



Resources and Governance Scrutiny Committee

Date: Tuesday, 20 July 2021

Time: 2.00 pm

Venue: Council Chamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

There will be a private meeting for Members only at 12:00noon on Monday 19 July 2021 via MS Teams. A separate invite will be sent to Committee Members

Access to the Public Gallery

Access to the Public Gallery is on Level 3 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. **There is no public access from any other entrance.**

Filming and broadcast of the meeting

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Membership of the Resources and Governance Scrutiny Committee

Councillors - Russell (Chair), Ahmed Ali, Clay, Davies, Hitchen, Kirkpatrick, Lanchbury, B Priest, Robinson, Rowles, A Simcock and Wheeler

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 - 12
To approve as a correct record the minutes of the meeting held on 22 June 2021
- 5. Global Monitoring**
Report to follow
- 6. Delivery of public sector decarbonisation programme**
Report to follow
- 7. Spend on Highways Maintenance and Road Safety**
Report to follow
- 8. Our Town Hall Project - Progress Update** 13 - 22
Report of the Deputy Chief Executive and City Treasurer attached

This report provides Members with an update on the progress with the project since Notice to Proceed (NTP) was instructed in July 2020.
- 9. The Factory, St John's - Delivery Update** 23 - 36
Report of the Deputy Chief Executive and City Treasurer attached

This report provides an to update on the delivery of The Factory project, including: construction progress; securing the projected social value outcomes identified to be delivered collaboratively through the design team, contractors and the operator, and

through Factory Academy; and the finance and fundraising position.

10. Overview Report

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Report of the Governance and Scrutiny Support Unit.

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

Information about the Committee

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

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

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

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Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk.

Smoking is not allowed in Council buildings.

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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, 12 July 2021** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

Resources and Governance Scrutiny Committee

Minutes of the meeting held on Tuesday, 22 June 2021

Present:

Councillor Russell (Chair) – in the Chair
Councillors Clay, Davies, Hitchen, Kirkpatrick, Lanchbury, B Priest, Robinson, Rowles, A Simcock and Wheeler

Also present:

Councillor Bridges, Executive Member for Children's Services
Councillor Craig, Deputy Leader (Finance)

Apologies: Councillor Ahmed Ali

RGSC/19/28 Minutes

The minutes of the meeting held on 25 May 2021 were submitted for approval. A Member requested that the information that had been requested at that meeting in relation to Corporate Property (see ref. RGSC/21/22) be circulated to Members at the earliest opportunity. The Deputy Leader (Finance) stated that she would provide this following the meeting.

Decision

To approve as a correct record the minutes of the meeting held on 25 May 2021

RGSC/19/29 Future Shape of the Council

The Committee considered a report of the Deputy Chief Executive and City Treasurer, which set out the context and background for the Future Shape of the Council Programme, its priority areas of work and benefits to the Council and its residents and how the digital agenda formed a major workstream within the Future Shape programme and how ICT support would be integral to its successful delivery.

Key points and themes of the report included:-

- The Future Council programme objectives and overview of workstreams;
- A detailed introduction to the scope of the digitally integrated council workstream; and
- The role of ICT in the successful delivery of the programme

Some of the key points raised during the Committee's discussions were:-

- An understanding of how the figure of the number of residents who were digitally excluded was arrived at and how was this defined;
- Any digital service needed to be tested from the end user perspective to ensure it was fit for purpose prior to launching;

- The need to prioritise the most deprived wards in the city, noting the experience of residents during Covid;
- The need to work with large national providers to ensure residents were able to access data, noting the positive examples in response to barriers experienced by residents during the pandemic;
- An update was sought on the integration of both health systems and those used by Northwards;
- The CRM system needed to be reviewed to ensure residents could report issues, including the ability to upload photographs and consideration needed to be given to the automatic replies to ensure they were appropriate;
- Premises Licenses were previously available to view online, however they were no longer accessible and was there a reason for this; and
- An update on the timeline and budgets for the delivery of the replacement CRM and SAP systems was requested.

The Deputy Chief Executive and City Treasurer explained that the report represented a significant programme of change to be delivered in a very challenging financial position. The Deputy Leader (Finance) commented that the report described the ambitions to deliver, noting that there were a number of workstreams to drive this ambition. She stated that this work was not a passive response to continued budget cuts but rather a proactive approach to drive improvements and efficiencies that met the needs of residents.

The Director of Customer Services and Transactions stated that the Digital Agenda was predicated on the needs of residents and improving their access and experience. She described that a Digital Index was being created that collated data from a range of sources that could then be provided at a ward level. She stated that the development of the Digital Index would then assist with the meaningful measurement of progress against an agreed set of criteria. She stated this work was being progressed by the Director of Inclusive Economy and the Manchester Digital Strategy would be reported to the Economy Scrutiny Committee.

The Director of Customer Services and Transactions acknowledged the comment raised by the Member regarding the need to adequately test systems from a user perspective, adding that a number of lessons had been learnt during the pandemic. She stated that it was recognised that systems needed to be appropriate and relevant to the service user and systems should be designed and purchased from the end user perspective. She advised that there was also the requirement to ensure that systems complied with all equalities duties to ensure they were fully accessible.

In response to the specific question relating to premises licenses being available to view online, the Director of Customer Services and Transactions stated that she would investigate this issue following the meeting.

The Deputy Leader (Finance) stated that the Manchester Digital Strategy would include consideration of digital inclusion and she advised that all Members would be consulted and specific ward issues and experiences, such as those raised during the discussion would be captured as part of that process.

The Director of ICT informed the Committee that a significant amount of work and testing was underway to ensure the safe integration of both Health systems and Northwards systems. Regarding the specific question relating to the timeline and budgets for the delivery of the replacement CRM and SAP systems he advised that this would be circulated to all Members of the Committee following the meeting.

The Director of ICT informed the Committee said that work continued to integrate systems across the Council, and IT analysts were working closely with Service Heads to review all systems with the aim of delivering a single view platform that would be device neutral. He advised that the IT department continued to work closely with the estates team, including libraries to ensure the technology and IT facilities were planned and appropriate.

Decision

The Committee note the report and the changes that will be required over the next few years to deliver this important agenda.

RGSC/19/30 Domestic Violence and Abuse Funding

The Committee considered a report of the Strategic Director (Neighbourhoods), which set out the current funding arrangement for Domestic Violence and Abuse (DV&A) services across Manchester. It highlighted in particular, new investments that the Council was making in 2021/22 to help further support victims and children and tackle perpetrator behaviour.

Key points and themes in the report included:-

- Nationally and locally, it had been acknowledged that funding provision for DV&A services had historically been piecemeal and short term in nature;
- In total the Council funds £2,268,305 in 2021/22 for DV&A services which included contributions from Manchester Clinical Commissioning Group (CCG), the Greater Manchester Combined Authority (GMCA) and the Community Safety Partnership;
- In addition to this, it had recently been confirmed that the Council would receive a further £1,652,996 for 2021/22 from central government in relation to new burdens funding. The funding was guaranteed for three years, but funding allocations for 2022/23 and 2023/24 have not yet been set;
- Decisions on how DV&A funding is used going forward will be informed by the Domestic Violence and Abuse Strategy Refresh; and
- A key aim of the new strategy would be to work with services, alongside schools, colleges and universities to support them in helping to prevent abuse, intervene earlier and change attitudes

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

- Further clarification was requested regarding the accommodation that would be provided for males who were the victims of DV&A;
- Further information of the structure and function of the DV&A Partnership Board;

- Noting the ad hoc and piecemeal funding provided by central government to address DV&A was there strategic oversight of the various spending and funding bids across the city;
- Further information was requested in relation to the New Burdens Funding;
- Further information was requested on the Drive programme;
- Work needed to be undertaken with housing providers to ensure that it was the perpetrator of DV&A that was required to leave the family home; and
- What is the overall cost of DV&A to public services.

The Strategic Lead Integrated Commissioning explained that nationally funding to deliver DV&A services was piecemeal and short term and this approach was challenging when designing services. He advised that Manchester had remained committed to investing in DV&A services over the years of austerity which placed the city in a strong position to respond to the Domestic Abuse Act that placed a new duty on local authorities to provide support to victims in refuges and other safe accommodation. He stated that the new Domestic Violence and Abuse Strategy for the city was being developed in partnership with the wider public services, communities and residents, and a draft would be available in the summer.

The Domestic Abuse Reduction Manager advised that the DV&A Partnership Board would replace the Domestic Violence Strategy Group and they would meet in July. She advised that the remit and governance arrangements of the Board would be agreed. She informed the Members that this Board would strengthen the existing relationships and develop new ones with a range of partners across the city. She advised that they were currently working with MACC to ensure that there was VCSE representation on the Board. She further advised that the Board would strengthen the understanding and coordination of funding streams across the city to address DV&A and would assist with reducing any duplication of funding bids.

The Domestic Abuse Reduction Manager stated that a recent report published by Safe Lives had calculated the cost of DV&A was £34k per victim and that she would share the report with the Committee for information. She stated that the New Burdens Funding was in addition to the homelessness fund and would be used to establish Domestic Abuse Specialist Support posts that would deliver an enhanced offer in refuge spaces. She stated that the exact details of these posts were still to be determined and that further information would be provided to the Committee at an appropriate time.

The Domestic Abuse Reduction Manager informed the Committee that as previously described the Domestic Abuse Act placed a new duty on local authorities to provide safe accommodation, and this included using dispersed accommodation that was provided through the homeless service. She further made reference to the DV&A project that was being delivered by the LGBT Foundation in collaboration with local housing providers across Greater Manchester. The Chair stated that the Communities and Equalities Scrutiny Committee would continue to consider and scrutinise the provision of DV&A services provided for different community groups.

In regard to the Drive programme the Domestic Abuse Reduction Manager informed the Committee that Manchester was participating in the national roll out of the programme in the South of the City. She stated that Drive was the Home Office

recommended approach for the management of high-risk high harm perpetrator work and followed a specified model using the Respect accredited standard. She stated this was a multi-agency approach and that an analysis of the impact and outcomes of this programme would be undertaken and the outcomes reported to Members via the appropriate scrutiny committee.

With regard to the issue and the specific case relating to perpetrators of DV&A remaining in the family home the Domestic Abuse Reduction Manager informed the Member that she would discuss this following the meeting.

The Deputy Chief Executive and City Treasurer stated that she acknowledged the comments expressed by the Committee in relation to the challenges presented by short term funding for such important services. She stated that all options would be considered as part of the budget setting process.

The Chair in concluding this item of business paid tribute to staff and partners working to support all victims of DV&A.

Decision

The Committee notes the report

RGSC/19/31 Nursery Funding

The Committee considered a report of the Strategic Director for Children and Education Services, which outlined a set of proposals to support the continued provision of high quality Early Years settings across the City. The report specifically provided an overview of the impact of the current Early Years tendered day-care model (whereby providers offer day-care from a Council owned building), on the Council's duty to oversee sufficient day-care for preschool children across Manchester; the Early Years Budget and ongoing maintenance of Early Years buildings which remain part of the corporate estate.

Key points and themes of the report included:-

- Results of stock condition surveys;
- Review of early years buildings within the portfolio;
- Financial implications – revenue and capital;
- Further actions; and
- Support Provided to Early Years Settings During the Pandemic

The report was also being considered by the Children and Young Peoples Scrutiny Committee on 23 June 2021 and Executive on 30 June 2021.

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

- Central Government had failed to adequately fund early years provision;
- This inadequate funding had resulted in instability across the sector and that was detrimental to both young people and their families;

- Recognising that the report proposed to bring a level of stability to the sector, across the whole of the city;
- Had the Council given consideration to providing direct provision using Invest to Save analysis, noting the importance of early years provision and the impact this had on other services if not adequately catered for;
- Noting that to deliver the required stability in the market a longer term plan was required and what metrics were considered to ensure the provision was adequate to meet the needs of the population;
- Was the reported time period for the retendering of a site commencing to the site being re-occupied typical; and
- Welcoming the proposal that the Council would have landlord responsibilities included within the Council's existing Asset Management Programme.

The Head of Corporate Estate and Facilities advised that the time period for the retendering of a site commencing to the site being re-occupied was typical. He commented that the decision to incorporate landlord responsibilities within the Council's existing Asset Management Programme would strengthen the inspection regime to ensure premises were safe and compliant with all required standards. He commented that this approach would also present the opportunity to invest in and facilitate the delivery of carbon reduction initiatives through the estates management and contribute to the city's carbon reduction ambitions. In response to a specific question regarding the future development of sites for purposes other than day care provision, he advised that there were mechanisms in place to protect those sites.

The Deputy Chief Executive and City Treasurer referred to the budget decisions that had been taken in 2011 in relation to the delivery model of day care provision in the context of austerity. She added that nationally the direct provider model is not one that was adopted by Local Authorities.

The Executive Member for Children's Services explained that a range of metrics were used to understand the demand on the sector, including the census; the use of provision and where families accessed these from and birth rates. He commented that the report represented a significant amount of work over a period of years and represented an opportunity to strategically improve and strengthen upon the established relationships with providers across the whole of the city. He stated that the renegotiation of leases would provide an ideal opportunity to discuss and progress issues such as sustainability with providers and support the carbon reduction ambitions of the Council. In response to a specific question regarding a breakdown by use of day care he advised that this data was obtained and could be shared outside of the meeting.

Decision

The Committee endorses the recommendations proposed to the Executive, those being:-

Executive are recommended to:

- (1) Note 17 of 37 leases have been surrendered since December 2015 and the potential impact on the council's ability to meet its 'sufficiency duty'.

- (2) Note the continued negative budget implications on the Early Years budget which continues even if the status quo is maintained.
- (3) Approve the recommendation for the use of each building moving forward.
- (4) Approve the re-negotiation of the current leases by corporate estates with day care providers, making clear the responsibility of the lease holder and the corporate landlord in the re-negotiated lease.
- (5) Support the proposal to include the Early Years estate portfolio in the Council's future Asset Management Programme, at an estimated cost of £0.7m per year.
- (6) Approve a budget increase of £3m, funded by capital receipts, to fund the priority works.

RGSC/19/32 Overview Report

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.

A Member requested that the information relating to the Key Decision and Care Homes that had been requested previously be forwarded to the Committee at the earliest opportunity.

Decision

To note the report and agree the work programme subject to the above comment.

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 20 July 2021

Subject: Our Town Hall Project – Progress Update

Report of: Deputy Chief Executive and City Treasurer

Summary

Previous reports to the Executive and Resources and Governance Scrutiny Committee have provided regular progress reports on the refurbishment and partial restoration of the Town Hall and Albert Square under the Our Town Hall (OTH) project.

This report provides Members with an update on the progress with the project since Notice to Proceed (NTP) was instructed in July 2020.

Recommendations

The Committee is recommended to note:

- The project has moved from a position of 60% cost surety at NTP (by value of packages procured) to 74% at end June 2021.
 - The Date for Completion has been adjusted to 25 June 2024.
 - The project cost plan (for Construction) is reporting within budget.
 - Good progress is being made with Social Value, and we are forecasting to meet or exceed the project's Social Value KPIs.
-

Wards Affected: All

<p>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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Our Town Hall will significantly increase its energy efficiency through the refurbishment process.

Carbon emissions per person will be reduced through increasing the efficiency of the building services and increasing the use of the building. The operational phase of the project is predicted to emit between 20,223 and 22,303 T CO₂e between 2024 and 2038. The carbon emissions per person are reduced between 17% and 24% when compared to pre-refurbishment CO₂ emissions, and the energy consumption per head is reduced by up to 43%.

The construction phase of the project is forecast to emit 402 tonnes of CO₂. This number is significantly lower than a typical construction project of this scale, through the procurement of renewable electricity for the construction period and limiting the use of diesel powered equipment.

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Manchester Town Hall refurbishment will provide the opportunity for a significant increase in employment within the building.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The refurbishment will provide new opportunities for young people and graduates, including apprenticeships and work placements.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	<p>The refurbishment will increase the productivity and the efficiency of Council staff and support the development of an equitable city, taking advantage of new opportunities offered by devolution.</p> <p>There is also the opportunity through the co-location of public and private uses and new modern meetings rooms to promote collaboration and networking to strengthen the collaboration between organisations, businesses and residents, including the community and voluntary sector.</p>
A liveable and low carbon city: a destination of choice to live, visit, work	The refurbishment will contribute to sustainable economic growth by retaining employment within a central location. It will significantly enhance the Town Hall's energy efficiency and enable the incorporation of sustainable design features.
A connected city: world class infrastructure and connectivity to drive growth	The refurbishment will retain and improve public uses within an accessible city centre location, connected to residents and visitors by the City's expanding public transport network. The work will reinforce the City's role as the centre of public and private sector networks and meetings in the north, with connections through the Airport to support international events.

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Background documents (available for public inspection):

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

1. Report to Executive – Manchester Town Hall and Albert Square: ‘Our Town Hall’ – 8 March 2017
2. Report to Resources and Governance Scrutiny Committee – Our Town Hall Social Value and Communications – 22 June 2017
3. Report to Resources and Governance Scrutiny Committee – ‘Our Town Hall’ – 7 September 2017
4. Report to Executive – Manchester Town Hall and Albert Square: ‘Our Town Hall’ – 13 September 2017
5. Report to Resources and Governance Scrutiny Committee – Manchester Town Hall and Albert Square ‘Our Town Hall’ – 9 November 2017
6. Report to Resources and Governance Scrutiny Committee - Manchester Town Hall and Albert Square ‘Our Town Hall’ – 1 February 2018
7. Report to Resources and Governance Scrutiny Committee – Our Town Hall Project – Budget Position Update – 24 May 2018
8. 2018
9. Report to Council – 11 July 2018 – ‘Our Town Hall update’
10. Report to Resources and Governance Scrutiny Committee- 06 September 2018 - ‘Management Contractor Procurement.’
11. Report to Report to Resources and Governance Scrutiny Committee – 06 December 2018 – ‘Letting of the Management Contract’
12. Report to Executive – 12 December 2018 – ‘Management Contractor Appointment’
13. Report to Report to Resources and Governance Scrutiny Committee – 24 February 2020 – ‘Notice to Proceed to into Construction.’

14. Report to Executive – Capital Programme Update-Addendum to Capital Programme Update Report-Our Town Hall Project-Deferred Notice to Proceed into Construction – 03 July 2020.

1.0 Introduction and Background

- 1.1 Since instruction of Notice to Proceed (NTP) in July 2020, the project has continued to work within the Covid-safe operating rules for construction. This has necessitated new ways of working in response to the ongoing working restrictions that have impacted productivity. These impacts have been largely mitigated, and the project is reporting within budget.
- 1.2 The project is approximately 40% through the construction period, and levels of labour on site are now at or near to those anticipated pre-pandemic. However, we have only been able (due to distancing) to accommodate the consultant and City Council project teams on site on a part-time basis.
- 1.3 Package procurement is progressing to plan, with £64.5m of work still to be procured. In the period since NTP, cost surety has increased from 60% (by value of works packages procured) to 74% at end June 2021.
- 1.4 The project completion date has been adjusted to 25 June 2024.
- 1.5 Despite the impact of the pandemic, the project is delivering at or in excess of its Social Value commitments, with some notable successes.

2.0 The position at NTP (July 2020)

- 2.1 The decision to proceed into Construction was reported at Executive in July 2020. The report noted that NTP represented the decision to commit to the full costs of construction at £214m.
- 2.2 At NTP, the Date for Completion was set for May 2024, with 10 weeks float within the programme. It was noted that the delays encountered during the first Covid lockdown had added additional pressure to both the capital and revenue budgets for the project.
- 2.3 The project cost plan and programme was updated at NTP on the assumption that the project would recover levels of productivity by end October 2020, and specifically that further waves or a recurrence of levels of Covid infection would impact programme and cost.
- 2.4 Progress against the project's Social Value objectives were last reported to RGSC in February 2020. It was noted that the project was forecasting to achieve or exceed all of its objectives, and that the forecast Social Value ROI was £11.5m, which equates to 3.7% of the overall capital budget.

3.0 Progress since NTP (July 2021)

- 3.1 The project is forecasting to budget on both Capital & Revenue: it is currently expected that the budget will be fully utilised. On a project of this size there are many parts to the budget. A summary of the latest approved position, actual spend to date and forecast against the latest budget is illustrated in Table 1.

Table 1 – Current Capital and Revenue Budgets and Forecasts

OTH Budget	Budget	Total Spend to date to March 21	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	Total Forecast Spend
Budget	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Construction (inc Contingency Plan)	246,150	35,263	60,877	72,500	55,508	22,001	246,149
MCC -Client & Professional	35,911	19,313	4,899	3,745	5,308	2,645	35,910
MCC Direct	1,615	457	-	8	1,151		1,616
Remaining Contingency	21,496		1,936	2,156	1,854	15,551	21,497
Revenue	18,622	10,437	2,210	1,757	4,218		18,622
Total Project Budget	323,794	65,470	69,922	80,166	68,039	40,198	323,794

3.1.1 Construction:

- The forecasted out-turn for Construction is £233m compared to £214m at NTP. The budget for construction, including contingency is £246m.
- The forecasted out-turn includes all early warnings and change requests currently in work-flow, and there are a number of further risks that may yet materialise, including tender returns in excess of the Budget Allowance, and ongoing unforeseen issues uncovered during the Works (Discovery).
- The project has 41 packages to procure at a value of £64.5m. Early warnings have been raised relating to inflationary price rises and material shortages arising from the post-pandemic rush to build. There are significant inflationary pressures in the construction market. The latest statistics from the Department for Business, Energy and Industrial Strategy (BEIS) reflect a 10.2% annual increase in the construction material price index for the UK, and a 2.0% change between April and May this year. Such indices aggregate price movements across the wide range of construction materials, but the BEIS data shows for example, the price of concrete reinforcing bars increased by 42.8% over the year, plywood 29.8%, and structural steel by 38.1%.
- The project has identified a number of areas to try to realise savings and re-build the contingency pot.

3.1.2 Revenue:

- The project's revenue budget is expected to be utilised in total, and this includes the contingency allowance within the decant budget. The contingency allowance will be required to fund lease extensions at Royal Exchange and Lowry Mill.

- There is an exercise underway to assess the work required to restore the furniture collection: the final cost of this is not yet known but an update is expected late Summer.
- 3.2 The flexibility in the programme prior to NTP had already been reduced due to the impact of Covid-19 and nesting falcons. The construction handover date is now scheduled for Summer 2024. This reflects the ongoing impact of Covid lockdowns since October 2020, most notably with fewer personnel being able to work on site; the impact of Discovery on the critical path; delays with the completion of stage 4 design for some work packages; and the challenging market position leading to delays in appointing some Works Package Contractors as the initial tenders have been in excess of budget.
- 3.3 Works are progressing well on site, with notable achievements as follows:
- Access scaffold to the external envelope and the internal courtyards is largely complete, allowing for access to validate repairs to all external stone, and commencement of repairs to the 35 chimneys. The first batches of new stone have been delivered to site.
 - The organ has been removed from the Great Hall to the organ builders who have commenced the 2-year restoration project. Specialist conservators are currently surveying the Great Hall ceilings.
 - MEP strip-out is virtually completed.
 - The heritage lighting, including the gasoliers from the Great Hall and the Banqueting Hall, has been removed off-site for restoration by the specialist contractor.
 - Good progress is being made with the restoration of the timber sash windows, and the leaded windows contractor has commenced the removal of leaded windows for restoration off site.
 - Significant fabric interventions are progressing in the lower ground floor, with the formation of new lift cores, underpinning works, installation of drainage and formation of new slabs.
 - The Challenge Period for the Stopping Up order that will close Albert Square to traffic expired without challenge on 09 June. This is a significant milestone in enabling us to commence the works in the Public Realm, scheduled for Autumn 2021.
- 3.4 Despite the challenges arising from the pandemic, we remain on track against our Social Value KPIs.
- 3.4.1 Specifically, progress to end June 2021 is as follows:
- Local Spend – 58% of the project spend has been in Manchester against a baseline target of 40%.
 - Local Labour – 34% of the current project workforce is made up of Manchester residents against a baseline target of 30%.
 - New Jobs Created – 115 jobs have been created across the Project Team of which over 50% have been filled by Manchester residents,

against a baseline target of 36 new jobs. The variety of roles include procurement, commercial management, project management, ground works, scaffolding, security, logistics, cleaning, facilities, traffic management and traditional construction trades.

- New Apprenticeships – commitments have been procured to date to provide 71 apprenticeships at Level 2 and 3, against a project target of 100. Of these, 32 apprenticeships have been filled by Manchester residents predominately in traditional construction trades including demolition and scaffolding, to support recruitment regular on-site brokerage is facilitated with the project supply chain and partners from DWP, Procure Plus and The Works.
- New Higher-Level Apprenticeships – commitments have been procured to date to provide 48 higher level apprenticeships, against a project target of 50. The project has launched the new PlanBEE scheme in 2021 that builds on the success of M-Futures and will provide a continuation of the unique opportunity for residents seeking to develop a professional construction pathway.
- School Engagement – against a project target of 50, 95 sessions have been held in Manchester schools covering careers, employment and STEM. Project staff have also volunteered as mentors through the One Million Mentors scheme, STEM Ambassador Programme and the Steven Lawrence Trust.
- Work Experience – against a project target of 80, 81 placements provided for residents, school and college students including T-Level placements and Level 3 Architectural, Construction Engineering (ACE) Scholarship placements with the Manchester College and a bespoke Care Leavers Initiative with MCC's Virtual School.
- Higher Education Engagement – against a project target of 35, 16 research projects have to date been completed including the annual Manchester School of Architecture Events programme. Further engagement has seen over 1700 students provided with site visits, careers fairs, mentoring, work placements, industry insight and more.
- Volunteering – against a project target of 10,000 hours, 3,600 hours of voluntary time has been provided to support Manchester projects including Barnabus Homeless Drop-In Centre, Longsight Youth Club, Canal and River Trust, Youth Zones, COVID Food Response, The Nightingale Hospital and many more.
- Working practices – all contractors working on the project are asked to commit to paying the real living wage and avoid employing people on zero-hour contracts. The Council's Ethical Procurement Policy is embedded into the contract with Lendlease, and a monitoring framework is being developed with Unite and Lendlease to ensure that this and the

Unite Charter is appropriately reflected throughout the project supply chain.

- Using the monetary values set out in the management contract, the project team has to date delivered an ROI social value benefit in excess of £5m.
- The project is forecast to deliver an overall ROI forecast in excess of £16.5m, which equates to 5.3% of the overall capital budget. This is a substantial increase in forecast ROI compared to that forecast at NTP.

3.4.2 The project will continue to align project activity with the city's economic recovery, specifically the training and skills recovery for residents whilst continuing to challenge diversity in the construction industry and open up opportunities that are representative of our Manchester communities. Some of the future plans include:

- Recovery - Manchester City Council has identified training and skills recovery priority groups, where we have the opportunity to ringfence opportunities which are linked to resident engagement activities within the community, through neighbourhood and community links that are demographically specific.
 - Young people – at risk of or already NEET
 - Over-50s
 - Black, Asian, and minority ethnic residents
- Incentive Opportunities – take advantage of Government initiatives and incentives such as:
 - Kickstart
 - Flexi Apprenticeships
 - Skills Bootcamps
- Equality and Accessibility – OTH will continue to work with Equalities Specialists within MCC to review recruitment practises to ensure they are inclusive and accessible.
- Manchester Adult Education Service – Improve links with MAES to offer Manchester residents work based learning opportunities on site where possible. This can be targeted at MAES centres in specific parts of Manchester where the most disadvantaged residents reside.
- University Graduate Engagement – Work with Manchester universities to maximise graduate retention in the city by offering industry insight and where possible on-site opportunities at a post-graduate level.

- Artisan Studio – In summer 2021 OTH will create a physical space on site that will host planned events for residents, schools and communities to witness and participate in heritage trade activities.
- STEM Podcasts Channel – OTH in collaboration with The Manchester STEM Hub will launch a project podcast channel linking career insights and heritage significance on a platform for young people in Manchester. This follows a successful pilot in London aimed at providing proven viable engagement that is relevant to young people and overcomes the current challenges faced in relation to COVID
- Heritage Skills Lottery Funding Bid – OTH in collaboration with the Houses of Parliament Project and Historic England is planning to bid for funding to support further creation of heritage online training modules that will support the supply chain leave a legacy for local business.

4.0 Summary

- 4.1 Due to the size, duration and nature of the project, together with the form of contract, there continues to be a level of discovery and external factors affecting the project resulting in continuous risk management which will be required until the latter stages of the project.
- 4.2 These risks are carefully managed by the project team taking cognisance of all elements affecting the construction industry including restrictions necessitated by the pandemic, Brexit, material pressures, the availability of sufficient and appropriate specialists, etc.
- 4.3 Whilst the project is on budget and many of these factors have been dealt with successfully, the team will continue to monitor the situation to ensure early action can be taken to reduce any further impact on cost and programme.
- 4.4 Good progress is being made with Social Value through the design and construction phases. We have solid foundations in place to continue to deliver great Social Value and align priorities to support the City's recovery. We continue to forecast that all Social Value KPIs will be achieved and anticipate many to exceed the project's baseline targets.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 20 July 2021

Subject: The Factory, St John’s – Delivery Update

Report of: Deputy Chief Executive & City Treasurer

Summary

The purpose of this report is to update Members on the delivery of The Factory project, including: construction progress; securing the projected social value outcomes identified to be delivered collaboratively through the design team, contractors and the operator, and through Factory Academy; and the finance and fundraising position.

Recommendations

The Committee is recommended to:-

1. Note progress with the delivery of The Factory;
2. Note progress in delivering social value commitments, Factory Academy programme and fundraising.

Wards Affected: Deansgate.

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

Extensive new high quality public realm and open space is proposed alongside The Factory Manchester, and across the St John’s area, which will significantly improve the environment of this part of the city centre. New pedestrian walkways and cycling access will be created providing residents, businesses and visitors with linkages to surrounding neighbourhoods and adjacent city centre districts. The Factory Manchester will be designed to achieve high sustainability (BREEAM) standards through innovative building design and promotion of low energy use.

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	<p>The Factory will accelerate economic growth in the region by playing an integral part in helping Manchester and the North of England enhance and diversify its cultural infrastructure by attracting clusters of related creative industry activities and enhance the visitor economy.</p> <p>The Council will develop a Creative Enterprise Zone district proposal to support and incentivise creative SME co-location, and maximise training and educational opportunities in the area, building on the uniqueness of Factory and the key assets that exist</p>

	<p>or are emerging at St John's. The first phase will relate to Enterprise City and the creation of a Tech Hub in the Bonded Warehouse. Enterprise City is an integral element of St. John's creating a new cluster of innovative city centre workspaces that support the growth of the City's economy.</p>
<p>A highly skilled city: world class and home-grown talent sustaining the city's economic success</p>	<p>The Factory will make a direct contribution to the growth of creative industries, improve talent retention in the North, and reduce the dependency on London as the provider of creative industries training and employment. New direct jobs to run and operate the venue will also be created. Factory is expected to support over 1,500 FTE jobs after year 10 and add up to £1.1 billion to Manchester's economy.</p> <p>The Factory has levered £106.05M new Exchequer investment into Manchester.</p> <p>The Factory is leading on a consortium approach to training and skills, developing partnerships with the city's Cultural, Further and Higher Education (FE/HE) Institutions through the Factory Academy, and will further support the city's drive for high calibre graduate talent retention through job creation initiatives. Through its Factory Futures programme it will act as a UK leader in the creative sector/FE/HE led training, to expand access for Manchester's young people into creative jobs, and will benefit up to 10,000 unemployed young people living in Greater Manchester over the next five years.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>The Factory and wider St. John's development will create a vibrant new neighbourhood based around the former ITV: Granada Studios site. The intention is to encourage independent, niche and creative uses and businesses with new office, cultural, workspace and leisure development with residential units. Factory will be the anchor of a new enterprise and innovation quarter for the region where new businesses can form and flourish.</p> <p>The presence of The Factory as a 'cultural anchor' has already had a catalytic effect in terms of reimagining the creative redevelopment of the Science and Industry Museum site and the Upper and Lower Campfield Markets as a creative district.</p> <p>The Factory will build new diverse younger audiences from within Manchester and beyond, combined with expanded, more mature established arts audiences.</p>

<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>The Factory will benefit from excellent public transport connectivity, ensuring the site can be easily accessed by visitors. The Factory will attract 850,000 visitors per annum with 650,000 drawn from within the Greater Manchester area.</p> <p>Sustainable design and development principles are embedded into the scheme.</p> <p>The benefits of cultural investment are much broader than the direct impact of expenditure by visitors, with cultural activities making an important contribution to community engagement and initiatives targeted at young people, older people, under-represented and disadvantaged groups.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>The Factory will benefit from strong public transport links with both rail and Metrolink stations and with access to a choice of multi-storey car parks for visitors.</p> <p>The development will be well served by new pedestrian walkways and cycle routes. This will include the recently completed replacement Prince's Bridge scheme, improved pedestrian connectivity as part of the St. John's developments, and proposals by the Science and Industry Museum, which will provide residents with improved linkages to surrounding neighbourhoods and city centre districts. New public spaces and connections are proposed, which will significantly improve the environment of this part of the city centre.</p>

Financial Consequences - Revenue

There are no further revenue consequences arising from this update.

Financial Consequences – Capital

As previously reported the Factory budget is currently £185.79m. It is funded by £78.05m from Central Government, including Arts Council England (ACE), £7m Arts Lottery funding, plus further ACE funding of £21m through their Cultural Capital Kickstart Fund (to support capital projects impacted by Covid-19 delays) and an additional contribution of £50.6m from Manchester City Council as previously approved by the Executive.

A revised target of £29.14m is expected to be met from the additional fundraising and commercial sponsorship.

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1.0 Introduction and Background

- 1.1 The purpose of this report is to update on progress with delivery of the Factory project since the previous (restricted – Part B) report to RAGOS in October 2020. The report sets out the ongoing pressures of managing the construction programme during the Covid -19 pandemic, the social and economic benefits, legacy impacts and opportunities for Manchester residents generated by the project, and progress with fundraising.
- 1.2 The Factory is a unique building that has no direct precedents and its uniqueness and ambition to be a world-class performance space involves a complex design and delivery process encompassing ‘world firsts’ in terms of elements of the building.
- 1.3 The Factory project demonstrates a very strong fit with National Government, Regional and Local policy frameworks, contributing to each of the priorities set out in *Let’s Create* and contributing to the Culture White Paper’s priorities of widening engagement in the arts and using cultural-led regeneration to support the UK’s standing and reputation.
- 1.4 The Factory will increase cultural output across traditional and new artforms, foster national and international collaboration, innovate in the engagement of communities and find new ways of reaching diverse audiences.
- 1.5 Firmly rooted in the success and growth of Manchester, The Factory will increase the numbers involved in and enjoying arts and culture performances and exhibitions, reach younger audiences and engage with important groups including BAME communities, lower income neighbourhoods across Manchester, people with disabilities and learning difficulties, and new arrivals to the UK.
- 1.6 The significant benefits from participation in culture and leisure have been widely documented as a key theme in the recovery from the pandemic. Factory has a major role to play in supporting our local communities to benefit from all art forms, as well as providing a range of job and training opportunities as set out below.
- 1.7 As well as significantly strengthening the visitor economy, the commissioning and co-production focus of the Factory’s programme, combined with the innovative nature of the facility combine to create a genuine catalyst for the cultural and creative economy.

2.0 Building Programme

- 2.1 The project consists of three main building sections, all linked, these being the towers, the warehouse and theatre. The Laing O’Rourke (LOR) base build construction work will complete by December 2022 as previously reported, with progressive completion across the towers (early November 2022), warehouse (end November 2022) and theatre (December 2022). As with the end of any project, the main focus will not be physical building works but the testing and commissioning of all the building systems.
- 2.2 The final stages of work to complete The Factory will see some fit out works being undertaken by Manchester International Festival (MIF), the future operator of the building, happening alongside the completion of the base build by LOR. The Factory programme includes early access for MIF to commence their fit out in October 2022 under the control of the base build contract. The indicative programme from MIF shows that their fit-out work will then be continuing into January 2023.

- 2.3 Commissioning of all systems will start in the warehouse and towers in May 2022 and will start in the theatre in July 2022. This will require a degree of joint work from MCC, LOR and MIF, including an intensive final period of training, validation and testing.
- 2.4 The MIF programme shows the end of their fit out and staff training commencing at the beginning of February 2023 by which point all systems will be complete.
- 2.5 The position remains that construction is forecast to complete in December 2022 and MIF will have early access for work from at least October 2022. Following the conclusion of MIF21, MIF, MCC and LOR will establish a detailed commissioning and handover plan of work.

3.0 Construction Update

- 3.1 Progress on site has been positive and has remains active through the pandemic through a safe working manner with specific Covid-19 related site arrangements in place, such as increased site accommodation to account for social distancing, increased cleaning regimes, additional health and safety staff and PPE.
- 3.2 As previously reported, the project has experienced some supply chain and cost issues in relation to the Covid-19 pandemic. The site has remained operational, although progress has been slower due to the social distancing requirements and supply chain impacts. Whilst there has not been an outbreak on site, there have been some requirements for personnel to self-isolate and some positive cases reported. It should be noted that the project was successful in its application for Kick Start funding of £21m bid to cover capital elements as a result of the financial impact of Covid-19.
- 3.3 Construction on site continues to make good progress and remains on the critical path. Current activities are focussing on the completion of the steel and concrete frame to enable the internal fit out works to progress at pace. In order to achieve the completion deadline for the frame of late August 2021 some alternate weekend working has been agreed and the successful completion of this works contract will be a major milestone for the project.
- 3.4 The installation of the external corrugated pre-cast panels to North and South gables of the warehouse are also progressing well. These high-quality panels form the final elevational treatment and the progressive installation gives a good understanding of the final aesthetic. Progress is also being made with the fixing of the pre-cast panels in other locations including the South, West and North planes to the theatre.
- 3.5 Finally works are being completed to the tower structures that will enable the start of the mechanical and electrical installations and some early fit out works at the higher levels of the towers and warehouse.
- 3.6 Works are also progressing inside the theatre with the building of the internal auditorium and works to the orchestra pit. These works will enable the MIF21 event in The Factory warehouse (Arcadia) to take place this month.

4.0 Budget

- 4.1 The total approved capital budget is £185.79m, of which £105.7m has been spent to date.

- 4.2 The construction project comprises 38 work packages, of which 31 have now been let, with 7 worth £32m remaining. 81% cost certainty is due to be achieved by the end of July 2021, reaching 90% by March 2022 when the remaining packages will be in contract.
- 4.3 The revised client team, project protocols and robust governance procedures that were put in place have mitigated, to a degree, the impact of COVID 19. The project is reporting to budget, with some works packages being delivered under budget but some increased risks on the market appetite for some of the remaining packages and notable increases in the prices of materials and the supply of goods.
- 4.4 In common with the wider construction industry, the project is working hard to manage warnings of material cost increases and more significant supply chain issues, particularly in structural steel, concrete and timber as a result of COVID-19 and Brexit, along with potential product and labour shortages as a result of restricted travel across Europe. These are significant inflationary pressures in the current construction market. The latest statistics from the Department for Business, Energy and Industrial Strategy (BEIS) reflect a 10.2% annual increase in the construction material price index for the UK, and a 2.0% change between April and May this year. Such indices aggregate price movements across the wide range of construction materials, but the BEIS data shows for example, the price of concrete reinforcing bars increased by 42.8% over the year, plywood 29.8%, and structural steel by 38.1%.
- 4.5 The project costs consultants have provided improved cost management processes, and together with the project team, have undertaken a review of the costs to date, the allowances moving forward and the risk (contingency) provisions available. The budget includes a £8.2m contingency allowance which has yet to be drawn down, however, the project remains high risk, due to the factors set out above. The current budget does not include for any acceleration or additional programme pressures.
- 4.6 The cost of delivering the public realm has now been agreed within the reported budget and is being instructed under the main contract. This will reduce any risk of overlapping programmes of work, and it will ensure that the building and surrounding spaces are completed at the same time.

5.0 Legal Considerations

- 5.1 The Council is currently negotiating with MIF the terms of the agreement for lease, the lease and the operator's agreement. The parties have agreed to, where possible, keep to a standard lease and set out all detailed arrangements for the operation of Factory in an Operators Agreement. The term of the lease and operator's agreement is for a period of 30 years at a peppercorn rent. In line with other strategic assets such as Bridgewater Hall and the Commonwealth games estate, the City Council will retain landlord responsibilities for the repairs and maintenance of the fabric of the building. The parties have made good progress on agreeing the documents with only two outstanding matters to be finalised: the Sinking Fund and the Landlord Break provisions.
- 5.2 Independent advisors have undertaken detailed analysis in respect of the Sinking Fund requirements, which is the Council's and MIF's contribution towards redressing building wear and tear and long-term maintenance and upkeep of the venue (interior and exterior). The advisers have stated that the amount of the sinking fund should be £505k per annum. In terms of apportioning this sum between Landlord and Tenant contributions, discussions are ongoing between MCC and MIF. The parties are seeking advice from an independent third party in order to resolve the point. Once

agreed, each party will hold contributions in separate accounts. The contributions to the sinking fund will ensure both parties have built up funding in advance of the repairs being required to avoid sudden costly requirements to fund expenditure. The City Council contribution is likely to be between £200k to £300k per annum and will be funded from the Asset Management (AMP) budget.

- 5.3 With regard to the termination provisions, there will be standard forfeiture provisions and there will also be a landlord break. The parties and their respective legal advisors are continuing to discuss and seek agreement on what the triggers for a landlord break need to be.
- 5.4 In addition, discussions are taking place in relation to the insurance required for the building and discussions in respect of the estate management arrangements.
- 5.5 Arts Council England are also reviewing the draft lease and will consider if they need any specific covenants/requirements in the final agreement.

6.0 Integrated Fundraising Strategy

- 6.1 An integrated Factory fundraising strategy is in place to provide an overview of the approach to securing the remaining capital funding requirement for the building. The strategy covers how commercial naming rights, partnership arrangements and philanthropic giving are to be aligned, with a high degree of coordination and collaboration, to ensure that the best routes are followed, opportunities for hybrid gifts and deals identified - as it is likely there will be a cross over between what are strictly donations and commercial support - and progress be maintained at pace. This is so that outcomes about people, place and value can be optimised.
- 6.2 The strategy details the work to be done with targets to show progress towards the financial goal of £29m in capital fundraising. The strategy also sets out how ethical fundraising, in line with Council and MIF ethical values, is to be consistently applied across commercial and philanthropic prospects (capital and revenue). This will be overseen by an ethics committee, to be chaired by the Deputy Leader.
- 6.3 The capital fundraising for The Factory is being led by two staff members: one at The Factory Trust who leads the philanthropic work; and a member of MIF's commercial team leading on the naming rights approach and commercial partnerships. The Commercial team is now supported in this work by an external sponsorship agency, Mongoose. There will be a need to strengthen the team around the philanthropy strand of fundraising to ensure they can maximise the opportunities to secure gift giving.
- 6.4 The pandemic has led to some constraints on the ability to pursue funding sponsorship, however, the opportunities presented by hosting MIF'21 are being maximised, with 13 brands (28 executives) attending the events, all of which have either shown interest in initial outreach work and through presentations; five of these opportunities are of significance, and there is a strong expectation that they will become partnerships within the next year, after significant interest from them.
- 6.5 While outreach work so far has been extremely positive, this is the first hospitality or face to face opportunity to showcase The Factory onsite, and it is hoped that will drive significant interest, allowing brands to fully understand the scale and opportunity. Post festival, there will be follow up on each person and brand, which will allow further

engagement and opportunities to develop bespoke pitches, with a greater understanding on what is important for each brand.

- 6.6 From August, with greater opportunities for face-to-face contact, travel, and showcasing The Factory, the next stage of targeting new brands for naming rights and other partnerships will begin. This targeted approach allows more ground to be covered and proposals to be improved, both aligned with a drive to promote The Factory and The Factory proposition, through a new brand launch, an invigorated narrative post-festival and an increase in intensity with current brands, as well as approaching new prospects.
- 6.7 The philanthropic work has already secured £150k with a first gift. The next phase is to focus on the remainder of the priority list, currently 95, with a top 21, to increase the number of highly significant prospective donors to proposal stage through more active engagement, and approach more in the wider priority list through identifying warm contacts and routes to them.

7.0 Social Value Outcomes

- 7.1 Through the construction project there has been significant progress made against the original Social Value KPI's set historically, and commitments with the majority of these outcomes being exceeded or on track to be achieved with good progress made in terms of school, community and resident engagement.
- 7.2 However, given the spend to date and the specialist nature of the build it has proven difficult to engage or source purely a Manchester specific supply chain, with the main focus of activity to date centred around the structural frame, including concrete panels; together with specialist packages such as truck lifts, large acoustic doors & partitions and initial mechanical and electrical work. These specialist packages included some 'world first' elements which required sourcing from outside the UK.
- 7.3 Notwithstanding these facts, high levels of construction spend remains within the region despite tender competition across the city, with many private projects having more traditional construction methods available for the supply chain and the resulting difficulty attracting Manchester based companies to the project.
- 7.4 Now the project is moving towards the internal fit out works the focus will switch to work on Factory with the most scope for Manchester based residents and companies for apprentices, employment, paid work placements and T-Levels which will assist MCC's skills and recovery plan post pandemic and aligning to current government incentives that will provide additional support and funding to the supply chain. The next phase of delivery is in the following packages –
- Envelope
 - Insulation/partitions/ceiling
 - Architectural metalworks
 - Joinery
 - Decoration
 - MEP
- 7.5 Therefore, the social value outcomes are being realigned and LOR are currently working with the Work & Skills team to revise outstanding KPI's and focus efforts around employment and skills support, identified training and skills recovery for

priority groups, such as young people – at risk of or already NEET (Not in Education, Employment or Training); Over-50s; and Black, Asian, and Minority Ethnic residents.

- 7.6 With initiatives/priorities within the realignment to include focus on new apprenticeships, jobs for Manchester residents as well as employment programmes with mechanisms of delivery to include:
- New Manchester Resident Apprentices Level 2 – 3
 - New Manchester Resident Apprentices Level 4+
 - New Manchester Resident Jobs
 - New Manchester resident Kickstart placements
 - Youth Hub engagement sessions / Skills for Life
 - University Graduate Engagement sessions
 - Manchester Adult Education Make It Happen 'Retrain' Workshops
 - STEM Sessions
- 7.7 LOR will work with the Works & Skills team & local brokerages to ensure a more efficient recruitment process targeting Manchester residents is achieved.
- 7.8 LOR are also liaising with all of the supply chain on opportunities for apprentices, employment and kickstart placements and will provide in the coming weeks projected figures as part of KPI realignment process and outline opportunities and targets for projected new apprentices and employment for the remainder of the programme to October 2022 to feed agreed realignment figures.
- 7.9 LOR will agree this formal KPI Realignment plan in collaboration with Works & Skills team and complete a Factory Social Value Successes report by the end of July 2021, which can be used as a case study and record of delivery of social value to date.
- 7.10 Set out below are some of the key highlights/outputs from delivery to date as outlined in the existing social value plan: -
- 65 education activities, engaging over 5000 young people (target 60). 20 in Manchester, 15 in GM. Met prominently through careers events & STEM activities delivered at primary, secondary and FE level. Education establishments across Manchester and GM engaged. Inclusive of collaborative STEAM project with MIF and SIM for vulnerable primary school children in lock down. Work with targeting priority Manchester schools for engagement has been in conjunction with MCC Works & Skills team.
 - 56 work experience placements for local people (target 50). 35 in Manchester, 21 in GM. Providing learning and insight into the vast array of careers/skills involved the project. Inclusive of successful collaborative work experience week 'The Factory Challenge', for 25 students in 2018 with MIF, client, LOR & Design team and a group work experience week with a group of 9 learners from Manchester Adult Education in 2019; as well as individual student placements.
 - 28 local apprentices on construction programme (target 50 – 25 new/25 sustained). 5 in Manchester, 23 in GM. Projected 25 new apprentice commitments not met at this point in the programme. This is because most packages that lend themselves to apprentices or have commitments to recruit new, will not start on site or become in contract until later in the programme, as with remaining sustained apprentices.
 - 84% construction spend retained locally (target (60%). 7% Manchester, 77% GM. Includes construction spend - subcontractors and suppliers. Significant achievement given the specialist nature of works packages involved. LOR are

happy to feed in further spend data where possible to CLES as the spend reporting body for the project.

- 26 community activities with over 1000 volunteering hours from LOR and supply chain, with all charities and community groups Manchester based. This has been delivered through engagements with Castlefield Forum, LOR & supply chain volunteering and fundraising for local charities. This figure is also inclusive of 4 specialist community investment projects which have involved a significant time and resource investment from Laing O'Rourke. These have included: Doodle of Ducie Street Homelessness Mural for Manchester International Arts & Homelessness Festival; Station Building Refurb Consultation – SIM; Life share Centre Renovation Project; Roman Gardens Improvement Works with Castlefield Forum (ongoing)
- Employability support for 200 local people (target 50 people). All employability support activities in partnership with Manchester providers/delivery partners who engage with service users across Manchester. Achieved by; activities with Manchester Adult Education including supporting their Re-train programme workshops & running a construction E-Learning course developed by LOR with their learners; supporting The Works Meet the Employer Sessions with supply chain; Employability/confidence building sessions with service users of homelessness charities The Booth Centre and Back on Track.
- 15 new employment opportunities for local people on the construction programme (no KPI or target). 9 in Manchester, 6 GM. Although new employment opportunities are not a prescriptive KPI on the project, we have still ensured that all new employment opportunities through LOR and the supply chain have been tracked through the project's supply chain social value agreement process and circulated, when live, through the specified channels and local recruitment brokerages recommended by MCC.

7.11 Central to the vision of The Factory and in addition to working in tandem with LOR, MIF are delivering training and skills for future generations of creative talent through The Factory Academy. The Academy was launched by MIF in 2018, in partnership with a consortium of cultural organisations in the city.

7.12 Over the next five years the Academy's Factory Futures programme will reach as many as 10,000 young people in Manchester with support in accessing careers in the creative industries. Opportunities will range from open days to full apprenticeships.

7.13 The programme responds directly to the impact of the Covid-19 pandemic on youth unemployment and has been designed to align to the Government's recently announced Kickstart scheme.

- The Factory Academy Team have been nominated in the 'Employer' Category for the Manchester Adult Education and Skills Awards, and two Factory Academy graduates interviewed for and secured roles in the Artist Liaison department for MIF21.
- In May, MIF started delivering Managing Creative Projects, a brand-new course developed by The Factory Academy to introduce students to key principals of project management over 12 weeks, featuring guest speakers from the creative industries.
- The Broadcast and film Production Traineeship programme completed on 2nd June. The majority of the cohort of 10 are working to distinction level with the quality of their showreels, websites and presentations. Retention, Achievement and Pass rates all forecasting at 100%. To date there is an expected 50% conversion to a job start with a creative organisation following this programme.

- 15 enrolments on the first Kickstart Academy which completed on 21st May. 14 students retained: 93%, 14 students achieved and an expected pass rate of 100%.
- Development of the Volunteer Academy is still ongoing, and recruitment is currently happening through community group links with the Volunteering Team. MIF are aiming to recruit 20 unemployed GM residents (18+) to the Academy.
- The Growth Company have approved two more Kickstart roles for MIF. These will be two interns based in the Training & Skills Team focussing in digital marketing and digital comms and working with The Lowry to help channel The Factory Academy graduates into their talent pool to recruit their two Kickstart roles.
- Creative Engagement and Skills and Training developed a programme proposal and submitted a bid for the Community Renewal Fund forming a partnership with Sharp futures and Yes Manchester.

8.0 Recommendations

8.1 Recommendations can be found at the front of the report.

9.0 Contributing to the Manchester Strategy

(a) A thriving and sustainable city

9.1 The Factory will accelerate economic growth in the region by playing an integral part in helping Manchester and the North of England enhance and diversify its cultural infrastructure and attracting clusters of related activities and extra visitors to the city, the scale and potential of development within St. Johns area will provide a major focus for new investment in the city and the growth of jobs.

(b) A highly skilled city

9.2 The Factory will make a direct contribution to the growth of creative industries, improve talent retention in the North, and reduce the dependency on London as the provider of creative industries training and employment. The Factory will develop partnerships with the cities leading higher education institutions and will further support the city's drive for high calibre graduate talent retention through job creation. The development of new enterprise floorspace will provide for the growth of new businesses within the city centre and contribute to developing a highly skilled enterprise business sector.

(c) A progressive and equitable city

9.3 The wider St. John's development will create a new neighbourhood which will encourage independent, niche and creative uses and businesses with new office, cultural, workspace and leisure development and in excess of 2,000 residential units, comprising apartments, live-work units and high rise living. The Factory will attract a younger, more culturally diverse audience, combined with expanded, more established arts audiences.

(d) A liveable and low carbon city

9.4 Cultural activities make an important contribution to community engagement and initiatives will be targeted at young people, underrepresented and disadvantaged groups.

(e) A connected city

- 9.5 St. John's will benefit from strong public transport links with both rail and Metrolink stations and a choice of multi-storey car parks for visitors. The development will be well served by new pedestrian walkways and cycle routes including the replacement Princes Bridge scheme. New public spaces and connections are proposed, which will significantly improve the environment of this part of the city centre.

10.0 Key Policies and Considerations

(a) Equal Opportunities

- 10.1 The Factory will over a decade help create net inward investments of 1,439 full-time equivalent jobs and an additional £1.1bn GVA. A significant employment and training programme will be developed to support local residents. The wider St. John's developments will provide significant private sector employment opportunities and 2,000 residential units, comprising apartments, live – work units and high rise living.

(b) Risk Management

- 10.2 Risk management is a key consideration in the procurement process for The Factory and the governance structure monitors an active Risk Register and risk reporting regime which will continue throughout the life of the project.

(c) Legal Considerations

- 10.3 Legal considerations are set out in the body of the agreement. The legal team will continue to provide support and advice to the project team to ensure appropriate contractual arrangements are in place to facilitate delivery of the project.

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 20 July 2021

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:

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Position: Governance and Scrutiny Support Manager
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Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

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

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

Date	Item	Recommendation	Action	Contact Officer
25 May 2021	RGSC/21/22 Updated Annual Property Report 2020/2021	To request that the Committee receive an update on the delivery of the projects funded through the Government Public Sector Decarbonisation Scheme at an appropriate time.	The Deputy Leader (Finance) agreed to provide this information to Members following the Committee's meeting in June 2021.	Cllr Craig
22 June 2021	RGSC/19/29 Future Shape of the Council	To request information on:- How the 27,000 residents figure that was used to illustrate digital exclusion in the city was derived and how accurate this is and what does it represent? What data is available? An assurance that Council systems are fully tested from the resident's perspective using domestic broadband and hardware. Particular	A response paper was produced by the Director of Customer Services and Transactions and circulated to Committee Members on Friday 9 July 2021	Julie Price

reference was made as to how the residents' parking scheme is working and issues faced by residents.

Access to licensing information about pubs and other licensed premises on the Council's website

The SAP and CRM replacement including timeline and costs

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 **12 July 2021**, 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>Strategic land and buildings acquisition</p>	City Treasurer (Deputy Chief	Not before 3rd Jul 2019		Checkpoint 4 Business Case &	Richard Cohen r.cohen@manchester.gov.uk

<p>2019/06/03B</p> <p>The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework.</p>	Executive)			Briefing Note	
<p>Strategic land and buildings acquisition 2019/06/03C</p> <p>The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2020		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
<p>Establishment of a multi-supplier framework for the supply of gas TC473 (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</p>	City Treasurer (Deputy Chief Executive)	Not before 1st May 2020		Report and Recommendation	Walter Dooley w.dooley@manchester.gov.uk

West based public sector funded organisation.					
<p>Oldham Road cycling route (2020/05/28B)</p> <p>The approval of capital expenditure to enable a feasibility study for development of a segregated cycling route along Oldham Road A62 from Thompson Street to Queens Road (intermediate Ring Road).</p>	City Treasurer (Deputy Chief Executive)	Not before 26th Jun 2020		Checkpoint 4 Business Case	Steve Robinson, Director of Highways steve.robinson@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 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>	City Treasurer (Deputy Chief Executive)	Not before 24th Jul 2020		Checkpoint 4 Business Case and briefing note	Nick Mason n.mason@manchester.gov.uk
TC1005 - Security	City Treasurer	Not before			Steve Southern

<p>Services- vary of contract with existing provider (2020/08/14C)</p> <p>Approval to vary the contract with the existing provider.</p>	(Deputy Chief Executive)	12th Sep 2020			s.southern@manchester.gov.uk
<p>TC701 - PPM and Reactive repairs of public buildings (2020/08/14D)</p> <p>To vary the contract with the existing provider.</p>	City Treasurer (Deputy Chief Executive)	Not before 12th Sep 2020			Steve Southern s.southern@manchester.gov.uk
<p>TC778 - Cashless Parking (2020/09/08B)</p> <p>To vary the contract with the existing provider.</p>	City Treasurer (Deputy Chief Executive), Chief Executive	Not before 7th Oct 2020		Report and Recommendation	Patricia Wilkinson, Group Manager - Parking & Bus Lane Enforcement p.wilkinson1@manchester.gov.uk
<p>Manchester City Centre Triangle (2021/01/14A)</p> <p>The approval of capital expenditure for the construction of a scheme to connect travel hubs in the city centre</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2021		Checkpoint 4 Business Case	Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk
<p>Financial approval of MCR Active Contract 2021/22 (2021/01/28A)</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2021		Report to Deputy Chief Executive and City Treasurer	Yvonne O'Malley, Commercial Lead; Neighborhoods yvonne.o'malley@manchester.gov.uk

Financial approval of third year of MCR Active Contract for period 1 April 2021 to 31 March 2022.					ov.uk
<p>Chorlton Library Refurbishment (2021/02/17C)</p> <p>The approval of capital expenditure for the refurbishment of Chorlton Library (Libraries Renewal Programme)</p>	City Treasurer (Deputy Chief Executive)	Not before 18th Mar 2021		Checkpoint 4 Business Case	Neil MacInnes n.macinnnes@manchester.gov.uk
<p>Provision of Postal Services TC514 (2021/03/10A)</p> <p>To seek approval to appoint a supplier/s to provide Postal Services to Manchester City Council.</p>	City Treasurer (Deputy Chief Executive)	Not before 8th Apr 2021		Confidential Contract Report with Recommendation.	Anna Caswell-Thorpe Anna.caswell-thorpe@manchester.gov.uk
<p>Collyhurst Regeneration - New Council Homes (2021/05/04A)</p> <p>The approval of capital expenditure to enable the delivery of New Council Homes in Collyhurst, together with associated</p>	City Treasurer (Deputy Chief Executive)	Not before 2nd Jun 2021		Checkpoint 4 Business Case	Keith Garner, Project Manager - Housing and Residential Growth keith.garner@manchester.gov.uk

infrastructure and public realm.					
<p>(TC145) Framework for the Provision of Financial Services (2021/05/11A)</p> <p>The appointment of provider(s) to deliver Financial Services Advice and Support.</p>	City Treasurer (Deputy Chief Executive)	Not before 11th Jun 2021		Report & Recommendation	Louise Causley louise.causley@manchester.gov.uk
<p>Provision of Citrix and AppSense licences and Support & Maintenance (2021/05/21B)</p> <p>To seek approval to award a contract to a single supplier for the provision of Citrix and AppSense Licences and Support and Maintenance.</p>	City Treasurer (Deputy Chief Executive)	21 Jun 2021		Confidential Contract Report with Recommendation	Mary Lynch, Head of ICT PMO mary.lynch@manchester.gov.uk
<p>Galleries Collection Housing Improvements (21/05/25)</p> <p>The approval of capital expenditure for the refurbishment of collection housing at Queens Park and Manchester Art Gallery.</p>	City Treasurer (Deputy Chief Executive)	Not before 25th Jun 2021		Checkpoint 4 Business Case	Neil MacInnes n.macinnes@manchester.gov.uk

<p>Riverdale estate maisonettes improvement work (2021/06/03B)</p> <p>The approval of capital expenditure for Riverdale Maisonettes Improvement Work, part of the Northwards Housing Programme.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 2nd Jul 2021</p>		<p>Checkpoint 4 Business Case</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>
<p>Resident and Business Digital Experience (RBDxP) (2021/06/04)</p> <p>The approval of revenue expenditure for Resident and Business Digital Experience (RBDxP), to transform the way the Council interacts with residents, businesses, and partners.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 4th Jul 2021</p>		<p>Checkpoint 4</p>	<p>Chris Wanley, Director of ICT chris.wanley@manchester.gov.uk</p>
<p>Parks in Partnership Fund (2021/06/10A)</p> <p>The approval of capital expenditure to carry out improvement works to Manchester's parks and green spaces that raise standards and sustainability</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 9th Jul 2021</p>		<p>Checkpoint 4 Business Case</p>	<p>Neil Fairlamb N.Fairlamb@manchester.gov.uk</p>

within parks, whilst widening participation, access and inclusivity					
<p>Removal of Elizabeth Yarwood Court from the Brunswick PFI contract (2021/06/11A)</p> <p>To approve the removal of Elizabeth Yarwood Court from the Brunswick PFI contract to facilitate mixed use development</p>	Executive	28 Jul 2021		Report to Executive	David Lord d.lord@manchester.gov.uk

3. Resources and Governance Scrutiny Committee - Work Programme – July 2021

Tuesday 20 July 2021, 2.00pm (Report deadline Friday 9 July 2021)				
Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Global Monitoring	To receive a report on global monitoring.	Councillor Craig	Carol Culley	
Delivery of public sector decarbonisation programme	To receive a report on the delivery of public sector decarbonisation programme	Councillor Rawlins	Carol Culley/Richard Munns	
Spend on Highways Maintenance and Road Safety	To include: <ul style="list-style-type: none"> high level table spend on road maintenance and safety over past 5 years and any key statistics on impact on the network Planned level of spend this year and the detail on the programme agreed and what is pending. What is in the budget in future years and what is not confirmed yet	Councillor Rawlins	Carol Culley/ Steve Robinson	
Updates on Town Hall and Factory including Social Value	To receive an update on the Town Hall and Factory including Social Value.	Councillor Leese Councillor Craig	Carol Culley	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Scrutiny Support	

**Tuesday 7 September 2021, 2.00pm
(Report deadline Thursday 26 August 2021)**

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Capital support for developments and regeneration	To include how MCC council resources are used to lever in others as part of the regeneration agenda, including our approach and the rules regarding Prudential Framework and PWLB.	Councillor Leese Councillor Craig	Carol Culley	
Income generation	<p>To include income generating contracts, commercial estate and the strategy for the return of NCP city centre car parks to the Council's control. To also 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 core services the Council provides for social reasons and those it provides solely to make profit; and <p>what other local authorities are doing around income generation which the Council could possibly look to emulate</p>	Councillor Craig	Carol Culley	

Spend and financing of external wholly owned organisations	To receive a report on spend and financing of external wholly owned organisations including Manchester Central. To include lessons learnt from Public Interest Reports .	Councillor Craig	Carol Culley	
Assurance review on capital delivery	To receive a report and action plan from the external assurance review.	Councillor Craig	Carol Culley	
Overview Report			Scrutiny Support	

**Tuesday 12 October 2021, 2.00pm
(Report deadline Friday 1 October 2021)**

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Equalities Strategy Implementation update	To consider a progress report following 6 months of the Equalities Strategy being implemented	Councillor Rahman	Deb Clarke Lorna Williams	
Revenue and Benefits	To receive an update including collection of business rates and council tax and ethical collection; update on Council Tax Scheme and resident support schemes and how this fits with the Council's anti-poverty agenda.	Councillor Craig	Julie Price	
Overview Report			Scrutiny Support	

Tuesday 9 November 2021, 2.00pm (Report deadline Friday 29 October 2021)				
Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Budget item	To be scoped.	Councillor Craig	Carol Culley	
Update on delivery of savings	To receive an update on the delivery on savings.	Councillor Craig	Carol Culley	
Overview Report			Scrutiny Support	

Tuesday 7 December 2021, 2.00pm (Report deadline Friday 26 November 2021)				
Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
S106 Annual Report and Update	<p>To receive and update report following Internal Audit's review of the new S106 governance arrangements and that this report includes the following information:-</p> <ul style="list-style-type: none"> An indication of affordable housing being provided from S106 contributions How Developers are encouraged to mitigate any harm from their developments Best practice and comparison of S106 arrangements with other GM local authorities; and <p>The S106 triggers for planning applications within the Deansgate Ward (Land Bounded By Chester Road,</p>	Councillor Rawlins	Julie Roscoe	Representatives from Neighbourhoods and Capital Programmes attend to help address the Committees concerns around the rate of spend of S106 agreements

	Mancunian Way And Former Bridgewater Canal Offices and Land Bound by Jackson Row, Bootle Street, Southmill Street and 201 Deansgate.			
Community safety spend	To receive a report on Community Safety spend.	Councillor Craig Councillor Akbar	Carol Culley/Sam Stabler	
Parks spend - capital & revenue	To receive a report on Parks spend.	Councillor Craig Councillor Akbar	Carol Culley/Neil Fairlamb	
Overview Report			Scrutiny Support	

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
Commercial activity	Precise Details to be confirmed	Councillor Craig	Carol Culley	
Contract Monitoring	Precise Details to be confirmed	Councillor Craig	Carol Culley	
Equalities Strategy Implementation update	To consider a progress report following 6 months of the Equalities Strategy being implemented	Councillor Craig	Deb Clarke Lorna Williams	
Highways Safety Capital spend	To receive a report that provides information on proposed investment in Highways Safety. To include planned funding for safety improvements around schools for 2021/22 onwards	Councillor Rawlins	Carol Culley Steve Robinson	
Future Strategy for City Centre Car Parks	To receive a report on the strategy for the return of NCP city centre car parks to the Council's control	Councillor Rawlins	Carol Culley Steve Robinson	
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	Councillor Craig	Julie Price	
Review of investments	Precise scope to be determined	Councillor	TBC	

being made by the Council into its Capital Strategy in terms of delivering future VFM post COVID19		Craig		
S106 governance arrangements	<p>To receive and update report following Internal Audit's review of the new S106 governance arrangements and that this report includes the following information:-</p> <ul style="list-style-type: none"> • An indication of affordable housing being provided from S106 contributions • How Developers are encouraged to mitigate any harm from their developments • Best practice and comparison of S106 arrangements with other GM local authorities; and <p>The S106 triggers for planning applications within the Deansgate Ward (Land Bounded By Chester Road, Mancunian Way And Former Bridgewater Canal Offices and Land Bound by Jackson Row, Bootle Street, Southmill Street and 201 Deansgate.</p>	Councillor Rawlins	Julie Roscoe	Representatives from Neighbourhoods and Capital Programmes attend to help address the Committees concerns around the rate of spend of S106 agreements
Income Generation	<p>To receive a more detailed report on income generation across key areas of the Council and include:-</p> <ul style="list-style-type: none"> • responses to queries around the shortfall in actual income for 2018/19 and the projected level of income to be generated in 2019/20 for Legal and Democratic Services; 	Councillor Craig	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>

	<ul style="list-style-type: none"> • future opportunities connected to innovative income opportunities; • distinctions between the amount of income generated from cores services the Council provides for social reasons and those it provides solely to make profit; and what other local authorities are doing around income generation which the Council could possibly look to emulate 			
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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