



Resources and Governance Scrutiny Committee

Date: Tuesday, 3 November 2020

Time: 10.00 am

Venue: Virtual Meeting - Webcast at - https://manchester.public-i.tv/core/portal/webcast_interactive/485379

There will be a private meeting for Members only at 9:00am, Tuesday 3 November 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 - 16
To approve as a correct record the minutes of the meeting held on 6 October 2020.
- 5. Workforce Equality Strategy** 17 - 108
Report of the Director of HROD attached

This report sets out a strategy for achieving workforce equality in Manchester City Council. The strategy covers many of the protected characteristics under the Equality Act, specifically race, disability, age and sexuality. The strategy also contains an emphasis on analysis and actions relating to race equality, and in particular to the review carried out last year of race relations and discrimination within the City Council.
- 6. Council's Medium Term Financial Plan and Strategy for 2021/22**
Report of the Deputy Chief Executive and City Treasurer to follow
- 7. Budget options for 2021/22**
Report of the Deputy Chief Executive and City Treasurer to follow
- 8. Our Manchester Strategy Reset - Engagement Activity and Findings** 109 - 132
Report of the Director of Policy, Performance and Reform attached

This report provides an overview of the engagement activity undertaken to inform the Our Manchester Strategy reset, and the findings and emerging priorities from it.

9. Overview Report

133 - 160

Report of the Governance and Scrutiny Support Unit attached

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

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:

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This agenda was issued on **Monday, 26 October 2020** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

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Resources and Governance Scrutiny Committee

Minutes of the meeting held on Tuesday, 6 October 2020

This Scrutiny meeting was conducted via Zoom, in accordance with the provisions of the The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Present:

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

Also present:

Councillor Leese, Leader
Councillor N Murphy, Deputy Leader
Councillor Rahman, Executive Member for Skills, Culture and Leisure

Apologies: Councillor B Priest

RGSC/20/37 Minutes

Decision

To approve the minutes of the meeting held on 1 September 2020 as a correct record.

RGSC/20/38 Our Manchester Strategy Reset – Timescales

The Committee considered a report of the Director of Policy, Performance and Reform, which provided an overview of the Our Manchester Strategy reset, including the timescales of the work.

Key point and themes in the report included:-

- The Our Manchester Strategy reset would reframe the existing Strategy, with it continuing to provide the overarching ambition of the city of Manchester;
- It would reflect Manchester's priorities for the next five years until the end of the Strategy in 2025, remaining distinctly about Manchester;
- The overarching principles of equality, inclusivity and sustainability were at the heart of the reset process;
- The Our Manchester Forum was the governance partnership board for the reset, overseeing the work and approving the final document alongside the Executive and Full Council;
- A number of other strategies and plans were currently in development or due for refresh in the next 18 - 24 months and Officers were considering alignment to ensure other strategies' aims flowed from the Our Manchester Strategy reset's priorities, as the overarching vision for the city;

- Early results from the engagement and research would also be fed into the corporate budget planning process for 2021/22 and the medium term financial plan; and
- A further report detailing the reset's engagement processes and emerging findings would be brought to the Committee for their consideration in November 2020.

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

- How was the Council engaging with hard to reach groups, for example those who were digitally excluded, under the current COVID restrictions around social distancing;
- What percentage of respondents were from a BAME background and did this reflect the proportionality of these communities across the city;
- Consideration should be given to using social media to engage with some of the hard to reach communities;
- What role would Elected Members have in the engagement process; and
- Was the Our Manchester Forum membership now up to full complement and had they been able to meet online yet.

The Director of Policy, Performance and Reform advised that the Council had undertaken targeted resident engagement for those communities that would typically under engage if the survey had been solely digital. The Council had also worked closely with the voluntary and community sector in setting up this targeted engagement, which included face to face engagement in a COVID secure way.

The Policy Officer advised that Officers were currently undertaking an analysis of the responses received to the survey and it was confirmed that the Council had managed to reach 3679 residents so far. Throughout the engagement Officers were keeping track of which communities had engaged in order to ensure that the universal offer was promoted in areas where communities were under represented. It was confirmed that at present there was underrepresentation of residents from the BAME community but this was being supported by the dedicated targeted approach. The survey had also been translated into the top 10 spoken languages in Manchester other than English and paper copies had been made available at Libraries and Community Hubs. There was also work being undertaken to identify the themes of interest from different communities in order to determine whether these were similar or different to the overall themes being identified.

The Chair commented that it was important that the Council did not lose sight of all protected characteristics in undertaking this engagement activity and proposed that in the follow up report data should be provided on the proportion of these characteristics from within the city's population and a breakdown of what has been achieved with these groups in terms of engagement.

The Committee was advised that all Elected Members were sent a briefing at the beginning of the engagement activity at the end of August and discussion with the Deputy Leader was taking place to set up virtual workshops for Elected Members to engage in the process.

The Leader advised that the Our Manchester Forum membership was now up to full complement and there had been five online workshops that had been well attended with high levels of participation.

Decision

The Committee:-

- (1) Notes the report.
- (2) Requests that in next month's follow up report, data is provided on the proportion of all protected characteristics from within the city's population and a breakdown of what has been achieved with these groups in terms of engagement

RGSC/20/39 Capital Programme Monitoring

The Committee considered a report of the Deputy Chief Executive and City Treasurer, that informed Members on the progress against the delivery of the 2020/21 capital programme to the end of August 2020.; the revised capital budget 2020/21 taking account of changes between the approved capital budget and any further changes occurring in year; the latest forecast of capital expenditure and the major variances since the Capital Budget Review and Programme Monitoring 2020/21 report submitted to the Executive in July 2020 and the impact any variations may have on the capital programme for the period 2020/21 to 2024/5.

The key points and themes in the report included:-

- The latest forecast of expenditure for 2020/21 for the Council was £435.9m compared to the current revised budget of £485m;
- Spend as at 31 August 2020 was £169.9m;
- A summary of each part of the programme, providing details on the major projects, which included a summary of the financial position, and as a result any changes to the budget that were required, which included:-
 - The Highways Planned Maintenance Programme;
 - The Factory
 - Hammerstone Road project
 - Our Town Hall Project
 - Housing Schemes funded through the Disabled Facilities Grant; and
 - The Special Educational Needs (SEN) Education Basic Needs (EBN) programme;
- The forecast was subject to continual review by the programme leads to establish whether the forecast remained achievable; and
- Whilst the intention was for the Council to progress the programme as stated, some projects and their sources of funding may require re-profiling into future years, particularly in light of the uncertainty regarding activity during the COVID-19 pandemic.

The report was to be considered by the Executive at its meeting on 14 October 2020

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

- Even though multiple requests had been made, the report still lacked detail of the original budget allocation for the capital programmes and without this it was difficult to scrutinise how much it was actually costing to deliver a number of these programmes;
- There was no mention within the report of inflationary pressures against the capital programmes
- Concern was raised that there was a risk that inevitable, covid related cost pressures obscured cost increases on projects where the cost to deliver these programmes had been increasing prior to COVID;
- Was there any opportunity to accelerate some of the planned works under the Highways Maintenance Programme to counter act the increase in costs to deliver the schemes;
- Due to the Social Value requirements of seeking to employ local contractors to work on the capital programmes, there was concern that this might result in local contractors increasing their prices as they were not being required to compete as strongly with contractors who were not local to Manchester or Greater Manchester;
- There was disbelief as to how the Council had ended up with such significant overspends on a number of capital programmes and it was asked what steps were being taken to place the onus of responsibility on the contractor for the delivery of these programmes on time and within the agreed budget;
- Did the Council ever plan for the impact of a pandemic when determining the budgets for capital programmes;
- There was concern that there was no reference to Brexit in the report and it was felt that as this was foreseeable what steps were being taken to take account of the impact this will have on the capital a programmes, contractors and the supply chain;
- Was there any targets set within the SEN provisions;
- What was the overall spend to date, including purchase cost, for Central Retail Park;
- Members were very concerned about the spiralling increase in cost to the Council in delivering The Factory project;
- There was concern around the ability to deliver other capital programmes due to the significant increase in funding required to deliver the Factory, especially other programmes within the culture sector of the economy;
- There was a real concern that there was no budget allocation for safety improvements around schools past the current financial year;
- It was suggested the that Ethical Procurement and Contract Management Sub Group should be re-established to monitor the progress of delivering capital programmes within the agreed budgets and deliver the required social value.

The Leader advised that it was only when inflation led to an overspend position on capital programmes that it was reported. Each scheme had a level of contingency built in to take account of the potential impact of inflation. He also acknowledged that the rate of inflation and delays in projects had an impact on each project being delivered on time and within budget. The Chair suggested that it might be helpful in future reports to separate out the increase in cost due to the impact of COVID and the general impact of inflation.

The Leader acknowledged that whilst it might be cheaper to deliver programmes now rather than in the future, the problem of fast tracking highways maintenance programmes was due to the capacity within the industry to deliver these projects. The Director of Capital Programmes added that bringing forward more schemes could cause disruption in the supply chain for contractors. It was confirmed that for large budget capital programmes, the Council was bound to follow procurement rules and geography could not be used as a major determinant as to whether a tender was awarded.

The Deputy City Treasurer explained how the capital budget operated, in so much as that although the overall budget was agreed at Full Council in May, it moved in accordance with the checkpoint process of each capital programme. She added that although risks such as a pandemic were foreseeable, it was the likelihood of such risks occurring that had to be taken into account when determining the budgets for each programme, so as not to over price a project. The Director of Capital Programmes commented that risk analysis was undertaken on all construction projects to identify those foreseeable known risks and where and when these occurred lessons were learnt. What was difficult to anticipate was unknown risks, such as those associated ground investigation works.

The Deputy Chief Executive and City Treasurer clarified that a large piece of work prior to the COVID pandemic had commenced around the risks related to Brexit and a potential hard Brexit and what that would mean for the construction industry and the capital programme. The Director of Capital Programmes advised that standard Brexit clauses in construction projects were being developed in consultation with the Council's Legal Services.

The Leader commented that in terms of SEN, the work being done by Capital Programmes in conjunction with education services to ensure places estimated to be required were in place in time. So far this was being delivered on time.

The Deputy City Treasurer advised that for Central Retail Park the acquisition was £36.9m, alongside c£400,000 demolition cost and c£500,000 in fees. There were also some in year costs for security and utilities with potentially further revenue being needed for the site compound. This was within the overall budget allocation for the project.

The Leader acknowledged the comments made around the increase in cost to the Council in delivering the Factory project. He reaffirmed that the overall benefit cost analysis of the project would remain significantly positive over the next 10 years and recounted the investment that the Council had made in previous years to regenerate the city, specifically within the culture sector of the city's economy and the positive impact this had had local and the recognition it had gained nationally amongst other core cities.

The Chair raised concerns that there were significant overspends in the department, but that planned audits in Capital Programmes had been cancelled due to the department apparently constituting a 'low risk', despite there having been whistleblowing in the department. The Chair proposed that there should be an external independent review of the Council's capital programme and projects,

including how they were being commissioned, the input of the legal department, and the ongoing contract and project management. The Chair emphasised that this was intended as a supportive process and not a witch-hunt. The Deputy Chief Executive and City Treasurer advised that there had been a full external peer review in 2018 by the Local Government Association on the capital programmes function, which resulted in the appointment of the Director of Capital Programmes to address the problems that existed. A lot of progress had been made since then and prior to COVID19 discussions were taking place with the Executive Member for building on this review and reviewing procurement processes to ensure they delivered maximum value for money and that she always welcomed external scrutiny. Committee Members were in support of this proposal and suggested that the Chair liaised with the Executive Member and Officers on an appropriate timing for a further external review.

The Executive Member for Skills, Culture and Leisure commented that there was a cultural recovery plan that had been put together for the city, which sought government funding of £72m of investment to address the impact COVID19 had had on the sector. He also advised that there were a number of other initiatives taking place to help rebuild the sector across the city.

The Leader commented that the Executive had agreed not to place a limit on the capital budget for road safety improvements around schools, and the budget requirement for future years would be dependent on the proposals being brought forward. He added that this was an area that was regularly scrutinised by the Neighbourhoods and Environment Scrutiny Committee.

In so far as Scrutiny Sub Groups, the Leader advised that the Council was still operating under emergency powers and Members needed to have recognition of the demands on senior officers in relation to the support they were able to afford in the current climate.

Decision

The Committee:-

- (1) Recommends that the Executive and Officers commission an external independent review of Capital Programmes and projects to determine that it is functioning effectively.
- (2) Requests that the Executive ensure that there is a budget available for the next financial year for road safety improvements around schools and at points of crossings, although that budget can be a 'floor' rather than a 'ceiling'.
- (3) Notes the report, in particular the updates on:-
 - The decision making criteria used in the Checkpoint process and the benefits realisation work underway;
 - The Our Town Hall, Factory and Eastern Gateway projects; and
 - Capital expenditure on the Council's leisure estate

RGSC/20/40 Capital funding for temporary accommodation

The Committee considered a report of the Director of Homelessness and Deputy Chief Executive and City Treasurer, which provided information on the projects that had been undertaken with capital finance in order to improve temporary accommodation in the city. It also contained figures to aid Members to understand if it would be better value for money for the Council to manage emergency accommodation itself, or to continue with the current practice.

Key points and themes in the report included:-

- Details of where the capital budget had been used to improve the provision of good quality temporary accommodation within the broad geographical boundaries of the city, which included:-
 - Development of Apex House;
 - Buying or larger properties for families;
 - Refurbishment of Shared Housing;
 - Refurbishment of Woodward Court;
 - Refurbishment of Women's Direct Access Centre;
 - Adaption of accommodation at Dalbeattie Street; and
 - Investment in Extra Care facilities;
- An overview of the Next Steps Accommodation Programme (NSAP) Ministry for Housing, Community and Local Government (MHCLG) and Homes England Bid;
- Information on Emergency Accommodation being built and managed by the Council; and
- Detail on the value for money that could be derived from the Council building its own provision for homelessness.

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

- Assurance was sought that with the Apex House site being a former office, the properties would be of a decent size with appropriate levels of natural lighting for each property;
- Had any work been undertaken with partners who had hostel accommodation in reconfiguring this accommodation into a more appropriate configuration to ensure it was COVID secure;
- Was there any update on cost effectiveness of buying larger properties;
- What demand was there on PPE equipment from those coming out of hospital or prison;
- Did any monitoring of BAME residents in temporary accommodation take place;
- Whilst it was sad that our residents require temporary accommodation, it was pleasing to see temporary accommodation being provided within the boundaries of Manchester;
- Clarification was sought as to who would be providing the support to those residents that would be accommodated in Apex House;
- It was hoped that through reducing the demand on temporary accommodation from families and the cost that this would save, this money could be re-invested in building more large social housing for families to live in; and

- Was it proposed that all dispersed accommodation was to be managed by an external provider as the current contract came to an end or was this just in relation to Apex House.

The Director of Homelessness confirmed that Apex House would conform to all the temporary accommodation standards and Members would be welcome to visit the site when it was completed. In terms of the issue raised around hostels, this was regularly reviewed and the Council had had to cease using a number of hostels and shared spaces due to the risk of COVID. Government had issued guidance around the safe use of hostel space, and discussions were taking place with partners to make these types of accommodation more COVID secure.

The Director of Homelessness advised that the Council had committed to spending £8.5million on the purchase of 42 larger properties. The value of purchasing these properties was found from improving the health, social skills and educational attainment of children in families who were in temporary accommodation for many years due to the lack of availability of larger social housing. It was also confirmed that the cost of keeping a family in temporary accommodation for many years was significantly high and it was more cost effective for the Council to purchase and have control over large properties for families if this was viable. In terms of PPE, he advised that all in-house services had a good arrangement around the supply of PPE, however he did not have figures on pressure from hospital and prison discharges. He also confirmed that the Council monitored protected characteristics and ethnicity of those in temporary accommodation and agreed to provide figures on this to the Committee.

The Committee was advised that Manchester Council staff would be operating at Apex House and providing the support needed for residents in this accommodation.

The Executive Members for Skills, Culture and Leisure supported the comments made around the need to accelerate the building of larger social housing for families, in order to provide greater long term security for families.

The Director of Homelessness explained that a small pilot had been planned for the New Year, in relation to the dispersed accommodation contract. This was to see if an external provider could access a different benefit rates to reduce the cost to the Council for the provision of dispersed accommodation. This would not affect Apex House. He added that in all aspects of temporary accommodation, the key driver for the Directorate was to be more outcome focussed, in so much as getting the right property for the right people and families resulting in a reducing demand on the need for temporary accommodation.

Decision

The Committee notes the report.

RGSC/20/41 Supplier Assurance

The Committee considered a report of the Deputy Chief Executive and City Treasurer, which outlined the steps normally taken by the Council to mitigate the risk of supplier failure for major capital projects and larger revenue contracts and the additional measures that had been in operation due to the increased pressure on suppliers as a result of the Covid-19 pandemic.

Key point and themes in the report included:-

- Following the Dawnus incident, a review was carried out into the approach to Due Diligence for significant contracts which concluded that a range of indicators should be used with key suppliers on an ongoing basis and not just at the point of award of a contract;
- The Integrated Commissioning and Procurement Unit had developed a system of categorisation for contracts based on how critical they were and how they were performing;
- This system helped to provide an initial guide as to which contracts might require more intensive financial scrutiny linked to risk rather than just value;
- Having identified any critical contracts a range of tools were now in use to inform those involved in management of contracts about the financial stability and any specific risks relating to a key supplier;
- In response to the Covid-19 outbreak, the Integrated Commissioning and Procurement Unit had subscribed to an application “Company Watch” which, as well as providing information on a suppliers’ financial position, provided an additional “Covid Scenario Forecast H-Score” which provided an additional rating on how susceptible a supplier might be to issues created as a result of the pandemic; and
- The Council had recently established a Due Diligence Working Group with representation from Audit, Finance, Development and Shared Services that was reviewing current Due Diligence arrangements in respect of suppliers, various partners and other organisations that were commercially involved with the Council.

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

- Could the PPN arrangements that were currently under review by the Cabinet Office, if not extended, be used as a baseline of good practice;
- Could assurance be given that projects could be adjusted in ways that social value was being delivered due to the impact of COVID; and
- Assurance was sought that top tier contractors were paying promptly to other suppliers further down the supply chain.

The Head of Integrated Commissioning and Procurement advised that the indication from the Cabinet Office was that they were not prepared to continue with supporting local authorities with any spend for supporting suppliers. Officers were working with service units across the Council to consider what arrangements needed to be put in place where this support could either be wound down or continued. In relation to Social Value, it was explained that this was monitored on a contract by contract basis and ongoing discussions were taking place with contractors around how social value

could be derived under current COVID restrictions. He also advised that the prompt payment of suppliers could be an issue which was difficult to address but was something that was looked at to try and ensure it did not lead to supplier difficulties.

Decision

The Committee notes the report.

RGSC/20/42 Overview Report

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

Decisions

The Committee:-

- (1) Notes the report.
- (2) Agrees the Work Programme as submitted.

RGSC/20/43 Exclusion of Press and Public

Decision

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

RGSC/20/44 The Factory

The Committee considered a report of the Strategic Director, Growth & Development and the Deputy Chief Executive and City Treasurer, which updated Members on: progress with the delivery of The Factory, including the impact of Covid-19 on the project and progress with the redevelopment of St John's.

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

Decision

The Committee:-

- (1) Whilst noting the intention, expresses its disappointment, to further increase of the Capital Budget resources to support the delivery of Factory in advance of

- external contributions being received by the Council, in order that the Council can continue to meet its contractual obligations.
- (2) Notes the progress with the delivery of The Factory.
 - (3) Notes the proposals for seeking external funding contributions.
 - (4) Recommends that it receives a report at a future meeting that provides an update on the progress that is being made with external funding contributions.
 - (5) Recommends that it receives a report at a future meeting on the Ethical Policy Statement and the issues identified as part of the procurement process in regards to potential naming rights.
 - (6) Notes the intention to make the next formal submission of the updated business plan to Arts Council England (ACE) in December 2020 and the planned Business Case review process with ACE.
 - (7) Notes the progress in the development of employment, training and education opportunities and creative engagement programmes as part of The Factory's skills development programme.

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 3 November 2020

Subject: Workforce Equality Strategy

Report of: Director of Human Resources and Organisation Development

Summary

The attached sets out a strategy for achieving workforce equality in Manchester City Council. The strategy covers many of the protected characteristics under the Equality Act, specifically race, disability, age and sexuality, there is however a particular emphasis on analysis and actions relating to race equality, and in particular to the review carried out last year of race relations and discrimination within the City Council.

Recommendations

Resources and Governance Overview and Scrutiny Committee is asked to;

1. Consider the attached strategy, and
 2. Give feedback on the strategy including suggestions for improvement prior to consideration by the Executive.
-

Wards Affected: None

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
None

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 public sector is a major employer in Manchester so if we can recruit more from Manchester residents it will contribute to this outcome. The city council should reflect the communities of Manchester fully and at all levels.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Employees who work for the city council and live in Manchester will receive skills development.
A progressive and equitable city:	Employees who work for the city council and live in

making a positive contribution by unlocking the potential of our communities	Manchester will make a positive contribution to the city. When the City Council is fully reflective of the communities we serve, we will be an exemplar of a progressive and equitable employer.
A liveable and low carbon city: a destination of choice to live, visit, work	not directly relevant
A connected city: world class infrastructure and connectivity to drive growth	Employees who work for the city council and live in Manchester will have their technological skills improved, reducing digital deprivation

Contact Officers:

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Background documents (available for public inspection):

None

1.0 Introduction

- 1.1 In 2019, and following representations from trades unions and others, a review of race issues in the workforce of Manchester City Council was commissioned. This review was finalised in November 2020. The commission aimed to understand the extent to which our organisational culture and values, reinforced by our policy approach and behaviours, support inclusive employment practices and recognise and respect differences.
- 1.2 The review's key purpose was ultimately to help inform continuous improvements in the Council's approach to race equality at work.

2.0 Background

- 2.1 A Race Equality Working Group was established to work on the 27 recommendations from the original race review. They were grouped into 5 themes as follows:

Monitoring

- 2.2 Understanding the reasons why there are gaps in the data, how (if) we can get better coverage of ethnicity data for are staff and how reporting can be improved to so we can better monitor our equality data, target interventions and spot issues.

Developing Black, Asian and Minority Ethnic staff

- 2.3 This group is seeking to better understand how current MCC staff feel about development opportunities within the Council and what interventions would support better diversity, e.g. including composition of panels, race awareness training for all managers and a development programme for Black, Asian and Minority Ethnic staff.

Engagement and communications

- 2.4 This group are reviewing how we can increase visibility of black, Asian and minority ethnic staff within all Corporate and Directorate communications and engagement as well as raising awareness of race equality issues and building confidence in the work of the race equality working group and in the organisation in general.

HR policies

- 2.5 HR policies need to be reviewed through the lens of race equality to ensure they promote equality and address issues identified through the review (particularly around development and disciplinary). The group are looking at the special leave policy in the first instance but this work will have to be replicated across all policies prioritised based on impact.

Leadership

- 2.6 The group are reviewed options to support our leaders and managers to understand and create racial equality and better understand the lived experience of our black, Asian and ethnic minority staff and are equipped to monitor the progress of race equality in their respective service areas (linked to the monitoring and development themes) and develop strategies to address any issues identified.
- 2.7 In addition a group was formed with Trades Unions to look particularly at the over representation of Black, Asian and Minority Ethnic People in the disciplinary process.
- 2.8 While the work was underway in relation to race and ethnicity a process of gathering data and developing recommendations in relation to age, disability and sexuality also took place to enable the council to have a more comprehensive workforce equality strategy. This is not to dilute in any way the emphasis on race equality but rather recognises the intersectionality of equalities work and the unique needs of individual groups.

3.0 Recommendations

- 3.1 It is recognised that will be a major focus of the Human Resources and Organisation Development directorate going forward.
- 3.2 The work and recommendations of the Working Group will need to be embedded into work plans going forward and we are currently planning how we will maintain transparency and engagement on that happening.
- 3.3 The 5 thematic groups were testing a series of interventions over the initial 14 weeks and have made a final set of recommendations based on the outcomes of these small minimal useful changes. The working party concluded on 7 October 2020. A selection of the recommendations are outlined below.

3.4 Monitoring recommendations

- Staff trust has to be gained in relation to completing the ethnicity classifications. Barriers need to be addressed and staff have to feel reassured and confident that they will not be negatively affected by this information being gathered.
- Mandatory ethnicity classification forms to be completed as part of all external and internal recruitment.
- Encourage staff to become involved with their relevant staff group.
- All staff groups to be consulted with in relation to issues that could affect staff from that group.

3.5 Developing Black, Asian and Minority Ethnic staff recommendations

- The pilot test training undertaken as part of the working party has confirmed the need for mandatory Race Awareness for all leaders and managers with a view to rolling out across the whole workforce.
- Planning underway looking at clear objectives, priorities and timescales. An options paper to be put forward to consider who will carry out the training. Will this be a full time trainer, internal group of trainers or an external organisation.
- Use HROD or agreed alternative commissioning framework to secure providers and agree course details and terms.
- Work with identified training providers to develop a train the trainers model to roll out the course as part of later phases/cohorts.
- Clear terms of reference, governance and operational structure set up to take forward the Race Equality Working Group activity, recommendations and action plan to support the work of the Project Manager(s) and the transition towards embedding this in HROD/the organisation.
- Secondment or Act up policy to be devised with the aim of providing experience and exposure for Black, Asian and Minority Ethnic staff working at a more senior level to current grade. To ensure equity and consistency in the organisation.

3.6 Engagement and communications

- All online communication broadcasts should be reviewed for diversity and inclusion/accessibility.
- Support and encouragement to enable staff to send in their stories to feature in the broadcasts (corporate and directorate).
- Address barriers to good representation in communications.
- Engagement with staff network groups.
- Increasing the stories and focus on regular corporate and directorate communications to include black asian and minority staff and communities, as well as other underrepresented groups.

3.7 HR policies

- Clear and strong communications from senior level around the Council's aims and objectives to specifically improve the diversity of the organisation to support diversity in recruitment and to mitigate the risk of (perceived/real) tokenism.

- Ensure diverse panel members are holistically involved in the recruitment process (shortlisting to interview) and where appropriate, brief them accordingly so their contribution is meaningful allowing them to participate equally in decision making. This process will promote MCC's value on diversity and also avoid tokenism.
- Monitor and report on the diversity of all panels to measure the impact of this initiative.
- Consideration should be given to the use of 3rd parties (e.g. partners or Members) where diverse panel members cannot be found internally.
- Diverse recruitment panels will be required for recruitment at all levels and all recruitment materials will be explicit on our commitment to race equality and equality generally.

3.8 Leadership

- Manchester City Council to use evidence to develop targets for black, Asian and minority ethnic staff and other groups at every level.
- Clarify the routes into the council and understand the criteria that are in place to identify how we target applicants from communities that are underrepresented.
- To begin discussions with SMT on how appointment of designated Senior Lead in each Directorate, including a black, Asian and minority ethnic lead. For each directorate that works alongside the Senior Lead.
- Development of a reverse mentoring scheme - giving leaders opportunities to explore with black, Asian and minority ethnic staff their lived experiences whilst working for the Council.

4.0 Trade Unions work on the over representation of black, Asian and Minority Ethnic staff in disciplinarys - recommendations

- HROD Casework managers to meet with relevant Strategic Director to discuss service areas with disproportionate disciplinary impact on BME employees. Meetings have been arranged.
- Support managers from catering, DSAS and Locality Teams to attend Race Awareness Training.
- Ensure all investigating officers attend mandatory race awareness training.
- Issues raised by employees around race will be dealt with by someone outside of the service area with a manager with relevant experience. Casework team to change their approach to advice giving and provide a greater degree of challenge to managers.

- Equality Outcomes to be monitored in About You objectives for managers.
- Review Casework Policies to determine where needs are amended/strengthened from an equality point of view.
- Review recruitment and induction programmes to ensure an equality and an anti racist stance is front and centre.
- Incorporate learning into the new management standards/framework being drafted.

5.0 Conclusion

- 5.1 The City Council is on a journey to achieving equality and diversity and in developing, endorsing and delivering on this strategy and the actions contained within it will be taking necessary steps to accelerate and deepen the work to make progress in this area.
- 5.2 The support and encouragement of Members, alongside appropriate scrutiny and overview will be a vital component in achieving what we have set out in this strategy.

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Workforce Equalities Strategy

Introduction

Manchester has a proud history of being at the forefront of the fight for equality and we rightly have high expectations of what we can achieve in our city. The Council must now step up and lead the way - setting an example of workforce equality in action, both for our city and for local Government.

Manchester is a diverse and vibrant city and the Council and those who work here should look and sound like the people we serve. To achieve that goal we need to be an open and welcoming place for our communities to seek employment- and to progress to the highest levels.

We know that inequality still exists within our city and within the Council, and that the pace of progress is still too slow. We will not shy away from our shortcomings but face them head on to challenge ourselves to be the best we can be. A recent race review, for example, set out some of the experiences of our Black, Asian and Minority Ethnic staff and highlighted problems which we are now beginning to address, and which has informed this workforce equality strategy. We won't accept standing still or complacency when it comes to workforce equality.

Ensuring everyone is treated equally, with dignity and fair access to opportunities is simply the right thing to do. We should all have an equal opportunity to develop, progress, and to be rewarded and recognised at work. Not only is it right in itself, but failing to achieve these ambitions will prevent us from accessing the full breadth of talent and the diversity of experience available to us, and will hold us back as an organisation.

Diversity is a fact but inclusivity is an act. Manchester, a world class city, is proud of its rich diversity. This strategy and the actions contained within it are an important step on our journey to building and maintaining a talented, diverse and inclusive workforce that will lead to better outcomes for our residents.



Cllr Rabnawaz Akbar
Cabinet Lead for Equalities



Cllr Garry Bridges
Cabinet Lead for Human Resources

About this strategy

We have not previously had a workforce equality strategy at Manchester City Council, and in producing this document we are aiming to rectify that omission and to use this opportunity as a springboard to make strong progress.

Manchester is always ambitious and we are aiming to be a real leader amongst public sector organisations in the North West and beyond in the clarity of our analysis, the range of our actions and our determination to make things happen to change for the better.

In summary, delivering this strategy will mean

- We will be more diverse at senior levels in the city council, through progression of existing staff and external recruitment, particularly from Manchester
- Our managers will be more confident and employees able to realise their full potential
- We will employ more Asian and particularly Pakistani and Chinese staff
- We will have better data on which to make decisions
- Our culture will be more inclusive, valuing diversity and focussed on outcomes

Our Manchester

Our workforce equalities strategy is a fundamental part of our developing Manchester City Council through the Our Manchester behaviours and values, into the organisation we want to be.

We've developed this strategy using methods that are absolutely in keeping with the Our Manchester behaviours. We have **worked together** with staff and trades unions and taken the time to **listen and understand** the experience of employees from under represented groups. We have **owned the problem** of inequality in the workforce.

Our equalities strategy is about having a workforce at all levels which is from and for Manchester, building on our **pride in and passion for the city.**

Aims of this strategy

Through this strategy we are aiming for employees of Manchester City Council at all levels to reflect the rich diversity and talent of the whole population of Manchester.

We're also aiming for the city council to be a place where every individual, no matter what their background, level or vocation can thrive and feel able to be fully themselves.

Finally, we're aiming for our managers and leaders to understand and continually demonstrate their commitment to equality, diversity and inclusion.

Manchester's history of supporting equality

Manchester has a long and proud history of supporting equality and social justice.

From the Peterloo Massacre in 1819, which galvanised the campaign for extending the vote, to Free Trade and the birth of the Trade Union movement, Greater Manchester's political history has helped shape the world.

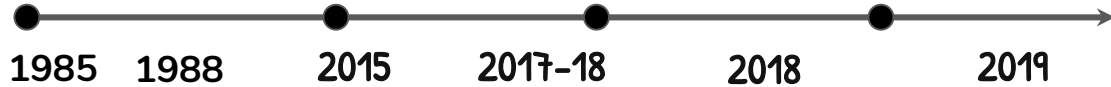
1844

A group of weavers in Rochdale helped establish the modern co-operative movement.

1903

Emmeline Pankhurst founded the Women's Social and Political Union, dubbed by the Daily Mail as the Suffragettes, who helped win the vote for women.

Work by MCC to promote equality and diversity



Sidney Street LGBT Centre Opens, one of the first in the uk.

Page 33

Section 28 protests were led nationally by Manchester

There has been an increase in the overall representation of disabled employees over recent years (from **3.4%** to **4.8%**)

6% of external apprentices with equality data recorded, identified as disabled, **42%** as Black Asian Minority Ethnic and **64%** as female.

We signed up to a collective agreement by Greater Manchester organisations to tackle workforce inequality.

+

We commissioned a review of race equality last year and its recommendations are being implemented.

The leadership summit for the Council's top 300 managers featured two workshops on equality and inclusion led by GMP Chief Constable Ian Hopkins and the City Solicitor.

- We were participants in two cohorts of RECAP (Race Equality Change Agents Programme).
- A Question and Answer session for staff was jointly held by the Chief Executive and - in her capacity as SMT lead on equalities - the City Solicitor.
- The Council is currently registered at level 2 of the Disability Confident Employer scheme. Our Manchester and Our People have been successful at creating awareness of equality and diversity at MCC.
- We've engaged with staff, for example, through Be Heard, Staff Surveys, One to One sessions with managers, Listening in Action sessions and Staff Groups.

Defining equality, diversity and inclusion

Equality enables us to create a fairer society where everyone can participate and has the opportunity to fulfil their potential.

Page 34

Backed by legislation

The Equality Act 2010 is designed to address unfair discrimination, harassment, and victimisation, to advance equality of opportunity, and to foster good relations between people who share a protected characteristic and those who do not.

Our legal duty

As a public sector organisation we have a legal duty to comply with the Equality Act and it is everyone's job to do so.

Defining equality, diversity and inclusion (cont)

“Diversity is being asked to the party; inclusion is being asked to dance”

D&I expert, Verna Mays

What is diversity?

Diversity is when we recognise and value difference in its broadest sense. It’s about creating a culture and practices that recognise, respect, value, and embrace difference for everyone’s benefit.

What is inclusion?

Inclusion refers to an individual’s experience within the workplace and in wider society, and the extent to which they feel valued and included.



In this report we focus on 4 characteristics



Age

A person belonging to a particular age (for example 32 year olds) or range of ages (for example 18 to 30 year olds).



Disability

A physical or mental impairment which has a substantial and long-term adverse effect on a persons ability to carry out normal day-to-day activities.



Sexual orientation

An enduring pattern of romantic or sexual **attraction** (or a combination of these) to persons of the opposite **sex** or gender, the same sex or gender, or to both sexes or more than one gender.



Race and ethnicity

Race can mean your colour, or your nationality (including your citizenship). It can also mean your ethnic or national origins, which may not be the same as your current nationality.

About Manchester

Manchester's 2020 population is estimated at 575,400

Manchester is one of the most culturally diverse cities in the UK with over 200 languages and dialects.

Page 37



The first step in working out what we need to do to ensure a workforce that reflects the community of Manchester is to look at how diversity in Manchester City Council compares with Manchester itself.

A note on evidence

Any changes to systems and processes should be evidence based so we avoid making assumptions about what works. We cannot plan changes based on evidence at the moment for two main reasons:

Page 38

The data that we have about the population of Manchester mostly comes from the census and we are currently at the furthest point from that being up to date, with a new census being done in 2021.

The data that we have about our workforce is incomplete - about 50% of our data sets on the employee characteristics are missing one or more fields, most commonly those around sexuality, but also ethnicity/race and disability. We also have not gathered recruitment data consistently.

These gaps should not stop us working on strategy around workforce equality but we must be mindful of these fundamental difficulties with our evidence. Of course, getting comprehensive data on our workforce is one of the most urgent priorities of this strategy.

Age

The largest age group in the MCC workforce is **50-59 years old**

The largest working age group in Manchester is **18-30 years old**

The age of MCC's workforce is in more or less **inverse proportion** to that of Manchester.

Disability

5% of the working age population of Manchester declare a disability

4.8 % of MCC's staff who have completed the monitoring declare a disability



Race and Ethnicity

23.5 % of the workforce who have declared are Black, Asian or Minority Ethnic.

6.2 % of staff who have declared in MCC declare ethnicity as Asian or Asian British.

11 % of staff who have declared at MCC declare ethnicity as Black/Black British.

17 % in the community of Manchester declare ethnicity as Asian or Asian British. The largest Asian population in Manchester is Pakistani.

While this is higher than the 8.5% in the community of Manchester, Black employees are concentrated in roles below Grade 9.

Sexual orientation

5 to 7% of the population is LGB according to the Department for Trade and Industry (although the Office for National Statistics puts the number at closer to **3%**).

5% of staff who have completed monitoring in MCC have declared themselves as LGBT.

Sexual orientation is the top characteristic that employees do not answer or 'prefer not to say'.

Around half of employees do not complete that information. We need to collect better and more up to date data that confirms LGB employees are in line with levels in the population.

Black, Asian and Minority Ethnic staff in disciplinary cases


38 %

of all disciplinary cases in the last year involved Black, Asian and Minority Ethnic staff.


Lower graded staff, regardless of ethnicity, are disproportionately taken through the disciplinary process in comparison to higher graded employees.

Black, Asian and Minority Ethnic staff appear to be twice as likely to be taken through the disciplinary process as other staff; that is at least partially because we take far more lower graded staff through the disciplinary process and Black, Asian and Minority Ethnic staff are more concentrated in lower grades.

Black, Asian and Minority Ethnic staff in disciplinary and grievance cases



Historically a significant proportion of cases ended in no further action, including a number of cases that were run as gross misconduct cases.



Very few grievances are related to Race. However our research indicates that some Black, Asian or Minority Ethnic staff may be reluctant to raise grievances about their perceived treatment for fear of 'rocking the boat'.

Organisational culture

Manchester City Council's organisational culture is brilliant in many ways and embodies the 'Our Manchester' behaviours. It's probably unique in terms of the high levels of pride and passion that our people feel for our city and everything about it. We don't want to change that.

Page 45
There are some legacy aspects of the culture however that still exist in pockets, and are not helpful. These include a sense that good leadership is heroic, that long hours are valued, that outcomes might not be as valued as process and that the flipside of close working with colleagues can make some feel excluded. We need to accelerate the change in our organisational culture, keeping the brilliant stuff but making it clear that good leadership is inclusive, that diversity is strength and that what matters is what gets delivered.

If we can continue to move Manchester's culture in this direction then it will have a profound effect on our diverse employees who feel the legacy aspects disadvantage them more than others. What follows is what some people have told us about how the legacy culture impacts them.

Insight from interviews with staff

The analysis so far as been statistical, now we move on to what we have heard from staff.

We conducted interviews with members of staff across protected classes to better understand the **barriers to diversity, equitable support** and **progression** within the organisation.

We also used evidence from staff who participated in the race review, and participated in the Race Equality Working Party, and we heard from trades unions about what their members have told them.



Feeling excluded

It's who you know

Some staff perceive an unfair system of promotion based on personal relationships.

"There's a culture of who you know in MCC."

"If you are in that clique you get the job, if you're not, you won't get the job."

Page 47

Hiring people like themselves

Some staff also felt that internal recruitment heavily revolved around decision makers taking on those who were most like themselves..

"They relate to people who look like themselves. People employ people who are looking like them."

"In Africa, using my first language, I could sell myself much better. The accent can put people off."

Selection for jobs

Need for support through process

Page 48
Some staff also felt that they had a lot to offer but that the recruitment process itself was a barrier. This was an area they would benefit from receiving development training.

“I have been in MCC for 31 years, but I’m not confident at interviews so I have never been promoted.”

“When I first applied to MCC what I noticed was I was really intimidated - it was all very formal. When I went to the grad scheme it was all middle class white people. All the language was complex, and I just felt there were invisible walls. MCC don’t write things in plain english normally.”

The importance of visible role models

Lack of visible representation

may cause Black Asian and Minority Ethnic staff to remain in lower grades and not go for relevant development or opportunities.

Page 49

“Young people are already looking to say there isn’t an opportunity! If they’re not seeing it happen for their parents they won’t think there is an end product completing their education and working for the council either”

“I think we need to show people that they’re able to do it. Show people from diverse backgrounds who have gone on to do well at the organisation.”

“We need to see more role models. People that look like us (black staff in senior positions) would be encouraging ”

Long hours

There is a perception that working at more senior levels requires a round-the-clock commitment.

We may need to give a more balanced view of what is involved in being a senior manager to encourage more diverse applications for senior roles

“When I first came here, there weren’t many [disabled people] in the management team. A long hours policy at the top means you actually miss out on people who could have real vision.”

“We are a sandwich generation looking after older family members. If you’re caring for more than one person, why would you go for a promotion?”

“In my previous role I was working long hours, working evenings and weekends and had only just returned from maternity leave so had a new born and older child. I felt it was a real point of tension asking for flexible hours.”

Long hours (cont)

Work/life balance vs progression

Promotion is sometimes framed as a trade off between a healthy work life balance and progression.



"I like my job and I worry how a promotion could fit in with my childcare responsibilities. I would be up for it if the culture changed."

"It was my personal choice not to progress. So I couldn't say whether there was a barrier. It felt like a lot of work outside of work. I wasn't interested in doing that and there wasn't really a financial benefit."

Why we don't have complete monitoring

Distrust

Research carried out by the racial equalities working group points to a sense of distrust around the purposes of data collection at MCC.

"The very little data that they have captured has not lent itself to equality as far as the Black Asian Minority Ethnic community is concerned. That fact would suggest that they're not using the data."

"I don't trust the hands that the data is in to do the right thing with it. That's the fundamental issue: the trust."

Can't see its value

Some staff felt 'nothing is being done with it' so it was pointless to capture it, or that the information collected is actually being used to make assumptions about staff (negative and positive/fear of discrimination)

"I have worked for MCC for a very long time and there has not been a reach out to update us."

"It makes no difference, no change happens. It's the same old."

Fairness and acceptance

Hierarchy of urgency

Participants felt there's a clear hierarchy of urgency around protected classes where some classes had received substantial attention over others and thus had seen improvement.

"People still mispronounce my name. There should be more support and attention around actually saying people's names correctly, recognising that they may be from a different ethnic background."

"You don't see much on disability but you do see things on mental health."

"As a woman, my breastfeeding journey was very much supported. As a mother I was really supported but not with things like diwali."

Confidence to voice concerns

Staff from protected classes have said that they do not feel confident to voice their concerns.

"I can't have certain conversations. I know I would be seen as a troublemaker."

"I get remarks made about me working from home because of my disability... they make out like I'm skiving off. I don't want to cause any trouble so I ignore it."

Setting priorities

Our ambition is to achieve a workforce that will reflect at all levels and in all professional and vocational groups, the diversity of Manchester's working age population. We also want all staff to have the confidence that no matter what their characteristics, they are able to be fully themselves at work, without fear. Achieving either of these will not be quick or easy.

Page 54
It will require sustained and focussed effort over a number of years, with senior leaders holding themselves and others accountable for progress, celebrating successes and re-committing themselves to our purpose. To ensure progress over the next year or so, we have prioritised a series of actions which will need to be refreshed again.

There are many other priorities which are promoted by people in the sincere belief that they should be implemented promptly, but we are also unable to do everything and so we have to base our actions on our sense of what is needed first.

We'll know our equalities strategy has been effective when:

- Manchester City Council's workforce will reflect at all levels and in all professional and vocational groupings the diversity of Manchester's working age population.
- All staff, no matter what their characteristics, will report that they feel fully able to be themselves at work, without fear.
- Leaders will be confident that they have the tools and education to manage and develop a diverse workforce successfully.
- There will be no disproportionate adverse effect on any group, of any human resource policy or procedure.
- The city council will have data and evidence to track and monitor progress in achieving these aims.
- There are clear routes to good jobs In MCC for people in Manchester



Executive Members

It is intended that this strategy will be discussed and agreed at the Executive Committee of Manchester City Council, however the involvement and commitment of Executive Members in implementation will not end there.

Executive Members have key roles to play in implementation of this strategy, including

- Page 56
- Holding members of the Senior Management Team to account for delivery
 - Appointing senior members of staff through the Personnel Committee
 - Agreeing or being consulted on changes to senior staffing which may have diversity implications
 - Hearing appeals against dismissal
 - Promoting the opportunities of working for Manchester City Council
 - Working across Greater Manchester and beyond on this agenda, sharing good practice

And therefore Executive Members will be supported and give development and opportunities for learning and discussion around this agenda in support of their unique role

Action Plan workstreams

- 1 Monitoring
- 2 Recruitment
- 3 Culture and leadership behaviours
- 4 Fairness and acceptance
- 5 Creating a diverse leadership cadre (including progression)
- 6 Communications and engagement

Page 57



Action Plan 1: Monitoring

Action	Owner	By when	Comments
Set up a communications strategy to build confidence around collection and use of data. This should explain the importance of data and how it will be used i.e. good examples and benefits staff will derive from revealing their information. It should make clear that the information will not be used to discriminate against staff.	Communications, Equalities Team and Human Resources	December 2020	This will go along side a likely large scale set of savings proposals as well as reductions in staffing and therefore will need to be carefully positioned.
Capture Information about all MCC staff by making it a mandatory requirement to complete monitoring information on SAP. Improve the process making the submitting of information easy.	Human Resources and IT	June 2021	Will require some reconfiguration of SAP when we may be at a point of going to market for a new HR system.
Establish a dashboard for managers which can be accessed, monitored and used to influence positive change based on information submitted by staff. This will help ensure that action is taken and is based on actual data.	Workforce Insight Team currently in PRI	June 2021	Need to have meaningful data to build a dashboard.
Collect and analyse all recruitment data and report on areas of concern, including internal and senior recruitment. Track the progression of protected characteristic groups, particularly Black Asian Minority Ethnic and disabled.	Human Resources	March 2021	This requires us to reconfigure an Candidate system that is shared with Greater Manchester so there are contract issues to overcome.

Progress

Action Plan 1: Monitoring (cont)

Action	Owner	By when	Comments
Enhance and strengthen workforce disability data.	HROD	Dec 2020	Extend the range of data fields in SAP and ATS to capture more detailed data on the disability profile of MCC workforce.
Casework team to produce regular data on equality issues to SMT	Casework Team and Information Intelligence	March 2021	
Create more visibility of Black Asian Minority Ethnic staff by sharing more of their stories across the organisation.	Communications	Starting now	Focus on their journeys and how they are making a positive difference across the organisation/in the city.

Action Plan 2: Recruitment

Action	Owner	By when	Comments
Retender the 'headhunter' contract with an emphasis on achieving diverse shortlists.	Director of HR&OD	June 2021	6 month tender process
Create pathways into employment for underrepresented young people, particularly of Pakistani heritage and those with disabilities.	HR & OD Skills and Employment Team	Ongoing	We are starting with Kickstart, and moving to apprenticeships.
Ensure all recruiting managers receive training in fair recruitment.	HR&OD	Start Dec 2020	Ongoing
All available posts to be externally advertised.	HR&OD	Start now	Work with trades unions on what is available in the scenario of a shrinking workforce
Create diverse panels for all recruitment.	SMT	Now	Requires vigilance and monitoring.

Action Plan 2: Recruitment (cont)

Action	Owner	By when	Comments
Conduct an end-to-end disability access review of recruitment and selection systems and processes.	HROD	March 21	Comprehensive review from point of advert to appointment to ensure that R&S systems and processes are fair, accessible and equitable for disabled candidates. Should include consideration of panel representation and behaviours.
Refresh the 'end to end' R&S policy, procedure and training building on the work of the Race Equality Working Group. Consult further and co-design with Black Asian Minority Ethnic and other staff.	Annalie Pearce	March 21	Should include (but not limited to) updates to R&S policy and procedures reflecting on job adverts, assessment panel make up, interview questions, pre and post interview development and support and quality assurance of compliance against the revised policy and procedures.
Refresh the Secondment and Act Up Policies.			

Pages 6-7

Appendix 1, Item 5

Action Plan 3: Culture and leadership

Action	Owner	By when	Comments
Identify and communicate examples to counteract perception that to be a senior manager you have to work long hours and know the right people.	SMT Internal Communications	Now and ongoing	Question whether this perception is reality - it is however a common theme in our research and we have to counter it.
Provide training for managers on managing diverse workforces.	SMT HR&OD	To start January 2021	Need to identify most effective supplier and method of delivery.
Establish method for holding teams and individuals to account in delivery of this strategy.	SMT Resources and Governance Scrutiny Committee, Staff groups, Trades Unions	Now and ongoing	Need to establish mechanisms with 'teeth'. In consultation with the owners.
Highlight the journeys and success stories occurring across protected classes.	Communications	From now	

Culture and leadership

Action	Owner	By when	Comments
Evaluate pilot training on anti racism, lived experience and cultural competency.	Lorna Williams/HROD	Dec 2020	Analyse pre and post training surveys, feedback and review training content and delivery.
Identify training cohorts e.g Leaders, Managers for anti-racism, lived experience and cultural competency	HROD	Dec 2020	Training delivery plan targets, monitoring and feedback and evaluation mechanisms to be built into individual sessions with staff.
Product a business case for approval to commission a training provider	HROD	Dec 2020	Business case and approval will determine the scale and size of the training and numbers of staff across the Council that can potentially participate and then form part of the wider measurement evidence described above

Culture and Leadership

Action	Owner	By when	Comments
Build the work, key themes and recommendations of the Race Equality Working Group into an agenda/action focused sessions at the Leadership Summit in November 2020.	Suzanne Grimshaw	Happening now	Feedback built into the Leadership Summit monitoring and evaluation process and embedded in future activity with the management structure of the organisation grade 10 and above
Make use of the staff groups to hold to account the city council for delivery of this strategy	Project Manager	Starting to be scoped now	We need to empower staff groups for this and connect them to the most senior leadership
Include 20 managers from diverse backgrounds who would not be senior enough to attend Leadership Summit, as agreed at smt	OD	November 2020	In hand
Race Equality Mentoring to be implemented across all directorates	OD		January 2021

Action Plan 4: Fairness and acceptance

Action

Owner

By when

Comments

Note the actions in relation to disciplinaries and over representation that follow under this heading are in discussion with Trades Unions and have not yet been agreed but are included for information as it is anticipated they will largely be agreed in the near future

Page 69

Information should be provided to managers to enable them to make an informed decision on special leave with regard to the different needs of Black, Asian and Minority Ethnic staff including different cultural requirements.

HR&OD

Dec 20

The information should seamlessly link into and enhance the existing (interim) policy for special leave. The policy should be promoted more widely to encourage understanding by management and staff of the entitlements within the policy. Consideration should be given as to how the policy can be applied more consistently.

Appendix 1, Item 5

Action Plan 4: Fairness and acceptance (cont)

Action	Owner	By when	Comments
Meet with relevant Strategic Director to discuss service areas with disproportionate disciplinary impact on Black Asian Minority Ethnic employees.	Nick M/Jane N with support from G8 HR Specialists	October 2020	A briefing note has been prepared with details on cases and statistics against other directorates.
Support managers from catering, DSAS and Locality Teams to attend Race Awareness Training.	HR Specialists with support from Lorna William		The training at the moment is a test as part of the race equality working party and not yet to be concluded.
Establish an integrated Hub Workplace Adjustment.	HROD, H&S, ICT, Estates, Procurement	Agree business case by March Implement by June	The Hub is a single point of access/one-stop shop for the assessment, procurement, and implementation for all aids, adaptations and Assistive Technology operating from a centralised budget. To include complex case management and follow up support, managed through an adjustments policy position. To also include impairment related advice and guidance to line managers on non-equipment related adjustments.

Action Plan 4: Fairness and acceptance (cont)

Action	Owner	By when	Comments
When dealing with a disciplinary relating to a Black Asian Minority Ethnic employee or discrimination, the Casework team will ensure the investigation officer has specific skills in understanding equality issues.	Casework Team		Casework team will keep a list of investigation officers which such skills
Casework team to change their approach to advice giving and provide a greater degree of challenge to managers.	Nick/Marie will oversee HR Specialists/Officers		It was acknowledged that in order to influence and persuade managers, the team needed to build stronger relationships with senior managers in order to allow them a more robust escalation route.
Ensure all investigating officers attend mandatory race awareness training			
Implement the manager's framework along with employee framework to set out expectations of behaviour.	Suzanne (OD) with Casework and Sam C		This will be linked to the 'Our Manchester' behaviours and include for employees clear standards of behaviour.

Action Plan 4: Fairness and acceptance (cont)

Action	Owner	By when	Comments
Equality Outcomes to be monitored in About You objectives	Team Managers and all Casework Officers	1 December 2020	All HR Specialists and HR Officers at the outset of a case to provide robust challenge to managers in ensuring adequate fact finding has taken place to avoid 'no further action' as the outcome. This will be monitored and fed into individual About You objectives.
Review Casework Policies to help remove obstacles for managers and employees in resolving conflict and conduct issues.	Jane N		
Provide mentoring opportunities for managers and staff to be able to practice discussing difficult issues.			The trained mediators could be utilised in helping to facilitate/understanding and direct difficult conversations confidently and may be able to help where managers would like advice/support from afar on facilitating issues between employees.

Action Plan 5: Diverse leadership cadre (progression)

Action	Owner	By when	Comments
Develop and implement learning opportunities bespoke to identified groups who are not in leadership positions - eg Black, Asian, Minority Ethnic; disabled	Organisation Development Team, in consultation with relevant staff groups	March 2021	Important that this is not 'training people to fit in' but is a broad set of skills and development including self belief, assertiveness.
Create pathways into employment in professional roles that lead to leadership.	Organisation Development Team	Dec 2020	Using the apprenticeship levy for local graduates, focus particularly on young people and people of pakistani and chinese heritage
.Diversity training for managers and Elected members who make appointments to senior posts	Organisation Development Team	March 2021	

Action Plan 6: Communications and engagement

Action	Owner	By when	Comments
All online communication broadcasts should be reviewed for diversity, inclusion and accessibility.	Communications	On going	To include Corporate broadcasts, Directorate broadcasts and in the future will include The Forum, weekly all staff broadcast, The Buzz, Chief Executives monthly newsletter and Team Talk, monthly manager broadcast.
Review content checking sign-off process to give editors greater freedom to write for a diverse audience.	Communications	On going	COVID comms requires high-level input and it can not be guaranteed that tone or language will be absolutely plain English due to needing to meet the requirements of senior leaders. More work will need to be done to give communications and contributors some freedom to edit copy to suit the audience

Action Plan 6: Communications and engagement

Action	Owner	By when	Comments
Build a better understanding of our audiences to create content which is inclusive.	Communications	March 2020	Comms to work to build its understanding about the demographics of our workforce ie: staff with English as a second language or low literacy.
Ensure that communications go to offline staff.	Communications	Ongoing	A new offline staff newsletter is mailed out to home addresses of just over 1600 offline staff. These comms need contributions from across the organisation to ensure content better meets the needs of the audience. Many staff in this cohort are in Neighbourhoods and Childrens and Adults Directorates.
Create more visibility of Black Asian & Minority Ethnic staff by sharing Black Asian & Minority Ethnic staff stories across the organisation with a focus on their journeys and how they are making a positive difference across the organisation/in the city.	Communications	Ongoing	Should include (but not limited to) an increase in the number of communications and messages delivered by Black Asian Minority Ethnic staff to the wider workforce.

Action Plan 6: Communications and engagement

Action	Owner	By when	Comments
Produce principles and guidance to contributors - update our internal comms guidance document to include tips and advice to encourage diversity and inclusion.	Communications	December 20	Comms can provide training, workshops and materials to enable contributors to understand how best to communicate ie: to meet accessibility laws.
Support and encourage staff to send in their stories to feature in broadcasts (corporate and directorate)..	Communications	December 20	Corporate comms can provide assistance once a story/staff member has been identified to enable them to have a voice (through video or text). We will work closely with Directorate Leads to identify staff and stories - weekly Directorate comms meetings are in place to share ideas and sources.

Annex 1

Detail of MCC demographics

Age

Age summary

The City Council workforce is disproportionately represented by older workers if we compare the size of this group to its representation in Manchester's population.

Analysis by the Centre on Dynamics of Ethnicity show that the younger population of Manchester is much more racially and ethnically diverse than the older population. Based on this, we believe that creating opportunities for younger Manchester residents would have the impact of both changing the age profile and increasing the ethnic diversity of the city council workforce.

Page 45

Age	Percentage in Manchester population	Percentage in MCC workforce	Difference
18 -30	38%	28%	-10
30 - 39	26%	17%	-9
40-49	16%	12%	-4
50-59	14%	35%	+21
60 - 65	6%	12%	+ 6

The age profile of those within working age in Manchester

Source: Workforce intelligence team, MCC

Age summary (cont)

The city council has made progress over the last 5 years having changed from:

- 6.4% of staff between the ages of 20 - 29 in 2016 to 8.7% in 2020 (increase of 2.3%)
- 20.9% of staff between the ages of 30 - 39 in 2016 to 18.1% in 2020 (decrease of 2.8%)
- 27.4% of staff between the ages of 40 - 49 in 2016 to 24.2% in 2020 (decrease of 3.2%)

Page 76

We intend to build on these changes.

Date	20 - 29	30 - 39	40 - 49
Sep-20	8.7%	18.1%	24.2%
Sep-19	8.4%	18.7%	24.6%
Sep-18	7.9%	19.9%	24.6%
Sep-17	7.0%	20.6%	25.7%
Sep-16	6.4%	20.9%	27.4%

Segment taken from the age profile of MCC staff over the last five years
Source: Workforce intelligence team, MCC

Disability

Disability summary

According to data from Personal Independence Payments, 5% of Manchester residents reported having a disability. With 4.8% within the organisation reporting a disability representation of disabled staff roughly reflects the Manchester community.

6.1% of staff did not want to reveal whether or not they had a disability, and we do not have this information on a further 5.1% of staff. Qualitative research involving interviews with staff has given some insight into why staff are reluctant to reveal a disability.

There is a sense of stigma around disability, particularly concerning capability and its impact on opportunities for progression within the organisation. It's crucial that we build confidence around the use of sharing information about disability, and assure and demonstrate to this class that ours is a workplace where they can be comfortable in their status and access the same development opportunities as their peers.

Disability by directorate summary

Broad representation of disabled staff (who declare) across directorates is:

5.3% within **Adults' Services**

5.7% within **Chief executive's**

4.3% within **Children's services**

5.9% within **Corporate services**

5.2% within **Growth and Development**

3.5% within **Neighbourhoods**

By this measure, **4 out of 6** of the directorates are a **reasonable reflection of the city where the disabled population** is estimated at **5%**.

Disability by directorate/grade summary

There are directorates that do well in maintaining representation of disabled staff across grades, for example, Adult services (see the Slide 59). However, across directorates, we do see a tendency for disabled staff to:

- be overrepresented within lower grades
- have zero representation at SS level

Our insights from qualitative interviews indicate that staff (across protected classes) are concerned about discrimination, and were put off by the perceived round the clock culture at higher grades. It's crucial that we address these blockers if the organisation is to benefit at the top grades by having representatives from this protected class.

Disability by directorate and grade

Adult services

Directorate

Disabled employees make up 5.3% of employees within this Directorate. This closely reflects the estimated population of this group within Manchester (5%).

Grade

There is consistent representation of disabled staff across grades (roughly matching the population estimate of 5%) with particularly high representation at grades 10 - 12 (8.47%)

Where some directorates have been able to see a consistent representation of disabled staff across its grades, there's an opportunity to use cross-directorate knowledge sharing to progress representation within other directorates.

Disability by directorate and grade

Chief executive's

Directorate

Disabled employees make up 5.7% of staff within this directorate. This is roughly reflective of the percentage of this group within Manchester (5%).

Grade

There is a high representation of disabled staff within lower grades:

- 6.77% at grades 01 - 05
- 6.10% at grades 06 - 09

Representation starts to reduce at grades 10 - 12 (2.94%) before stopping at SS level (0%).

Disability by directorate and grade

Children's services

Directorate

Disabled employees make up 4.3% of staff within this directorate. This is slightly below the 5% representation this group has within the population of Manchester.

Grade

We see low representation within the lowest grades (2.96%).

We see consistent representation between grades 06 - 09 (5.16%) and grades 10 - 12 (4.65%) but 0% representation at SS level.

Disability by directorate and grade

Corporate services

Directorate

Disabled employees make up 5.9% of employees within this directorate. This is slightly above the 5% representation of this group has within the population of Manchester.

Grade

We see over representation at lower grades here:

- 6.51% at grades 01 - 05
- 6.16% at grades 06 - 09

This is compared to:

- 2.22% at grades 10-12
- 2.17% at SS level

Disability by directorate and grade

Growth and development

Directorate

Disabled employees make up 5.2% of staff within this directorate. This closely reflects the size of the population of this group within Manchester (5%).

Grade

We see a drop off of representation at grades 10 - 12 (from 4.80% at grades 06 - 09 to 2.56% at grades 10 - 12), down to 0% representation at SS level.

Disability by directorate and grade

Neighbourhoods

Directorate

Disabled employees make up 3.5% of employees within this directorate. This is below the 5% representation this group has within the population of Manchester.

Grade

Representation across grades falls below the organisational average across grades 01 - 12, and there is 0% representation at SS level.

Race and ethnicity

Ethnicity by directorate/grade summary

Black, Asian and Minority Ethnic staff appear to have good representation within directorates that are focussed on user services i.e. adult/children's services.

They are, however, **underrepresented within directorates that are focussed on an organisational strategy or governance**. It's important to ensure representation in these directorates so that the organisation is steered in a way that reflects the diversity of the city.

While the percentage of Black African/Caribbean staff is broadly in line with that of the city's population, a look at the data across grades reveals a **concentration within lower grades and a underrepresentation within higher ones**.

Overall, there is evidence of issues around the progression of Black, Asian and Ethnic Minority groups progressing beyond grade 9. This is particularly pronounced with Black African/Caribbean staff.

Asian ethnicity

Taken at its most basic level, we would know if we were making progress on equality if our workforce matched the proportions of protected groups that exist in the working age population of Manchester.

Page 899
Comparing our staff statistics with ONS statistics on Manchester's population, there is a big underrepresentation of the Asian community in MCC. It's our priority to address this

Of course it's possible that the full 10% of employees who have not disclosed their ethnicity are Asian but this seems unlikely.

Ethnicity	%age of residents of Manchester	% of staff of MCC	Difference
White	58%	70%	+ 12%
Mixed	6%	3%	- 3%
Asian	18%	6%	- 12%
Black	10%	11%	+ 1%
Other	3%	10% (includes undisclosed)	No comparison can be made

Population of city of manchester 2020

Source: ONS

Asian ethnicity (cont.)

We can compare the last census (from 2010) with the current breakdown of 'Asian' staff.

Asian ethnic group	Manchester %	MCC %	Difference
Indian	2.3	1.4	- 0.9%
Pakistani	8.5	2.8	- 5.7%
Bangladeshi	1.3	0.7	- 0.6%
Chinese	2.7	0.5	- 2.2%
Other Asian, please specify below	2.3	0.8	- 1.5%

Ethnicity breakdown of the city of Manchester 2011

Source: 2011 Census

This indicates that the **Pakistani and Chinese** communities are the least well represented groups in the city council. It's important that these groups become focal points of targeted recruitment.

Ethnicity by directorate

Directorate	White	White other	Black/Black British	Asian/Asian British	Mixed	Other ethnic group	Prefer not to say	No Data
Adults' Services Total	61.14%	3.78%	17.78%	4.97%	3.57%	0.11%	4.11%	4.54%
Chief Executive's Total	68.24%	2.82%	5.41%	8.00%	1.18%	0.00%	5.41%	8.94%
Children's Services Total	62.62%	4.23%	11.53%	5.87%	3.96%	0.07%	6.00%	5.73%
Corporate Services Total	68.34%	4.51%	7.03%	10.21%	2.29%	0.22%	2.51%	4.88%
Growth and Development Total	62.55%	6.58%	11.66%	6.17%	1.65%	0.00%	4.80%	6.58%
Neighbourhoods Total	71.84%	4.73%	7.47%	4.60%	3.07%	0.32%	2.17%	5.81%
Grand Total	65.57%	4.43%	11.07%	6.32%	2.98%	0.15%	3.93%	5.56%

Ethnicity by directorate and grade

Adult services

Directorate

White staff make up 65% of this directorate in comparison to Manchester where this group represents 58% of the population. This is a difference of +7%.

Black staff make up 18% of this directorate in comparison to Manchester where this group makes up 10% of the population. This is a difference of +8%.

This indicates that we do not have a representation problem regarding Black staff (within this directorate), but there are issues regarding progression and representation across grades.

Asian staff make up 5% of this directorate in comparison to Manchester where this group represents 18% of the population. This is a difference of -13%.

Grade

Black staff are currently disproportionately represented within lower grades in this directorate. They currently make up:

- 21% of employees at grades 1 - 5
- 14% of employees at grades 6 - 9
- 3% at grades 10 - 12
- 0% at SS level

This drop off in representation is particularly stark in relation to Asian staff who are not represented above grade 9.

This directorate has good representation of Black staff but it would benefit from setting promotion targets around Black Asian Minority Ethnic employees (particularly Black and Asian). We should harness leadership training and coaching for these group as well as monitor progression. Candidate shortlisted for grade 9 + will provide an opportunity for more representative distributions across grades.

Ethnicity by directorate and grade

Chief executive's

Directorate

White staff make up 71% of this directorate. In Manchester this group represents 58% of the population.

Black Asian and Ethnic Minority staff are underrepresented

within this directorate:

- Black staff make up 5% (where this group represents 10% of the Manchester population).
- Asian staff make up 8% (where this group represents 18% of the Manchester population).
- Staff within the mixed group make up 1.18% (where this group makes up 6% of the Manchester population).
- Staff within the 'other ethnic' category have 0% representation (where this group makes up 3% of the Manchester population).

It's important to ensure representation of this group in the Chief Executive's office so that the organisation is steered in a way that reflects the diversity of the city.

Grade

Workforce data shows less of a skew here and more Black and Asian representation within higher grades with Black staff making up 5% of employees within grades 10 -12 and Asian staff making up 9%.

Where directorates like these have been able to facilitate the progression of Black Asian Minority Ethnic staff, there is a clear opportunity for us to utilise cross-directorate knowledge sharing to spark learning and progress within other directorates..

Ethnicity by directorate

Children's services

Directorate

White staff make up 67% of this directorate (where this group represents 58% of the Manchester population). This is a difference of +9%.

Representation of Black staff roughly reflects the Manchester Community at 12% (where the Manchester population is at 10%).

Asian staff make up 6% of the directorate (where the Manchester population is at 18%). This is a difference of -12%.

Grade

Representation of Black staff within this directorate is 9% (at grades 01 - 05) and 14% (at grades 06 - 09) but this group is not represented at all above grade 9.

This is also the case with regard to representation of staff within the 'mixed' group who do have representation at grades 01 - 05 (2%) and grades 06 - 09 (6%) but also are not represented at all above grade 9.

Representation of staff within the 'other ethnic' group within this directorate is 0.19% (at grades 01 - 05) but this group is not represented at all above grade 05.

Representation of Asian staff within this directorate is at 4% (at grades 01 - 05) and 7% (at grades 06 - 09), and while this group has some representation at grades 10 - 12 (2%), they are not represented at all at SS level.

Ethnicity by directorate

Corporate services

Directorate

White employees make up 71% of this directorate (where this group represents 58% of the Manchester population). This is a difference of +13%.

Black staff make up 7% of this directorate (where the Manchester population is at 10%). This is a difference of -3%.

Asian employees make up 10% of this directorate (where this group represents 18% of the Manchester population). This is a difference of -8%.

- The 'mixed' group make up 2% here (where the population within Manchester is at 6%). This is a difference of -4%.
- The 'other' ethnic group category makes up 0.07% (where the Manchester population is at 3%). This is a difference of -2.93%.

Grade

Black staff are similarly overrepresented at lower grades and are represented at

- 12% at grades 01 - 05
- 2% at grades 10 - 12 before dropping to 0% representation at SS level.

Ethnicity by directorate

Growth and development

Directorate

- White employees make up 69% of this directorate (where this group represents 58% of the Manchester population). This is a difference of +11%.
- Representation of Black staff is roughly reflective of the Manchester community at 11.66% (where this group makes up 10 % of the population).
- Asian staff make up 6% of this directorate (where this group represents 18% of the Manchester population). This is a difference of -12% difference.
- Employees within the 'mixed' category make up 1.65% of this directorate (where this group represents 6% of the Manchester population). This is a difference of a -4.35%.
- There is 0% representation of the 'other ethnic' group category (where the Manchester population is at 3%).

Page 96

Grade

While black staff are overrepresented within lower grades in this directorate (15.84% at grades 01 - 05), they have **representation of 5% at SS level**. Like the Chief executive's directorate, there is a clear opportunity for us to utilise cross-directorate knowledge sharing to spark learning and progress.

Ethnicity by directorate

Neighbourhoods

Directorate

- White employees make up 77% of this directorate (where this group represents 58% of the Manchester population). This is a difference of +19%.
- Black staff make up 7% of this directorate (where this group represents 10% of the Manchester population). This is a difference of -3%..
- Asian employees make up 6% of this directorate where this group represents 18% of the Manchester population. This is a difference of -12%.
- Staff within the 'mixed' group make up 3% of this directorate where this group represents 6% of the Manchester population. This is a difference of -3%.
- Employees within the 'other ethnic' category make up 0.03% of this directorate (where this group represents 3% of the Manchester population. This is a difference of -2.97%.

Page 97

Grade

Black staff are again overrepresented within the lower grades (9.59% at grades 01 - 05) with representation decreasing to 4.64% at grades 06 - 09 and 1.35% at grades 10 - 12 before stopping at SS level.

Sexual orientation

Sexual orientation by grade

Adult services

Lesbian staff have a high representation within lower grades within this directorate at 1.0% (grades 1 - 9) where this group's organisational average is 0.6%

Bisexual staff have a high representation within this directorate at at 1.0% (grades 06 – 09) where this group's organisational average is 0.7%.

Lesbian, Bisexual and staff within the 'other' category have no representation above grade 09.

Gay staff are the only LGB group with representation above grade 9. They are represented at:

- 3.5% at grades 10 - 12
- 15.0% at SS level

Gay staff are overrepresented at senior levels within the directorate, given the organisational average is 1.7%.

Sexual orientation by grade Chief executive's

Lesbian staff only have representation at grades 06 - 09 (0% across all other grades).

Lesbian and **bisexual staff** have 0% representation above grade 9.

Staff within the '**Other**' category have 0% representation across grades here.

Gay staff are the only LGB group with representation above grade 9 with 3.0% representation at grades 10 -12 and a 9.1 % representation at SS level.

Sexual orientation by grade

Children's services

Lesbian and **Bisexual staff** have 0% representation above grade 9.

Lesbian staff only have representation at grades 06 - 09 (0% across all other grades).

Staff within the 'Other' category have 0% representation across grades here.

There is largely 0% representation of **LGB** above grade 9 - although **Gay staff** do have representation at grades 10-12 at 4.9%.

Sexual orientation by grade

Corporate services

Gay staff make up 2.1% (at grades 01 - 05) and 2.0% (at grades 06 - 09).

Lesbian staff make up 0.5% of employees (at grades 01 - 05) and 0.2% (at grades 06-09).

Both gay and lesbian staff have representation at grades 10 -12 at 2.3% (Gay) and 1.2% (Lesbian).

We ultimately still see no representation above grade 9 for **bisexuals and staff within the 'other' group**.

It is also worth noting that there is no representation across the **LGB** groups at SS Level.

Sexual orientation by grade

Growth and development

Within this directorate there is no representation of **Bisexual staff** above grade 05.

Lesbian staff interestingly have a 5% representation here at SS level but 0% representation at grades 10 -12.

There is no representation of **staff within the 'Other' category** above grades 01 - 05.

The representation of **Gay staff** here is:

- 0.9% (grades 01- 05)
- 1.7% (grades 06 -09)
- 2.8% (grades 10-12)
- 0% representation at SS level.

Sexual orientation by grade

Neighbourhoods

Gay staff are the only LGB group represented at SS level at 6.3% (where the organisational average is 1.7%).

Gay and **lesbian staff** are represented at grades 10 - 12 at 1.4% (gay) and 2.7% (lesbian). **Bisexual** and staff within the '**Other**' group have 0% representation at this level.

Representation is consistent across LGB staff in relation to grades 01 - 05 and grades 06 - 09.

Sexual orientation

Other factors

Workforce data points to intersectional factors that are at play in regard to progression/grade distribution for LGB employees.

Page 100 of 109

As noted in previous slides, gay (male) staff appear to be more represented at higher grades while lesbian (female) staff appear underrepresented.

Bisexuals and employees belonging to the 'other' group are also underrepresented across MCC.

It should be remembered that in all these data we can only report on the approximately 50% of staff who have declared their sexuality

Transgender and nonbinary

Transgender and nonbinary

There is currently no reliable data on the percentage of transgender and nonbinary people in the community of Manchester or across the UK. In addition, MCC does not request this specific information from its staff.

However, Stonewall estimates that around 1% of people in the UK identify as trans or nonbinary. Using this estimate, we can identify that MCC should have at least 70 transgender and nonbinary staff members to be representative of the UK as a whole.

During our research, we were unable to identify a transgender or nonbinary person within MCC that we could speak to, to understand their experiences. In addition, the LGBT Workers group was not aware of any transgender or nonbinary staff within the organisation.

It is possible there are no transgender or nonbinary people currently within MCC. However, it is also possible that some work for MCC but do not feel safe to 'come out' at work.

Annex 2

Participants and Acknowledgements

Participants

We had conversations with MCC staff across protected classes to **better understand** the **barriers to diversity, equitable support** and **progression** within the organisation. With the information collected we will be able to **identify and take action against policies, structures** and **cultural components** that **negatively impact** the **recruitment, retention** and **workplace experiences** of staff based upon the categorical group(s) they belong to.

Page 109

Classes engaged:

- 4 Religious faith
- 2 Gay, 2 Lesbian
- 3 Disabled
- 6 Older
- 25 from a Black and Ethnic Minority background were interviewed by the race equalities working group

Acknowledgements

Many people and groups have contributed in different ways to the creation of this strategy and all have shown commitment, and a focus on really making a difference and we would like to thank them for their contribution

Page 110

- Trades Unions
- Members of the Race Equality Working Party
- Members of the reference group for the race equality working party
- Staff groups for Black Asian Minority Ethnic, Carers, Women, LGBTQ+
- Elected Members particularly the Cabinet and Resources and Governance Scrutiny Committee
- Human Resources and Organisation Development teams
- Senior Management Team

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 3 November 2020

Subject: Our Manchester Strategy Reset – Engagement Activity and Findings

Report of: The Director of Policy, Performance and Reform

Summary

This report provides an overview of the engagement activity undertaken to inform the Our Manchester Strategy reset, and the findings and emerging priorities from it.

Recommendations

The Committee is asked to note the findings from the Our Manchester Strategy reset engagement activity and the next steps.

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	

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Background documents (available for public inspection):

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

Our Manchester Strategy Reset - Timescales, Resources and Governance Scrutiny Committee (October 2020)

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

Our Manchester Strategy 2016 - 2025

1.0 Introduction

- 1.1 This report provides an update on the engagement activity which has been undertaken over summer to support the reset of the Our Manchester Strategy, and the findings from it. The Committee are asked to note the findings from the reset engagement activity and the next steps.
- 1.2 The Committee received a report for information on the background to the Our Manchester Strategy reset and its timescales on 6 October 2020. A draft of the reset document is scheduled to be brought to the Committee for their consideration in January 2021.

2.0 Background to the Our Manchester Strategy reset and engagement activity

- 2.1 On 6 May 2020, the Executive agreed for a reset of the Our Manchester Strategy 2016 - 2025 to be undertaken as part of the Council's COVID-19 recovery planning.
- 2.2 Using the learning from the development of other recent strategies, such as the Our Manchester Industrial Strategy, it was agreed that a mixed methods approach would be undertaken to develop the Our Manchester Strategy reset. As well as analysing quantitative data and recent literature, engagement activity would be undertaken based on the Our Manchester approach with residents, businesses, organisations and partners to develop a qualitative evidence base. The following sections of this report detail the method undertaken with each of these cohorts and findings from that engagement. All qualitative data from the engagement has been analysed using a coding framework, from which the key priority themes detailed in section 9.0 have been established.
- 2.3 Given this is a reset and not a full rewrite of the Our Manchester Strategy, the Our Manchester Forum (who provide the governance for the Strategy and its reset) requested that the engagement be framed around the Strategy's current themes - Thriving and Sustainable; Highly Skilled; Progressive and Equitable; Liveable and Low Carbon; and Connected - as well as three 'horizontal' themes - Equality; Inclusion; and Sustainability. As such, all engagement has been focused around questions and policy statements based on these themes, asking respondents what priorities Manchester needs to focus on over the next five years to achieve Manchester's vision for being in the top flight of world class cities by 2025. Across all engagement activity, space was left to allow respondents to mention other areas of importance to them.
- 2.4 The majority of engagement activity has run from 3 August 2020 - 25 September 2020. Approximately **3,700 people have been directly engaged** with and had their views captured during this period. This compares favourably to the original Our Manchester Strategy engagement in 2015 when approximately 2,000 people were directly engaged, and is higher than other recent similar Council activity. Indirect engagement and reach of activity is estimated throughout the report where possible.

2.5 Manchester has been under varying COVID-19 restrictions during the engagement period. Social distancing measures have meant that the majority of engagement has been undertaken virtually, with non-digital alternatives being provided for the survey and a limited number of face-to-face sessions being undertaken within the targeted engagement where possible. Additional activities were designed to capture the views of people less likely to engage with a universal online survey, and those who lack access to digital resources. The timetable for the reset has meant that engagement work has been used to identify what people think the city's priorities should be over the next five years, as well as laying the foundations for ongoing, genuine community engagement in the recovery phase.

3.0 Resident engagement

3.1 The reset's resident engagement has included a universal engagement offer of a consultation survey and associated communications, supplemented with targeted engagement to key cohorts of residents who either have traditionally not engaged with digital communication or who have been particularly affected by COVID-19. In each case, the engagement was designed to best suit its audience. The method for each engagement focus is detailed below.

3.2 Universal engagement - consultation survey

3.3 A consultation survey - *A Conversation about 'Our Future Manchester': the road to 2025* - went live on 10 August and closed on 23 September. The survey contained a mixture of quantitative and qualitative questions based on analysis undertaken of the city's progress against the We Wills in the original Strategy. The survey also encouraged respondents to complete equality monitoring questions to capture the demographics of respondents.

3.4 The digital survey was hosted on the Council's website at a dedicated */ourmanchester* page, with a web carousel on the Council website's homepage during this period. During the time the survey was live:

- There were 3,734 visits to the */ourmanchester* page
- The average time spent on the page was 3 minutes 11 seconds, which is comparatively very high and suggests that people read the content.
- The majority of visits came via *govdelivery* emails, which were sent to people who had specifically signed up to receive emails from the Council. There was a peak of visitors on 28 August, which is when the first *govdelivery* email was sent - of the 334 visits that day, 272 (81%) came via this medium.
- The next most popular source of people coming to the page was from social media - organic Facebook and twitter messages, or paid-for advertisements (see section 3.10 Targeted Resident Engagement)
- Section 4.0 details the wider communications and social media work undertaken to support engagement.

3.5 To ensure inclusion, paper copies of the survey were also created. These were distributed with pre-addressed and pre-paid envelopes to a number of

community hubs, libraries, via the Age Friendly Manchester newsletter mailout and within food response parcels. The survey was also translated into the top ten most commonly spoken languages in Manchester to ensure a more inclusive community reach.

- 3.6 There were a total of **3,197 responses** to the consultation survey (online and paper). This compares favourably with the original Our Manchester Strategy survey in 2015 and is higher than other recent similar Council activity.
- 3.7 Appendix One shows the demographic responses where respondents answered the equality monitoring questions at the end of the survey. In examining the demographics and comparison percentages, it is important to note that 407 respondents gave an incomplete Manchester postcode (e.g. just M1 / M22 etc) so could not be assigned to a neighbourhood area, 911 respondents gave a postcode outside of Manchester (most commonly worked in Manchester but lived in Stockport or Oldham), and 11 were unknown. Percentage comparisons of respondents against the whole population are therefore only against the confirmed 2,275 Manchester respondents (71% of respondents). It is also important to note that, for residents where it is known from previous engagement that an online survey is not the most effective way to capture their views (including young people, older people, and black and ethnic minority residents), specific targeted engagement was planned from the outset of this work; the approach for this can be found below in section 3.10.
- 3.8 In summary:
- Respondents: The majority of respondents were Manchester residents, with working in Manchester the next most common category.
 - Neighbourhoods: Bringing Services Together neighbourhood groupings have been used. Didsbury East & West, Burnage and Chorlton Park were overrepresented in responses. The following neighbourhoods were underrepresented: Ardwick and Longsight; Cheetham and Crumpsall; Hulme, Moss Side and Rusholme; and Baguley, Sharston and Woodhouse Park. Specific targeted engagement was undertaken to try and increase representation from these neighbourhoods, including paid for social media adverts targeted at these areas and reaching out to community groups in these neighbourhoods. Any priorities specifically mentioned by underrepresented neighbourhoods are referenced in the findings below.
 - Gender: Women were overrepresented; men were underrepresented
 - Age: Under-16 and 16-25 year olds were underrepresented. Specific targeted engagement was undertaken to try and increase representation from young people, including workshops with the Youth Council and Young Carers, a social media film focusing on young people at Debdale, and promotion of the online survey via The Manchester College and universities.
 - Ethnicity: white residents were overrepresented; black and ethnic minority residents were underrepresented. Specific targeted engagement was undertaken to try and increase representation from black and ethnic minority residents, including workshops with black and ethnic minority community groups, printing the translated surveys and working with

community groups to promote the engagement opportunities. Any priorities specifically mentioned by black and ethnic minority residents are referenced in the findings below.

- Disability: disabled residents were well represented (19% of respondents vs 18% of Manchester population).

3.9 Where there has been underrepresentation from communities and neighbourhoods in the consultation survey respondents, responses from those cohorts have been specifically examined and compared to the overall emerging themes to ensure due consideration of those cohorts' priorities. For the vast majority, the priorities do align to the overall themes but any particular area of focus is referenced in section 9.0 below.

3.10 Targeted resident engagement

3.11 The need for targeted engagement was identified to ensure the capturing of priorities from our residents who haven't traditionally engaged with the Council online, as well as those who are likely to be particularly hit by COVID-19. These cohorts included black and ethnic minority residents, residents with disabilities, older residents, younger people, adults experiencing multiple disadvantages, women, and LGBTQ+ residents. The targeted engagement was designed with Voluntary and Community Sector (VCS) organisations and community groups to ensure it would reach these communities via a method that best works for them and to help build a longer-term relationship.

3.12 Appendix Two details the 13 targeted engagement sessions undertaken, which **directly engaged with 92 residents**. These sessions took various different forms to ensure they best met the needs of the residents undertaking them, including online workshops with existing networks (including RADEQUAL and Manchester Youth Council), telephone calls and face to face discussions. There was also wide promotion of the universal survey by Equalities and VCS organisations through their networks. Please note that where sessions took place with Boards or Panels that represent these cohorts (e.g. Age Friendly Manchester Older People's Board, Our Manchester Disability Panel), these are included in the partnership boards engagement in section 6.0.

3.13 Six paid for social media advertisements (Facebook and Instagram) were used to encourage consultation survey responses, with two particularly focused at residents in North Manchester, East Manchester and Wythenshawe, where survey completions were lower than in other areas. This led to 89,822 people seeing the adverts and 2,459 people clicking the link in the advert (taking them to the survey). In addition, the posts were shared 34 times and there were 31 comments on the posts; these have been captured in the above analysis.

3.14 Due to COVID-19, there were some challenges when establishing targeted engagement sessions. Under the current restrictions, many existing resident groups and networks were not meeting, and some community hubs traditionally used for engagement were closed. Some Equalities and VCS organisations residents were keen to promote the survey but stated they could

not support any further engagement due to current COVID-19 pressures. However, large number of residents were reached and meaningful engagement undertaken. When approaching for to establish targeted engagement, a number of VCS organisations and resident groups highlighted that they have captured their thoughts on what the city's priorities should be in other documents; these are also being considered in a literature review.

3.15 Neighbourhoods

- 3.16 In line with the principle of not over-engaging people and using relevant recent feedback, neighbourhood level intelligence and insight is being brought together for the drafting of the OMS reset document. This will include Bringing Services Together work on how communities and neighbourhoods have said they would like to engage and their priorities in relation to COVID-19.

4.0 **Communications and social media**

- 4.1 The Communications team has supported the promotion of the reset engagement activity. This has included refreshing the Our Manchester design creative; creating a comms toolkit for staff and partners; creating a detailed channel plan; developing creative assets including animations, videos, vox pops and infographics; and a takeover day. Much of this work focused on promoting the online survey to ensure it had a wide and diverse reach.
- 4.2 The impact of general social and press media is as follows:

Social media for the overall campaign (10 August - 23 September 2020)

- There have been 64 social media posts - 25 on Facebook, 25 on Twitter and 14 on Linked-in
- This has generated 671 link clicks - 386 via Facebook, 225 via Twitter and 60 via Linked-in
- 225 people have shared the messages, and 644 people have 'liked' the content
- More than 218,500 people have seen these social media messages
- Taking into account those who have seen this content and their followers, the content has potentially reached 5 million people
- The social media engagement and reach is comparable with other similar Council communications activity
- All comments on the social media posts have been considered in the analysis of resident engagement findings.

Press and media

- The survey was included in the Our Manchester column the Council has with the Manchester Evening News - readership averages out at around 60,000 people per edition for the printed daily newspaper. The article was picked up in Place North West.
- Facilitation of radio interviews - Cllr Nigel Murphy did an interview with All FM - which has approximately 14,000 listeners and 7,000 regular website visitors - and North Manchester Radio - who get up to 30,000 regular listeners.

- Press release on the Council's website.

4.3 Information on specific targeted communications activity and its reach is included in the relevant engagement sections.

5.0 Engaging Businesses and Organisations

5.1 There is already a substantial amount of information on the priorities of Manchester's businesses and organisations, especially during COVID-19. This includes the Council's recently commissioned Ipsos Mori businesses survey, the Greater Manchester Chamber of Commerce survey, the Growth Company survey, and Our Manchester Industrial Strategy business engagement. This intelligence will be considered in the drafting of the reset document.

5.2 To complement the existing information, a number of focused engagement sessions were undertaken to specifically gather opinions on the priorities, challenges and opportunities Manchester faces over the next five years, resulting in **direct engagement with 40 businesses**. A number of different methods were used, including online focus groups, workshops at business networks meetings, and one-to-one conversations. Engagement opportunities were promoted across via the Council's existing communications channels with businesses - including the Business Update Bulletin and the Work and Skills Bulletin - and via the city's business networks. These communications also promoted the online universal survey, which **143 businesses** completed.

5.3 Due to COVID-19, there were some challenges when establishing businesses and organisational engagement sessions. When approached to attend engagement sessions, a number of organisations said they would like to but currently could not due to COVID-19 pressures, and a number had to give apologies at short notice due to having to react to fast moving changes in national COVID-19 guidance. However, there is a lot of other existing intelligence on Manchester businesses' priorities via other recent research which will be considered in the drafting of the reset document.

6.0 Engaging Partnership Boards

6.1 Virtual workshop engagement sessions have been held with 16 partnership boards, including all boards that report into the Our Manchester Forum, to capture their thoughts on what Manchester should prioritise over the next five years. Follow up questionnaires were circulated to boards after the workshops to capture any additional thoughts or to enable members who could not attend the workshops to contribute. This has resulted in **direct engagement with 304 people**, and indirect engagement with an additional 170 people (board members who could not attend the workshop but received presentations and follow up surveys). At the time of writing, two workshops with partnership boards are outstanding, both scheduled to take place during November 2020. Appendix Three includes a list of partnerships boards that have been engaged with.

6.2 Partnership boards were also asked to share the engagement opportunities, including the consultation survey, via their organisations and networks, with the comms partners toolkit provided for support.

7.0 Our Manchester Forum Engagement

7.1 As the governance board for the Our Manchester Strategy and its reset, the Our Manchester Forum have had the opportunity to attend five in depth engagement workshops, one on each of the Strategy's themes with equality, inclusion and sustainability running throughout. This has resulted in **direct engagement with 43 people**. Follow up questionnaires were circulated to the Forum after each workshop to capture any additional thoughts or to enable members who could not attend the workshops to contribute. Forum members were also asked to promote engagement opportunities via their boards, organisations and networks, with the comms partners toolkit provided for support.

8.0 Engagement with Council Staff

8.1 Given COVID-19 restrictions and a large percentage of staff continuing to work from home, there has been virtual engagement but no face to face engagement with staff. The online consultation survey was promoted to staff via a number of channels, including the Chief Executive's broadcast and managers' broadcasts - these 10 email broadcasts generated 528 unique clicks by staff onto the online survey consultation, leading to a number of staff completing it. It was also promoted via directorate bulletins (Neighbourhoods Services, Children's Services and Adult's Services) and at Carbon Literacy training. A virtual engagement workshop was also held with the Policy, Performance and Reform Directorate Wider Management Team. Discussions are ongoing with HROD to consider how best to include staff in the reset going forwards, including the Leadership Summit.

8.2 The comms toolkit was shared with the Our Manchester Experience Guides network, who were asked to promote the reset. 12 Guides cascaded the messages across their networks, reaching approximately 2,415 staff members via service level newsletters and team meeting items. Guides also promoted the reset in their work with external stakeholders, including young people and neighbourhood groups. In addition, several Neighbourhood Officers promoted the online consultation survey via the Council's Neighbourhood Twitter accounts.

9.0 Findings and Emerging Priorities for the Reset

9.1 All of the engagement activity undertaken has been analysed using coding frameworks. A number of key priority themes have emerged across all cohorts, albeit with different emphasis depending on the group; these are detailed below, alongside where a theme has emerged as a particular priority by a community or neighbourhood. These priorities will be considered for inclusion within the reset.

9.2 Equality and inclusion – all groups stated that equality of opportunities for all Manchester residents should be a priority, alongside being bold to try and address existing structural inequalities:

- Many residents referenced their desire for Manchester to be a ‘truly inclusive’ city, with all residents having the same life chances.
- Equality of opportunity was a priority especially referenced by black and ethnic minority resident respondents.
- Businesses and organisations expressed a desire to work with local communities to provide opportunities for Manchester residents
- Both partnership boards and the Our Manchester Forum acknowledged current inequalities in the city and stated the need to work to understand individual neighbourhoods and communities better to overcome structural inequalities. They both also said there is a need to focus on holistic, cross-cutting themes in the next five years to ‘close the gap’ between residents.

9.3 Young people – all groups specifically referenced the need to focus on supporting young people as a priority:

- The majority of residents said that ensuring young people have the best start in life should be a priority.
- Many residents, especially respondents from the South Manchester neighbourhoods, stated the need for a particular focus on young people accessing good education across all of the city.
- From the targeted resident engagement, young people were referenced as a priority in relation to ensuring they have representation and opportunities, and in relation to providing support for young people to stay in education and be work ready.
- Businesses and organisations stressed the need to increase links between young people and employers to provide training and employment opportunities
- Partnership boards and the Our Manchester Forum stated that ensuring good education, reskilling and training opportunities for all residents but especially young people should be a priority. They also said that tackling poverty, with a focus on families and young people, is required.

9.4 Economy - ensuring local residents can access local jobs, and that the city is home to good employment practices, was a priority for all groups:

- Residents stressed the need for a strong economy in which Manchester resident can access local jobs, and focused on the need for work to be recognised by employers via secure contracts and fair pay (Real Living Wage)
- Access to local jobs was a priority especially referenced by black and ethnic minority resident respondents.
- From the targeted resident engagement, the need to remove barriers to access employment opportunities was a priority
- Businesses and organisations referenced their need to access a strong talent pipeline, including both global talent and local residents with the right

skills. In light of COVID-19, access to financial support and the need to find innovative solutions to stimulate economic growth were also large priorities.

- Partnership boards called for a more inclusive economy to ensure that all residents can participate in a benefit from good jobs. Partners stated this should be supported by ensuring residents have the right skills to access local jobs, the need to work with local business and their supply chains more effectively to drive positive change, and a desire to build on some of the positive working practice changes that have been made during COVID-19 (e.g. increased flexible working).
- The Our Manchester Forum highlighted the need to look to support alternative business models that will offer better forms for employment.

9.5 Environment – access to more and better green space was a priority for all groups, alongside ensuring Manchester achieves its zero carbon ambitions:

- Residents expressed their desire for better and more parks and green spaces; this was especially referenced by respondents from Central Manchester neighbourhoods and in the targeted resident engagement.
- Residents also mentioned the affordable low carbon energy as a priority, and the need for green transport (see below).
- Some businesses expressed their need for more holistic business support to help them support zero carbon ambitions.
- As well as more green space, partnership boards stated the need to maintain our zero carbon ambitions, including via sustainable building design and retrofitting of buildings.
- The Our Manchester Forum recommended supporting green growth, including looking at supporting alternative business models that can benefit the environment, and suggested including a focus on energy to achieve zero carbon ambitions.

9.6 Digital – all groups referenced the importance of digital as a priority, with a particular focus on digital inclusion:

- Residents stated that better digital infrastructure (specifically broadband and public WiFi) should be a priority to ensure access for everyone.
- From the targeted resident engagement, accessible digital technology for all was a priority, with particular focus on internet access and equipment.
- Both businesses and partnership boards specifically referenced the need for residents to have digital skills to access local employment opportunities. They both also said equal access to digital equipment and infrastructure across all of the city should be a priority.
- The Our Manchester Forum referenced that digital access is now often a requirement to access services so should be considered as a priority.

9.7 Housing - access to affordable housing in all of the city's neighbourhoods was stated as a priority by all groups:

- Residents said ensuring new homes are built to a good standard and design in neighbourhoods should be a priority, as well as increasing access to affordable housing.
- From the targeted resident engagement, more affordable housing across all neighbourhoods and preventing homelessness were identified as priorities.
- Partnership boards reflected the need to focus on building sustainable neighbourhoods, with increasing affordable and social housing and retrofitting existing housing a key part of this.

9.8 Transport – all groups said increasing active transport, and delivering affordable and accessible public transport were priorities:

- Many residents said increasing walking and cycling in the city should be a priority. This was especially referenced by respondents from North and Central Manchester neighbourhoods.
- Residents also said integrated, accessible, safe and green public transport should be a priority. This was especially referenced by respondents from North and Central Manchester neighbourhoods, and was a priority from the targeted resident engagement too.
- Partnership boards and the Our Manchester Forum also stated integrated, accessible, safe and green public transport should be considered as a priority, and that the positive increase in active travel during COVID-19 should be built on.

9.9 Health – ensuring equal access across the city to good health services, and tackling physical and mental health inequalities were priorities for all groups:

- Residents mentioned the need to improve health outcomes and have better access to health services across the city.
- From the targeted engagement, ensuring all communities (including residents with disabilities and older people) can access health services and associated community support emerged as a priority. Tackling poor mental health, as well as physical health, was also specially mentioned.
- Businesses and organisations referenced their desire to have access to a more holistic business support offer that would help them to support their employees with health and wellbeing issues.
- Partnership board stated tackling existing health inequalities and improving the city's health outcomes should be a priority.
- The Our Manchester Forum said there tackling health inequalities and providing better integrated services should be a priority improve residents' physical and mental health.

9.10 Pride in the city and its people – all groups reflected positively on Manchester's vibrancy and diversity; and want the city to be the best it can be for its residents:

- The majority of residents spoke about their pride in the city, the importance of its diversity, and their desire for all communities to be truly included. Sports, arts and culture were all referenced with pride.

- From the targeted resident engagement, focusing on neighbourhoods across the city (especially outside of the centre) to ensure they have the right resources for local residents emerged as a priority.
- Businesses, partnership boards and the Our Manchester Forum all acknowledged the challenges the city faces due to COVID-19 but expressed optimism that Manchester will successfully achieve its longer term goals and ambitions. All three stressed their desire to focus on cross-cutting themes to 'close the gap' between our communities to ensure the best opportunities for all residents in the city.
- Businesses also said that increased devolution should be a priority so more decision can be made locally.

10.0 Next Steps

- 10.1 Using the engagement findings and emerging priorities, the drafting of the reset document will commence shortly. The drafting process will be undertaken by City Policy officers and oversee by the Our Manchester Forum.
- 10.2 It is proposed to bring the draft reset to the Committee for their consideration in January 2021 and, subject to the Committee's comments, to the Executive for approval in February 2021 and Full Council for adoption in March 2021.

11.0 Recommendations

- 11.1 The Committee is asked to note the findings from the Our Manchester Strategy reset engagement activity and the next steps.

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Appendix One - Demographics of universal engagement consultation survey respondents

N.B. where percentages are given, these are configured from stated Manchester resident respondents to ensure they can be compared to the city's resident population. There were a large number of respondents who chose not to complete monitoring information and a number of responses from those who work in the city but do not live here (Stockport and Oldham residents making up the majority of these).

Please select which best describes you (can select multiple options)

	Final figure	Percentage of responses
Resident of Manchester	2340	56%
Person working in Manchester	819	20%
Person studying in Manchester	64	2%
Manchester business owner or manager	143	3%
Visitor (tourist, shopper or business) to Manchester	60	1%
Representative of a voluntary or community group	156	4%
Other	126	3%
No response	471	11%

Neighbourhood of respondents (based on total Manchester population)

Neighbourhood	Final figure	Percentage of responses	Manchester population
Ancoats & Beswick, Clayton & Openshaw	113	5%	6%
Ardwick and Longsight	69	3%	7%
Cheetham and Crumpsall	63	3%	6%

Chorlton, Fallowfield and Whalley Range	234	10%	9%
City Centre	185	8%	8%
Didsbury East, Didsbury West, Burnage and Chorlton Park	338	15%	12%
Gorton and Levenshulme	135	6%	7%
Higher Blackley, Harpurhey and Charlestown	151	7%	9%
Hulme, Moss Side and Rusholme	155	7%	11%
Miles Platting & Newton Heath and Moston	112	5%	6%
Old Moat and Withington	118	5%	6%
Baguely, Sharston and Woodhouse Park	99	4%	8%
Brooklands and Northenden	96	4%	5%
In Manc - postcode unknown	407	N.B. percentages are neighbourhood responses out of Manchester respondents - which is 2275 / 3197 total	
Outside Manc	911		
Unknown	11		

Gender of respondents (based on total Manchester population over 16)

Gender	Final figure	Percentage of responses	Manchester population
Female	1,744	55%	49%
Male	1,230	38%	51%

Other	28	1%	N/A
Prefer not to say	115	4%	N/A
No response	80	2%	N/A

Age of respondents (based on total Manchester population over 16)

Age	Final figure	Percentage of responses	Manchester population
Under 16	2	-	-
16 - 25	88	3%	24%
26 - 39	675	21%	34%
40 - 49	620	19%	14%
50 - 64	1,011	32%	16%
65 - 74	473	15%	7%
75+	109	3%	5%
Prefer not to say	131	4%	N/A
No response	88	3%	N/A

Ethnicity of respondents (based on total Manchester population over 16)

	Ethnicity	Final figure	Percentage of responses	Manchester population
Asian / Asian British	Bangladeshi	14	0%	1%
	Chinese	17	1%	3%
	Indian	37	1%	2%
	Kashmiri	2	0%	0%
	Pakistani	57	2%	7%
	Other Asian	20	1%	2%
Black / African	African	42	1%	4%

/ Caribbean / Black British	Caribbean	41	1%	2%
	Somali	3	0%	0%
	Other Black	9	0%	1%
Mixed / Multiple Ethnic Groups	White and Black Caribbean	17	1%	1%
	White and Black African	16	1%	1%
	White and Asian	25	1%	1%
	Other Mixed	21	1%	1%
White	English / Welsh / Scottish / Northern Irish / British	2,313	72%	62%
	Irish	71	2%	3%
	Gypsy or Irish Traveller	5	0%	0%
	Other White	198	6%	5%
	Any Other Ethnic Group	75	2%	3%
	Prefer not to say	133	4%	N/A
	No response	101	3%	N/A
In summary	White	2,587	81%	65%
	Black and Ethnic Minority	393	12%	29%

Respondents identifying as having a disability (based on total Manchester population)

Do you have a disability?	Final figure	Percentage of responses	Manchester population
Yes	619	19%	18%
No	1,513	47%	82%
Prefer not to say	186	6%	N/A
No response	879	27%	N/A

Sexual orientation of respondents (no comparison available)

Sexual orientation	Final figure	Percentage of responses
Lesbian	54	2%
Gay	203	6%
Bi-sexual	78	2%
Heterosexual / straight	2,295	72%
Other	66	2%
Prefer not to say	316	10%
No response	185	6%

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Appendix Two - List of Targeted Engagement Sessions

- Women's Voices - two sessions with women who have experienced or who are experiencing homelessness
- Young Adult Carers - online workshop
- Willow Bank - face to face engagement with homeless families
- RADEQUAL Network Event - online workshop with young people
- Bread and Butter Thing Food Vans - face to face engagement with residents collecting food parcels
- Young Carers - online workshops
- Against Violence and Abuse Webinar - engagement workshop with women facing multiple disadvantages, including sex work
- Special Educational Needs - Cross sectional workshop with representatives from various groups, including forum champions.
- Manchester Youth Council - online workshop
- Inspiring Change Manchester - session with representatives from various groups supporting those experiencing homelessness and multiple disadvantage
- 42nd Street - workshop with representatives from individual young people's groups, including Black Men's Group, and LGBTQ group
- Bread and Butter Thing - telephone conversations with residents who are experiencing multiple disadvantages

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Appendix Three - List of Partnership Boards Engaged With

- Age Friendly Manchester Older People's Board
- Children and Young People's Board
- Community Safety Partnership
- Cultural Leaders Group
- Digital Strategy Governance Board
- Family Poverty Strategy Core Group
- Food Board
- Health and Wellbeing Board
- Manchester Climate Change Partnership (to be undertaken in November)
- Manchester Housing Providers Partnership
- Our Manchester Disability Partnership
- Our Manchester Investment Board
- Poverty Truth Commission
- Strategic Education Partnership
- VCSE Assembly (to be undertaken in November)
- VCSE Leaders Forum
- Work and Skills Board
- Zero Carbon Skills Sub-Group

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 3 November 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

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.	<p>Emails were sent on 8/6/2020 and 8/7/2020 seeking a response from the Director of Homelessness.</p> <p>The Chair also emailed the Director of Homelessness on 28/8/2020 seeking a response.</p> <p>A response is still outstanding.</p> <p>A further email was sent on 16/10/2020 requesting a response within a month.</p> <p>To date no response has been received</p>	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 	<p>Emails were sent on 8/6/2020 and 8/7/2020 seeking a response from the Director of Homelessness.</p> <p>The Chair also emailed the Director of Homelessness on 28/8/2020 seeking a response.</p>	Mike Wright Fiona Worrall Nicola Rea

		<p>accommodation;</p> <ul style="list-style-type: none"> • when the strategic review was intended to be fully scoped; and • the projected timescale for the strategic review to be completed and anticipated costs. • Who will be involved in the review; and • The budget provision afforded to the review 	<p>A further email was sent on 16/10/2020 requesting a response within a month.</p> <p>To date no response has been received</p>	
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 	<p>Due to the impact of COVID19, the Council will be required to revisit its Financial Strategy and Budget.</p> <p>The Committee is to receive budget related papers at its meeting on 3 November 2020, which will include:-</p> <ul style="list-style-type: none"> • Council's Medium term financial plan and strategy for 2021/22; and • Budget Options for 2021/22 	Carol Culley Janice Gotts & Strategic Director (Growth and Development)

		<p>facilitated through the release of council land</p> <ul style="list-style-type: none"> • detail of the lease agreement for the non-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 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	The Council received notification that the funding was to be provided in the following week of the Scrutiny meeting. GMCA can never release money until the budget is actually set and agreed which all GM Leaders are involved in	Fiona Worrall
6 Oct 2020	RGSC/20/40 Capital Funding for Temporary Accommodation	To request the Director of Homelessness provide monitoring Data on BAME residents and those of Protected Characteristics in temporary accommodation	An email was sent on 16/10/2020 requesting a response within a month. To date no response has been received	Mike Wright

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 **23 October 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</p>	City Treasurer (Deputy Chief	Not before 1st Apr 2019		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.

<p>Hardware 2019/03/01A</p> <p>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.</p>	Executive)				uk
<p>Collyhurst Regeneration Ref: 15/005</p> <p>The approval of capital expenditure for land and buildings in Collyhurst.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Louise Wyman, Strategic Director (Growth and Development) louise.wyman@manchester.gov.uk
<p>Leisure Services - External Ref: 2016/02/01C</p> <p>The approval of capital expenditure on external Leisure Services land and buildings.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Lee Preston l.preston2@manchester.gov.uk
<p>Capital Investment in schools Ref: 2016/02/01D</p> <p>The approval of capital expenditure in relation to the creation of school places through new builds or expansions.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk

<p>Estates Transformation Ref:2017/06/30D</p> <p>The approval of capital spend to ensure that the operational estate is fit for purpose.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Business Case</p>	<p>Richard Munns r.munns@manchester.gov.uk</p>
<p>Silver Offices Refurbishment (located at The Sharp Project) Ref: 2017/07/18B</p> <p>Capital expenditure approval for the cost of refurbishment works at part of the facility.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Reports to the Executive and Full Council dated 28 June 2017</p>	<p>Ken Richards k.richards@manchester.gov.uk</p>
<p>TC969 - Provision of LAN AND WLAN 2019/03/01E</p> <p>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.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st May 2019</p>		<p>Report and Recommendation</p>	<p>Andrew Blore a.blore@manchester.gov.uk</p>
<p>TC986 - SAP support and maintenance (2019/03/01F)</p> <p>To provide support to the</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st May 2019</p>		<p>Report and Recommendation</p>	<p>Mike Worsley mike.worsley@manchester.gov.uk</p>

SAP team in order to resolve incidents.					
Wide Area Network provision 2019/03/01L To appoint a supplier to provide our Wide Area Network Solution.	City Treasurer (Deputy Chief Executive)	Not before 29th Mar 2019		Report and Recommendation.	Chris Wanley, Director of ICT chris.wanley@manchester.gov.uk
Strategic land and buildings acquisition 2019/06/03B The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework.	City Treasurer (Deputy Chief Executive)	Not before 3rd Jul 2019		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
Strategic land and buildings acquisition 2019/06/03C The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2020		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
Section 22 Empty Homes Pilot Agreement with	City Treasurer (Deputy Chief	Not before 22nd Oct		Checkpoint 4	Martin Oldfield m.oldfield@manchester.gov.uk

<p>Mosscares St Vincent's Housing Group (2019/09/23A)</p> <p>The approval of £2m capital expenditure from the Housing Affordability Fund for Section 22 Empty Homes Pilot Agreement with Mosscares St Vincent's, to acquire, refurbish and sell empty homes/stock surplus to requirement to first time buyers/owner occupiers.</p>	Executive)	2019			
<p>Microsoft Consultancy engagement piece Q20377 (2019/11/05A)</p> <p>To award a contract to allow for the Microsoft engagement and consultancy piece as part of the transition to Microsoft Office 365</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Dec 2019		Report and Recommendation	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk
<p>Microsoft Licenses TC718 (2019/11/05B)</p> <p>To appoint a Microsoft Licensing Partner to work with the Council and revise</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Dec 2019		Report and Recommendation	Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk

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>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 & 1-3 Nicholas Croft</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
<p>Oldham Road cycling route (2020/05/28B)</p> <p>The approval of capital expenditure to enable a feasibility study for</p>	City Treasurer (Deputy Chief Executive)	Not before 26th Jun 2020		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk

development of a segregated cycling route along Oldham Road A62 from Thompson Street to Queens Road (intermediate Ring Road).					
<p>Framework agreement for 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>	City Treasurer (Deputy Chief Executive)	Not before 1st Aug 2020		Report and Recommendation	Mike Worsley mike.worsley@manchester.gov.uk, Charles Metcalfe c.metcalfe@manchester.gov.uk
<p>Acquisition of Land at 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</p>	City Treasurer (Deputy Chief Executive)	Not before 24th Jul 2020		Checkpoint 4 Business Case and briefing note	Nick Mason n.mason@manchester.gov.uk

<p>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>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>The approval of capital expenditure to construct the Northern Quarter Walking & Cycling 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>Manchester Central Convention Centre Limited - Loan Repayment</p>	<p>Chief Executive</p>	<p>Not before 4th Sep 2020</p>		<p>Confidential report</p>	<p>Sarah Narici sarah.narici@manchester.gov.uk</p>

<p>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>					
<p>TC1005 - Security Services- vary of contract with existing provider (2020/08/14C)</p> <p>Approval to vary the contract with the existing provider.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 12th Sep 2020</p>			<p>Steve Southern s.southern@manchester.gov.uk</p>
<p>TC701 - PPM and Reactive repairs of public buildings (2020/08/14D)</p> <p>To vary the contract with the existing provider.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 12th Sep 2020</p>			<p>Steve Southern s.southern@manchester.gov.uk</p>
<p>Early Years & Education System (EYES) - Additional Funding (2020/09/01A)</p> <p>The approval of revenue expenditure for additional</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 30th Sep 2020</p>		<p>Checkpoint 4 Business Case</p>	<p>Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk</p>

costs attributed to the implementation of the Liquidlogic EYES module, funded by a transfer to the revenue budget from the Capital Fund.					
<p>TC778 - Cashless Parking (2020/09/08B)</p> <p>To vary the contract with the existing provider.</p>	Chief Executive, City Treasurer (Deputy Chief Executive)	Not before 7th Oct 2020		Report and Recommendation	Patricia Wilkinson, Group Manager - Parking & Bus Lane Enforcement p.wilkinson1@manchester.gov.uk
<p>TC043 - Hire of commercial vehicles (2020/09/16A)</p> <p>To seek approval to appoint a number of companies under a framework agreement for the provision of a short to medium term hire of self-drive commercial vehicles to be used by the Fleet Management Services Department.</p> <p>The agreement will be for a three year period with an option to extend for a further two years commencing November</p>	City Treasurer (Deputy Chief Executive)	Not before 15th Oct 2020		Confidential contract report with recommendation	Gary Campin g.campin@manchester.gov.uk

2020					
Highways					
<p>Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/09/03B)</p> <p>To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2019		Confidential contract report with recommendation	Brendan Taylor b.taylor1@manchester.gov.uk
<p>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</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Sep 2020		Report and Recommendation	Danny Holden d.holden1@manchester.gov.uk

provide Car Park Management Services					
<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 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

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

<p>patterns (2019/08/23C)</p> <p>To appoint a supplier to provide movement and environmental sensors that analyse movement patterns.</p>					
<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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Oct 2019</p>		<p>Report and Recommendation</p>	<p>Nicky Parker n.parker@manchester.gov.uk</p>
<p>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>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Oct 2019</p>		<p>Report and Recommendation</p>	<p>Nicky Parker n.parker@manchester.gov.uk</p>
<p>TC1046 - TEC Phase 1 - TEC Digital Platform (2019/08/23F)</p> <p>To appoint a supplier to create a central database to collate and analyse the data received from the TEC</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Oct 2019</p>		<p>Report and Recommendation</p>	<p>Nicky Parker n.parker@manchester.gov.uk</p>

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 – November 2020

Tuesday 3 November 2020, 10.00am (Report deadline Friday 26 October 2020)				
Theme – Budget				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Update on the 2021/22 budget position and options to close the budget gap	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 – Governance

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	
S106 governance arrangements	To receive and update report following Internal Audit's review of the new S106 governance arrangements and	Cllr Stogia (Exec Member)	Julie Roscoe Louise Wyman	Representatives from

	<p>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. 	for Environment, Planning and Transport)		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 Legal and Democratic Services; • 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 	Exec Member for Finance and Human Resources	Carol Culley Fiona Ledden	<p>Date to be confirmed</p> <p>Requested at RGSC meeting on 16 July 2019</p> <p>(see minute RGSC/19/40)</p>

	income generation which the Council could possibly look to emulate			
GMCA Governance and Public Sector Reform	To receive an update on what is being delivered for the City through these arrangements	Cllr Leese (Leader)	TBC	Date to be confirmed

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