 0800 234 6123 | Monday to Saturday: 8.30am to 5.30pm |
| Oldham | 0161 770 7007 | Monday to Friday: 9am to 5pm, Sat and Sun: 11am to 2pm |
| Rochdale | 01706 923685 | Monday to Friday: 9am to 5pm |
| Salford | 0800 952 1000 | Mon to Fri: 8.30am to 6pm, Saturday: 9am to 1pm |
| Stockport | 0161 217 6046 | Mon to Fri from 9am to 5pm Saturday: 10am to 4pm |
| Tameside | 0161 342 8355 | Mon to Fri: 8.30am to 5pm Saturday: 10am to 4pm |
| Trafford | 0300 330 9073 | Monday to Friday: 8.30am to 5.30pm |
| Wigan | 01942 489018 | Mon to Fri: 9am to 5pm, Sat and Sun: 9am to 12 noon |



Employee Assistance Programme

The Employee Assistance Programme is a 24/7 support service for all employees, as well as their partner and children living in the same household. The EAP offers high quality support with immediate access to counselling as well as financial, legal, family and medical advice.

How to access EAP

Online Portal - you can get general information and advice about work/life balance, physical and emotional health and wellbeing. Visit www.healthassuredeap.co.uk (username MCC, password EAP).

Mobile App - there is also an app for Android and Apple smartphones and tablets. Search for 'Health e-Hub' in your app store (username MCC, password EAP).

Telephone Helpline - for more personalised information and support there is also a free confidential phone service available 24/7, where you can speak to experienced, qualified staff. Managers can also refer staff, with their consent, to the service. Call **0800 030 5182**.

www.healthassuredeap.co.uk



Login: MCC
Password: EAP



Access to Work Mental Health Support Service

The Access to Work Mental Health Support Service provides one-to-one flexible, personalised mental health support over a nine month period.

The service is suitable if you have mental health related symptoms and are experiencing difficulties remaining in work, or returning to work.

Support is provided by a mental health professional to:

- Help you sustain your attendance at work and perform your job, via coping strategies and workplace adjustments
- Help you return to work if you're off sick and need support for mental health
- Advise line managers, with your consent, about the support and adjustments you need to stay in work or return to work.

This support is currently being given through regular telephone conversations or video-link meetings.

You can receive this support alongside counselling via the EAP, or instead of counselling. You decide what works best for you. Call the confidential referral line on **0300 456 8114**, email a2wmhss@remploy.co.uk, or [find out more online](#).

Mental health support in work

Depressed? Not eating? Stressed?
Anxious? Not coping? Feeling low?
Not sleeping?

Are you having more bad days than good at work?

You're not alone. If you are experiencing mental health difficulties at work, we can help.

There is no charge to access the service and applications are subject to a decision by Access to Work advisers.

0300 456 8114
a2wmhss@remploy.co.uk
www.remploy.co.uk/mentalhealth

Ref: R223-Aug11
Remploy in partnership with MAXIMUS

Department for Work & Pensions
In partnership with Pensions

Access to Work Mental Health Support Service delivered by Remploy funded by the Department for Work and Pensions.



Support for Shielding Staff

Mental Health First Aid

The current situation means many people are experiencing signs of stress, low mood or anxiety. Those identified as needing to shield may feel under increased pressure due to concerns about their health and/or the additional challenges of the very strict social distancing guidelines, such as not being able to leave the house, even for basic essentials.

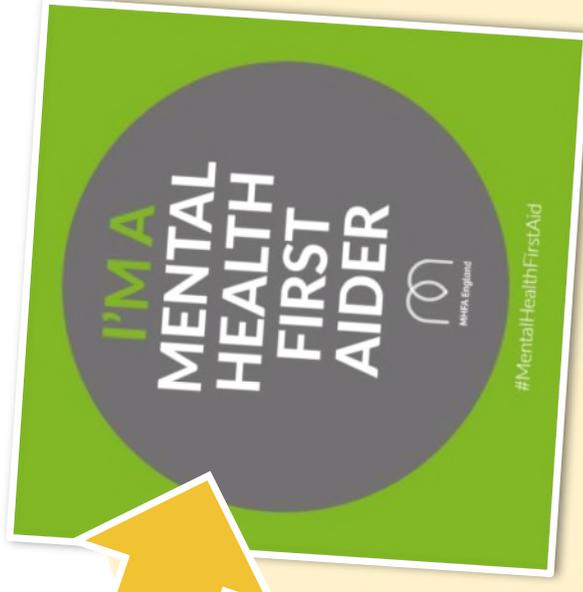
That's why we're making our [newly trained Mental Health First Aiders](#) available to provide additional support to staff who are shielding. They are now available to listen, confidentially, to any concerns shielding staff have, however big or small. They are also happy to hear about any thoughts or feelings arising from diagnosed or undiagnosed mental health conditions. They can then signpost to appropriate sources of support.

Don't forget that our [COVID:19: Health and Wellbeing Pack](#) contains information for all staff about maintaining positive physical, mental and financial wellbeing at this time. All staff also have access to our [Employee Assistance Programme](#) and the [Access to Work Mental Health Support Service](#).



[Complete our short survey](#)

and help us understand how we can best support staff who are shielding



[Our list of trained Mental Health First Aiders](#)

Wellbeing Tips



Establish a daily routine - it's important to have structured days to provide a sense of purpose and fulfillment. Consider writing a plan for your day or your week, and having set times for regular activities like a daily home workout, cleaning, reading, watching a TV programme, or cooking. If you're working from home, try to stick to a similar routine as you would when going into work, with the same hours and sleeping schedule where possible.



Stay active if you can - exercise is good for everyone and helps to keep ourselves fit and healthy. [Exercising regularly](#) can also help to manage feelings of stress or anxiety. Do whatever type of exercise you feel comfortable with. There are lots of ideas online for home exercises, whatever your ability.



Have a healthy diet - your appetite may have changed if your routine has changed, or if you're less active than you usually are. Eating regularly and keeping your blood sugar stable can [help your mood](#) and energy levels. Drinking enough water is also important for your mental and physical health.



Connect with others - maintaining healthy relationships with people you trust is important for your mental wellbeing. Lots of people are finding the current situation difficult, so [staying in touch](#) could help them too.



Look after your sleep - [good-quality sleep](#) makes a big difference to how we feel, so it's important to get enough. Try to maintain regular sleeping patterns and keep up good sleep hygiene practices – like avoiding screens before bed, cutting back on caffeine and creating a restful environment.



Monitor mental health and wellbeing - now more than ever you might be experiencing signs of [stress, low mood or anxiety](#), particularly if confined to your home. Concern at this time is perfectly normal. However, it's important to monitor how you're feeling and take action if stress, depression or anxiety starts to affect day-to-day life. Speaking to someone about how you're feeling is often the first step. This could be a family member or friend, colleague or manager, [Mental Health First Aider](#), or via our [Employee Assistance Programme](#).

For more information, check out the [Health & wellbeing pack](#)

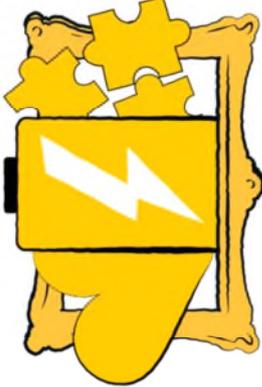
Additional Packs for more information

[Health & Wellbeing Pack](#)

MANCHESTER CITY COUNCIL

Health & Wellbeing

COVID-19 Support Pack



You should read this alongside the latest information from [Public Health England and Government guidance](#).

In addition, you can refer to [COVID-19 Working from Home Pack](#), which contains important information for staff and managers about working from home.

This is an active document
As more information becomes available this guidance will be updated. Check it regularly for the latest information.

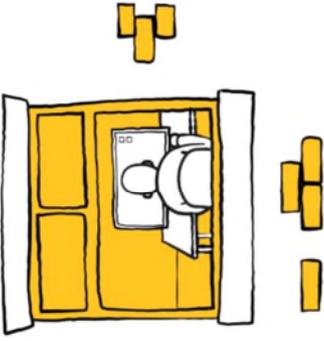
Information is correct at time of publication : 24 April 2020

[Working from Home Pack](#)

MANCHESTER CITY COUNCIL

Our Ways of Working

Working from Home



This pack is intended to provide you and your manager with guidance around working from home, for a prolonged period, given recent developments with COVID-19.

You should read this alongside the latest information from [Public Health England and Government guidance](#).

For more information and support on health & wellbeing during this time, check out our [COVID-19 Health & Wellbeing pack](#). In addition, you can refer to [COVID-19 Working from Home](#)

This is an active document
As more information becomes available this guidance will be updated. Check it regularly for the latest information.

Information is correct at time of publication : 27 March 2020

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 1 September 2020

Subject: Our Manchester Strategy Reset - Timescales

Report of: Director of Policy, Performance and Reform

Summary

This report provides an overview of the Our Manchester Strategy reset, including the timescales of the work.

Recommendations

The Committee is asked to note the approach to the Our Manchester Strategy reset and the timescales of the work.

Wards Affected: All

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

| |
|--|
| Achieving Manchester's zero carbon target is reflected throughout the work on the Our Manchester Strategy reset, and will be clearly captured in the final reset document. |
|--|

| 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 reset of the Our Manchester Strategy considers all five of the Strategy's existing priorities to ensure the city achieves its 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 | |

Contact Officers:

Name: David Houlston
Position: Strategic Lead - Policy and Partnerships
Telephone: 0161 234 1541
E-mail: d.houlston@manchester.gov.uk

Name: Elizabeth Mitchell
Position: Policy and Partnerships Manager
Telephone: 0161 234 1325
E-mail: e.mitchell1@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 four years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

COVID-19 Forward Recovery Planning, Executive (May 2020)

Our Manchester Strategy 2016 - 2025

1.0 Introduction

- 1.1 On Wednesday 6 May 2020, Manchester City Council's Executive approved a reset of the Our Manchester Strategy 2016 - 2025, to be undertaken as part of the Council's COVID-19 recovery planning. The Our Manchester Strategy was developed in 2015 and launched in 2016 as the city's overarching 10 year vision. Its development was overseen by the Manchester Leaders' Forum - now Our Manchester Forum - a partnership board of 35 leaders from across Manchester's public, private and voluntary sector.
- 1.2 Five years into the Strategy's implementation, Manchester has made significant progress against some of its aims, driven by strong economic growth and regeneration. However, challenges remain (such as poor health outcomes) and others have risen to the fore (such as adapting to climate change). These challenges have been thrown into even sharper relief by the global effect of COVID-19, with the city now in a very different position to where it was at the beginning of 2020. Whilst the ultimate strategic objective for Manchester to be in the top-flight of world class cities by 2025 prevails, there are a number of new and more prominent priorities that must be addressed in the hope of achieving this.
- 1.3 The Our Manchester Strategy reset will reframe the existing Strategy, with it continuing to provide the overarching ambition of the city of Manchester. It will reflect Manchester's priorities for the next five years until the end of the Strategy in 2025. The Strategy will remain distinctly about Manchester - both our people and our place; listening to the fullest range of voices and experiences across our communities is key to the reset. The overarching principles of equality, inclusivity and sustainability are at the heart of the reset process. The Our Manchester Forum are the governance partnership board for the reset, overseeing the work and approving the final document alongside the Executive and Full Council.

2.0 Timescales for the reset

- 2.1 Using the learning from other recent strategy development, a mixed methods approach is being undertaken for the Our Manchester Strategy reset. This includes engagement activity to develop a qualitative evidence base, which will be analysed alongside relevant quantitative data, a literature review and best practice analysis. The engagement activity is underpinned by the Our Manchester approach, and includes conversation-style engagement with residents, workers, businesses and organisations across all of the city's neighbourhoods, as well as speaking to our strategic partnership boards.
- 2.2 As such, the timescales for the reset are as follows:

| Date | Task |
|----------|-----------------------------------|
| May 2020 | Approval for reset from Executive |

| | |
|-------------------------|--|
| June - July 2020 | Initial scoping work and meeting |
| August - September 2020 | Engagement with residents (universal and targeted), businesses and organisations, partnership boards, and staff Thematic workshops with Our Manchester Forum Research and analysis |
| October - November 2020 | Reset drafted based on outcomes of engagement activity and quantitative analysis |
| December 2020 | Draft reset presented to Our Manchester Forum |
| January 2021 | Draft reset presented to Scrutiny Committees and boards |
| February 2021 | Amends to final draft Final draft presented to Executive and Our Manchester Forum |
| March 2021 | Approval of final version by Full Council |

- 2.3 A number of other strategies and plans are currently in development or due for refresh in the next 18 - 24 months. Officers are considering alignment to ensure other strategies' aims flow from the Our Manchester Strategy reset's priorities, as the overarching vision for the city. Early results from the engagement and research will also be fed into the corporate budget planning process for 2021/22 and the medium term financial plan.

3.0 Recommendations

- 3.1 The Committee is asked to note the approach to the Our Manchester Strategy reset and the timescales for the work.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 1 September 2020

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme
- Items for information – COVID19 sit rep (to follow)

Recommendation

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

Wards Affected: All

Contact Officer:

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

Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

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

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

| Date | Item | Recommendation | Action | Contact Officer |
|-------------|---|--|---|--|
| 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. | Whilst further emails were sent on 8/6/2020 and 8/7/2020 seeking a response from the Director of Homelessness, due to the impact of COVID19, there may be a delay in receiving this.. | 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"> • how quickly support was accessible by individuals placed in dispersed accommodation; • when the strategic review was intended to be fully scoped; and • the projected timescale | Whilst further emails were sent on 8/6/2020 and 8/7/2020 seeking a response from the Director of Homelessness, due to the impact of COVID19, there may be a delay in receiving this. | Mike Wright Fiona Worrall Nicola Rea |

| | | | | |
|------------|--|--|---|--|
| | | <p>for the strategic review to be completed and anticipated costs.</p> <ul style="list-style-type: none"> • Who will be involved in the review; and • The budget provision afforded to the review | | |
| 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"> • detail of the overspends within Children's Services and Adult Social Care against their original budgets • the expected interest payment figure for 2020/21 in relation to the capital financing cost • detail on the number of affordable home built to date which had been facilitated through the release of council land • detail of the lease agreement for the non- | <p>Due to the impact of COVID19, the Council will be required to revisit its Financial Strategy and Budget. Consequently it will only be appropriate to provide accurate responses once a revised budget has been agreed.</p> | <p>Carol Culley Janice Gotts & Strategic Director (Growth and Development)</p> |

| | | | | |
|------------|--|---|--|--------------------------------------|
| | | 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 | Due to the impact of COVID19, the Council will be required to revisit its Financial Strategy and Budget. Consequently it will only be appropriate to provide a response to this recommendation, once a revised budget has been agreed. | 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 | Whilst a response to this recommendation has been requested, due to the impact of COVID19, there may be a delay in receiving this. | Shawna Gleeson & Director of HROD |
| 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 | Whilst a response to this recommendation has been requested, due to the impact of COVID19, there may be a delay in receiving this. | 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 | | |
|--|--|--|--|--|

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.

| Corporate Core | | | | | |
|--|--|----------------------------|--|----------------------------------|--|
| <p>National Taekwondo Centre 2018/10/19A</p> <p>Enter into a 39 year lease with Sport Taekwondo UK Ltd for areas within the building.</p> | Chief Executive | Not before 1st Nov 2018 | | Briefing Note and Heads of Terms | Richard Cohen r.cohen@manchester.gov.uk |
| <p>TC821 - Framework for the supply of Desktop Hardware 2019/03/01A</p> | City Treasurer (Deputy Chief Executive) | Not before 1st Apr 2019 | | Report and Recommendation | Mike Worsley mike.worsley@manchester.gov.uk |

| | | | | | |
|---|---|-------------------------|--|---------------|---|
| To seek a supplier, in order to award a contract for the supply of desktop hardware technology to support the development and deployment of the ongoing end user device strategy. | | | | | |
| Collyhurst Regeneration Ref: 15/005 The approval of capital expenditure for land and buildings in Collyhurst. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Business Case | Louise Wyman, Strategic Director (Growth and Development) louise.wyman@manchester.gov.uk |
| Leisure Services - External Ref: 2016/02/01C The approval of capital expenditure on external Leisure Services land and buildings. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Business Case | Lee Preston l.preston2@manchester.gov.uk |
| Capital Investment in schools Ref: 2016/02/01D The approval of capital expenditure in relation to the creation of school places through new builds or expansions. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Business Case | Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk |
| Estates Transformation Ref:2017/06/30D | City Treasurer (Deputy Chief | Not before 1st Mar 2019 | | Business Case | Richard Munns r.munns@manchester.gov.uk |

| | | | | | |
|---|---|-------------------------|--|--|---|
| The approval of capital spend to ensure that the operational estate is fit for purpose. | Executive) | | | | |
| Silver Offices Refurbishment (located at The Sharp Project) Ref: 2017/07/18B Capital expenditure approval for the cost of refurbishment works at part of the facility. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Reports to the Executive and Full Council dated 28 June 2017 | Ken Richards k.richards@manchester.gov.uk |
| TC969 - Provision of LAN AND WLAN 2019/03/01E MCC requires a delivery partner to refresh the hardware in the Comms Rooms and to design, test and implement a fit for purpose Software Defined LAN and Wifi. | City Treasurer (Deputy Chief Executive) | Not before 1st May 2019 | | Report and Recommendation | Andrew Blore a.blore@manchester.gov.uk |
| TC986 - SAP support and maintenance (2019/03/01F) To provide support to the SAP team in order to resolve incidents. | City Treasurer (Deputy Chief Executive) | Not before 1st May 2019 | | Report and Recommendation | Mike Worsley mike.worsley@manchester.gov.uk |
| Wide Area Network provision 2019/03/01L | City Treasurer (Deputy Chief | Not before 29th Mar | | Report and Recommendation. | Chris Wanley, Director of ICT chris.wanley@manchester.gov. |

| | | | | | |
|--|---|--------------------------|--|--|---|
| To appoint a supplier to provide our Wide Area Network Solution. | Executive) | 2019 | | | uk |
| Strategic land and buildings acquisition 2019/06/03B The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework. | City Treasurer (Deputy Chief Executive) | Not before 3rd Jul 2019 | | Checkpoint 4 Business Case & Briefing Note | Richard Cohen r.cohen@manchester.gov.uk |
| Strategic land and buildings acquisition 2019/06/03C The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2020 | | Checkpoint 4 Business Case & Briefing Note | Richard Cohen r.cohen@manchester.gov.uk |
| Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's Housing Group (2019/09/23A) The approval of £2m capital | City Treasurer (Deputy Chief Executive) | Not before 22nd Oct 2019 | | Checkpoint 4 | Martin Oldfield m.oldfield@manchester.gov.uk |

| | | | | | |
|--|---|----------------------------|--|--|---|
| expenditure from the Housing Affordability Fund for Section 22 Empty Homes Pilot Agreement with Mosscafe St Vincent's, to acquire, refurbish and sell empty homes/stock surplus to requirement to first time buyers/owner occupiers. | | | | | |
| Paragon Mill, Royal Mills (2019/11/04F) | Chief Executive | Not before 3rd Dec 2019 | | Heads of Terms Delegated approval authority report | Pippa Grace pippa.grice@manchester.gov.uk |
| Microsoft Consultancy engagement piece Q20377 (2019/11/05A) To award a contract to allow for the Microsoft engagement and consultancy piece as part of the transition to Microsoft Office 365 | City Treasurer (Deputy Chief Executive) | Not before 4th Dec 2019 | | Report and Recommendation | Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk |
| Microsoft Licenses TC718 (2019/11/05B) To appoint a Microsoft Licensing Partner to work with the Council and revise | City Treasurer (Deputy Chief Executive) | Not before 4th Dec 2019 | | Report and Recommendation | Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk |

| | | | | | |
|---|---|--------------------------|--|----------------------------|---|
| its licensing estate. | | | | | |
| <p>Wide Area Network (WAN) Replacement (2019/11/19B)</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 Buisness Case | Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk |
| <p>Appointment of a supplier for Measured and Unmeasured Water Charges - TC1030 (2020/01/27A)</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 |
| <p>Establishment of a multi-supplier framework for the supply of gas TC473</p> | City Treasurer (Deputy Chief Executive) | Not before 1st May 2020 | | Report and Recommendation | Walter Dooley w.dooley@manchester.gov.uk |

| | | | | | |
|---|--|---|--|---|---|
| <p>(2020/01/28A)</p> <p>To approve a tender to establish a Multi-supplier framework for the supply of Gas. 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> | | | | | |
| <p>The acquisition of a Care Facility (2020/02/28A)</p> <p>The approval of capital expenditure from Sustaining Key Initiatives budget to acquire a property to respond to market pressures to retain sufficient services for Manchester people, through market intervention</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 30th Mar 2020</p> | | <p>Checkpoint 4 Busienss Case</p> | <p>Keith Darragh Keith Darragh@manchester.gov.uk</p> |
| <p>Small Format Advertising TC1000 (2020/03/27A)</p> <p>To appoint a supplier for the provision of Free-Sanding Unit structures incorporating advertising display panels</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 1st Oct 2020</p> | | <p>Confidential contract report with recommendation</p> | <p>Leon Phillip, Contract and Commissioning Manager l.phillip@manchester.gov.uk</p> |

| | | | | | |
|--|-----------------|--------------------------|--|--|--|
| on MCC controlled public highways within Manchester City Centre. | | | | | |
| <p>70 Oxford Street - Lease Renewal (2020/04/02A)</p> <p>Renewal of a 10 year Lease of 70 Oxford Street for educational plus ancillary uses.</p> | Chief Executive | Not before 1st May 2020 | | Heads of Terms and Delegated Approval authority report | Pippa Grice pippa.grice@manchester.gov.uk |
| <p>Contract for the Provision of Mortuary and Post Mortem Services (2020/05/14A)</p> <p>To approve the appointment of a provider to deliver the service following a tender exercise on behalf of HM Coroner</p> | City Solicitor | Not before 1st Oct 2020 | | Repot and Recommendation | Mike Worsley mike.worsley@manchester.gov.uk |
| <p>Long Leasehold disposal of 30-32 Shudehill & 1-3 Nicholas Croft, M4 1FR (2020/05/22A)</p> <p>To approve the acquisition of Freehold of 1-3 Back Turner Street and subsequent disposal of Long Leasehold of the same plus 30-32 Shudehill</p> | Chief Executive | Not before 22nd Jun 2020 | | Briefing Note July 2019 and August 2019 and Delegated Authority approval | Pippa Grice pippa.grice@manchester.gov.uk |

| | | | | | |
|--|--|---------------------------------|--|-----------------------------------|---|
| & 1-3 Nicholas Croft | | | | | |
| <p>Oldham Road cycling route (2020/05/28B)</p> <p>The approval of capital expenditure to enable a feasibility study for development of a segregated cycling route along Oldham Road A62 from Thompson Street to Queens Road (intermediate Ring Road).</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 26th Jun 2020</p> | | <p>Checkpoint 4 Business Case</p> | <p>Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk</p> |
| <p>Framework agreement for the the Provision of the Enforcement Agent Services for Council Tax and Non Domestic Rates (NDR); and Parking and Bus Lane Enforcement (2020/06/17A)</p> <p>The appointment of Providers to provide Enforcement Agent Services for Council Tax and Non Domestic Rates (NDR); and Parking and Bus Lane Enforcement.</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 1st Aug 2020</p> | | <p>Report and Recommendation</p> | <p>Mike Worsley mike.worsley@manchester.gov.uk, Charles Metcalfe c.metcalfe@manchester.gov.uk</p> |
| <p>Acquisition of Land at</p> | <p>City Treasurer</p> | <p>Not before</p> | | <p>Checkpoint 4</p> | <p>Nick Mason</p> |

| | | | | | |
|--|--|---------------------------------|--|--|---|
| <p>Red Bank (2020/06/25A)</p> <p>The approval of capital expenditure for the Acquisition of land on Red Bank, Cheetham to support delivery of the Housing Infrastructure Fund Programme (HIF) in the Northern Gateway. The Land is required to provide access and new road construction to unlock key sites as part of the initial phases of development.</p> | <p>(Deputy Chief Executive)</p> | <p>24th Jul 2020</p> | | <p>Business Case and briefing note</p> | <p>n.mason@manchester.gov.uk</p> |
| <p>Completion of the construction of the Chorlton Cycling & Walking scheme (2020/07/24A)</p> <p>The approval of capital expenditure to complete the construction of the Manchester-Chorlton Cycle Scheme.</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 22nd Aug 2020</p> | | <p>Checkpoint 4 Business Case</p> | <p>Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk</p> |
| <p>Construction of Northern Quarter Walking and Cycling scheme (2020/07/24B)</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 22nd Aug 2020</p> | | <p>Checkpoint 4 Business Case</p> | <p>Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk</p> |

| | | | | | |
|--|--|---------------------------------|--|-----------------------------------|--|
| <p>The approval of capital expenditure to construct the Northern Quarter Walking & Cycling Scheme.</p> | | | | | |
| <p>Abraham Moss (2020/07/27A)</p> <p>The approval of capital expenditure to cover additional costs due to the current COVID-19 pandemic as the project has been delayed resulting in an impact to project costs including inflation, remobilisation and hire fees for the temporary facilities on site.</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 25th Aug 2020</p> | | <p>Checkpoint 4 Business Case</p> | <p>Neil Fairlamb N.Fairlamb@manchester.gov.uk</p> |
| <p>EBN Special Educational Needs and Disability (SEND) Programme Additional Costs (2020/07/27B)</p> <p>The approval of capital expenditure to cover the anticipated cost increases due to the COVID-19 pandemic on the programme to deliver three projects to expand</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 25th Aug 2020</p> | | <p>Checkpoint 4 Business Case</p> | <p>Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk</p> |

| | | | | | |
|--|---|--------------------------|--|---------------------|--|
| provisions for children with special educational needs at Roundwood Road, Camberwell Park, and North Hulme schools | | | | | |
| <p>Manchester Central Convention Centre Limited - Loan Repayment Deferral (2020/08/06A)</p> <p>Approval to defer loan repayments, principal and interest, due to Manchester City Council from Manchester Central Convention Centre Limited until 31st March 2021.</p> | Chief Executive | Not before 4th Sep 2020 | | Confidential report | Sarah Narici sarah.narici@manchester.gov.uk |
| <p>TC520 - Parking Enforcement - extension of contract (2020/08/14A)</p> <p>Approval to extend the contract with the existing provider.</p> | City Treasurer (Deputy Chief Executive) | Not before 12th Sep 2020 | | | Patricia Wilkinson, Group Manager - Parking & Bus Lane Enforcement p.wilkinson1@manchester.gov.uk |
| <p>TC520 - Parking Enforcement - vary of contract with existing provider (2020/08/14B)</p> <p>Approval to vary the contract with the existing</p> | City Treasurer (Deputy Chief Executive) | Not before 12th Sep 2020 | | | Patricia Wilkinson, Group Manager - Parking & Bus Lane Enforcement p.wilkinson1@manchester.gov.uk |

| | | | | | |
|---|---|--------------------------|--|--|--|
| provider. | | | | | |
| TC1005 - Security Services- vary of contract with existing provider (2020/08/14C) Approval to vary the contract with the existing provider. | City Treasurer (Deputy Chief Executive) | Not before 12th Sep 2020 | | | Steve Southern s.southern@manchester.gov.uk |
| TC701 - PPM and Reactive repairs of public buildings (2020/08/14D) To vary the contract with the existing provider. | City Treasurer (Deputy Chief Executive) | Not before 12th Sep 2020 | | | Steve Southern s.southern@manchester.gov.uk |
| TC511 - Parking Pay and Display Machines (2020/08/19A) Approval to vary the contract with the existing provider. | City Treasurer (Deputy Chief Executive) | Not before 17th Sep 2020 | | Report and Recommendation | Patricia Wilkinson, Group Manager - Parking & Bus Lane Enforcement p.wilkinson1@manchester.gov.uk |
| Highways | | | | | |
| Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/09/03B) | City Treasurer (Deputy Chief Executive) | Not before 1st Nov 2019 | | Confidential contract report with recommendation | Brendan Taylor b.taylor1@manchester.gov.uk |

| | | | | | |
|---|---|--------------------------|--|--|--|
| To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment. | | | | | |
| <p>Highways Investment Programme - Large Patching Programme (2019/10/02A)</p> <p>The approval of capital expenditure for the purpose of Highways Investment Programme Patching Programme 2019/20 & 2020/21</p> | City Treasurer (Deputy Chief Executive) | Not before 30th Oct 2019 | | Checkpoint 4 Business Case | Kevin Gillham k.gillham@manchester.gov.uk |
| <p>Car Park Management Services TC1054 (2019/11/04E)</p> <p>To appoint a supplier to provide Car Park Management Services</p> | City Treasurer (Deputy Chief Executive) | Not before 1st Sep 2020 | | Report and Recommendation | Danny Holden d.holden1@manchester.gov.uk |
| <p>Area 2 Upper Chorlton Road Highway Improvement Works (2020/04/09B)</p> <p>To seek approval to award a Contract to one supplier</p> | Deputy City Treasurer | Not before 11th May 2020 | | Confidential Contract Report with recommendation | Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk |

| | | | | | |
|---|---|--------------------------|--|----------------------------|---|
| to undertake Highway Improvements works to provide segregated cycling facilities and improved pedestrians footways. | | | | | |
| <p>Provision of Rock Salt (2020/08/14G)</p> <p>To seek approval to award a contract to a supplier for the provision of De-Icing Salt (Rock Salt).</p> | City Treasurer (Deputy Chief Executive) | Not before 12th Sep 2020 | | | Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk |
| Children and Families | | | | | |
| <p>Extra Care - Russell Road LGBT Project 2019/03/01H</p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p> | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Checkpoint 4 Business Case | Steve Sheen s.sheen@manchester.gov.uk |
| <p>Extra Care - Millwright Street Project 2018/03/01I</p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units</p> | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Checkpoint 4 Business Case | Steve Sheen s.sheen@manchester.gov.uk |

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

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

collate and analyse the data received from the TEC devices.

Education and Skills

Q20347 Consultant for EYES data Migration. 2019/04/25A

City Treasurer (Deputy Chief Executive)

Not before 1st Jun 2019

Report and Recommendation

John Nickson
j.nickson@manchester.gov.uk

Contract is to support Manchester City Council with the migration of their Education Management System away from Capita One towards the Liquidlogic EYES solution.

3. Resources and Governance Scrutiny Committee - Work Programme – September 2020

Tuesday 1 September 2020, 10.00am
 (Report deadline Wednesday 19 August 2020) ** To take into account the August Bank Holiday **

Theme – HROD and Race Review

| Item | Purpose | Executive Member | Strategic Director / Lead Officer | Comments |
|--------------------|---|--|-----------------------------------|----------|
| Race Review update | To receive an update on the outcomes of the Independent Race Review and progress on the Action Points that were identified by the Review. | Cllr Bridges (Exec Member for Children and Families) in the absence of the Executive Member for Finance and Human Resources | Carol Culley Deb Clarke | |
| HROD Update | To receive a report that provides an update on the following areas:- <ul style="list-style-type: none"> • Arrangements to support workforce working remotely - to include ICT support, wellbeing and performance management arrangements | Cllr Bridges (Exec Member for Children and Families) in the absence | Deb Clarke Carol Culley | |

| | | | | |
|--------------------------------|--|---|-----------------------------|--|
| | <ul style="list-style-type: none"> • Staff engagement to ensure and maintain good contact with our workforce whilst the majority of staff are working from home due to COVID19 • Work to develop management standards as part of accountability strand of OWOW | of the Executive Member for Finance and Human Resources | | |
| Our Manchester Strategy re-set | To receive a short report that provides the Committee with an overview of the timeline and process for the re-set of the Our Manchester Strategy which will take into account the impact of COVID19 has had on the Council, the city and residents of Manchester. | Cllr Leese (Leader) | James Binks Carol Culley | |
| Overview Report | The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information. | | Mike Williamson | |

**Tuesday 6 October 2020, 10.00am
(Report deadline Friday 25 September 2020)**

Theme – Capital Budget

| Item | Purpose | Executive Member | Strategic Director / Lead Officer | Comments |
|-------------------------|--|--|---|-----------------------------|
| Capital Budget | <p>To receive the Capital budget monitoring report which will include an update on:-</p> <ul style="list-style-type: none"> • The decision making criteria used in the checkpoint process (as strengthened recently) and the benefits realisation work underway; and • An update on the Our Town Hall and Factory projects. | <p>Cllr Leese (Leader)</p> <p>in the absence of the Executive Member for Finance and Human Resources</p> | <p>Carol Culley Janice Gotts Paul Candelent Jared Allen</p> | |
| Temporary Accommodation | <p>To receive a report around 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.</p> <p>To include detail on the value of money that could be derived from the Council building its own provision for homelessness.</p> | <p>Cllr Rahman (Executive Member for Skills, Culture and Leisure)</p> | <p>Mike Wright Carol Culley</p> | <p>Invite Chair of NESC</p> |

| | | | | |
|--------------------|--|--|------------------------------|--|
| | | | | |
| Supplier Assurance | To receive a report that details the steps being taken by the Council to mitigate the risk of supplier failure (especially for major capital projects and larger revenue contracts). | Cllr Leese (Leader) in the absence of the Executive Member for Finance and Human Resources | Carol Culley Janice Gotts | |
| Overview Report | The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information. | | Mike Williamson | |

**Tuesday 3 November 2020, 10.00am
(Report deadline Friday 26 October 2020)**

Theme – Budget

| Item | Purpose | Executive Member | Strategic Director / Lead Officer | Comments |
|--------------------------------|---|---|-----------------------------------|----------|
| Budget related item | Precise details to be confirmed but will include:- <ul style="list-style-type: none"> • Impact of COVID on Capital and Revenue Programme • Impact of loss of income stream from Manchester Airport Group • Use of Equality Impact Assessments within the budget setting process/budget decisions | Cllr Leese (Leader) in the absence of the Executive Member for Finance and Human Resources | Carol Culley Janice Gotts | |
| Our Manchester Strategy re-set | To receive a more detailed report around the re-set of the Our Manchester Strategy. | Cllr Leese (Leader) | James Binks Carol Culley | |

**Tuesday 1 December 2020, 10.00am
(Report deadline Friday 20 November 2020)**

Theme – Budget

| Item | Purpose | Executive Member | Strategic Director / Lead Officer | Comments |
|--|----------------------------------|--|--|-----------------|
| Governance of Housing PFI Schemes and tenant involvement | Precise details to be confirmed. | Cllr Richards (Exec Member for Housing and Regeneration) | TBC | |
| Governance of the potential work to bring Housing ALMO back in house | Precise details to be confirmed. | Cllr Richards (Exec Member for Housing and Regeneration) | TBC | |

| 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 |
| Revenue and Benefits | Themed meeting to include activity around position of Business Rates and Council Tax and impact on residents and how to target support most effectively | Cllr Leese (Leader) in the absence of the Executive Member for Finance and Human Resources | Julie Price | |
| Review of investments being made by the Council into its Capital Strategy in terms of delivering future VFM post COVID19 | Precise scope to be determined | Cllr Leese (Leader) | TBC | |
| The Council's HRA and Housing Investment Reserve | Precise scope to be determined | Cllr Richards (Exec Member Housing and Regeneration) | TBC | |
| Use of capital budget | To receive a report on what financial steps the Council | Exec Member | Carol Culley | Date to be |

| | | | | |
|--|--|---|------------------------------|---|
| to improve the provision of good quality temporary accommodation | is taking within its capital budget to improve the provision of good quality temporary accommodation within the broad geographical boundaries of the city | for Finance and Human Resources | Janice Gotts Mike Wright | confirmed Requested at RGSC meeting on 7 Jan 2020 |
| S106 governance arrangements | <p>To receive and update report following Internal Audit's review of the new S106 governance arrangements and that this report includes the following information:-</p> <ul style="list-style-type: none"> • An indication of affordable housing being provided from S106 contributions • How Developers are encouraged to mitigate any harm from their developments • Best practice and comparison of S106 arrangements with other GM local authorities; and • The S106 triggers for planning applications within the Deansgate Ward (Land Bounded By Chester Road, Mancunian Way And Former Bridgewater Canal Offices and Land Bounbd by Jackson Row, Bootle Street, Southmill Street and 201 Deansgate. | Cllr Stogia (Exec Member for Environment, Planning and Transport) | Julie Roscoe Louise Wyman | Representatives from Neighbourhoods and Capital Programmes attend to help address the Committees 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"> • 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 | Exec Member for Finance and Human Resources | Carol Culley Fiona Ledden | Date to be confirmed Requested at RGSC meeting on 16 July 2019 |

| | | | | |
|--|--|--------------------------------|------------|--|
| | <p>Legal and Democratic Services;</p> <ul style="list-style-type: none"> • future opportunities connected to innovative income opportunities; • distinctions between the amount of income generated from cores services the Council provides for social reasons and those it provides solely to make profit; and • what other local authorities are doing around income generation which the Council could possibly look to emulate | | | (see minute RGSC/19/40) |
| HR Workforce themed meeting | <p>To include:-</p> <ul style="list-style-type: none"> • Scrutiny of equalities within the workforce; • BHeard survey 2019 results and outcomes; and • Case and performance management (including the management of staff suspension) | Exec Member for Finance and HR | Deb Clarke | <p>Date to be confirmed</p> <p>Potentially February 2020</p> |
| 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 |