



Economy Scrutiny Committee

Date: Thursday, 8 December 2022

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

There will be a private meeting for committee members only from 1:45pm on Thursday, 8 December in Room 2006, Level 2, Town Hall Extension.

Everyone is welcome to attend this committee meeting.

Access to the Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension.

There is no public access from any other entrance.

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Membership of the Economy Scrutiny Committee

Councillors - Johns (Chair), Bell, Good, Moran, Noor, Raikes, I Robinson, Shilton Godwin and Taylor

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. [14.00-14.05] Minutes** 5 - 16
To approve as a correct record the minutes of the meeting held on Thursday, 10 November 2022.
- 5. [14.05-15.35] Living Wage City: Evidence Hearing** Verbal Report
To hear evidence from relevant guests with experience and expertise on the Living Wage and good work, which will contribute to the Committee's discussions on the two following reports.
- 6. [15.35-15.55] Living Wage City: Report Discussion** 17 - 26
Report of the Director of Inclusive Economy.

This report details Manchester Living Wage Action Group's work to become a Living Wage City, why this is important, and how we intend to continue promoting the real living wage in Manchester.
- 7. [15.55-16.25] The Greater Manchester Good Employment Charter** 27 - 52
Report of the Director of the Greater Manchester Good Employment Charter

This report provides an update on the work undertaken to create the Charter Implementation Unit and delivery mechanisms, how the Charter has been delivered and its impacts, and reflects upon the challenges the changing nature of work and the growth of the good employment moving in the current socio-economic climate, moving from the COVID-19 pandemic through to the current cost

of living crisis.

8. [16.25-16.30] Overview Report

53 - 70

Report of the Governance and Scrutiny Support Unit

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

Information about the Committee

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

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

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

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Smoking is not allowed in Council buildings.

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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 **Wednesday, 30 November 2022** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

Economy Scrutiny Committee

Minutes of the meeting held on Thursday, 10 November 2022

Present:

Councillor Johns (Chair) – in the Chair
Councillors Bell, Good, Moran, Noor, Raikes and Shilton Godwin

Also present: Councillors:

Apologies: Councillor I Robinson and Taylor

ESC/22/41 Minutes

Decision:

That the minutes of the previous meeting, held on Thursday, 13 October 2022, be approved as a correct record.

ESC/22/42 Economic Strategy Update

The Committee considered a report of the Strategic Director of Growth and Development, which provided an update on the development of a new Economic Strategy which sets out how the next phase of Manchester's growth can ensure that the city's economy is both high performing and drives a reduction in inequalities.

Key points and themes within the report included:

- The vision and key purposes of the Strategy;
- One option for the structure of the Strategy is to have five themes which sit around the core outcome of ensuring that Manchester's economy is one of the most high-performing, whilst reducing inequality. The other themes would include:
 - A strategic approach to development and investment
 - Thriving, productive and innovative sectors
 - World class infrastructure, places and talent
 - Zero carbon growth
 - Including more people in economic opportunity
- Engagement to be undertaken through roundtables and policy panels with leading economists; business engagement through the Business Sounding Board, Our Manchester Business Forum and Anchors Group; and partner engagement through the Our Manchester Forum and other relevant boards;
- A proposal to approach an external organisation to provide challenge and thinking about the future of economic growth in the city and how this can have the greatest impact on reducing inequality; and
- The Strategy will be scoped during autumn 2022 and will be formally developed in the first part of 2023 with formal approval in early summer 2023.

Key points and queries that arose from the Committee's discussion included:

- Commending the focus on economic growth;
- Whether there was an intention to focus on living costs, income and middle-tier jobs;
- The role of Manchester City Council both in the Greater Manchester region and wider North of England and the benefit of working in partnership to develop the economy;
- A need for a broader focus around socioeconomic barriers such as unemployment and disability to reduce economic inequality;
- How the objectives of the Strategy can be married with zero-carbon targets;
- The importance of considering the types of industries to attract to Manchester;
- Energy retrofitting, and how this was being undertaken for the Northwards housing stock;
- If any difficulties had been experienced with retrofitting listed buildings;
- How the Strategy would address negative externalities and impacts of growth; and
- What a 'resilient economy' looks like.

The Strategic Director of Growth and Development emphasised that the Council had a long-term approach to growth and that the Economic Strategy did not signify a fundamental change in the Council's focus. She highlighted that Manchester's economy was much stronger than 20 years ago and some of the issues it currently faced were very different, such as unprecedented demand for housing, which needed to be addressed, but the Council would continue to work in partnership with the markets, utilise its assets and take a strategic approach to development and attracting external funding. The Strategy would be owned collectively by stakeholders and developed inclusively to recognise the need for collaboration in addressing a potentially-challenging economic period.

The Strategic Director of Growth and Development acknowledged a need to examine living costs and income and commented that key enablers for work would be studied as part of work on the Strategy. It was also stated that Manchester has an increasingly-recognised national role and the Strategy needed to reflect the Council's position both within Greater Manchester and the wider region.

The Executive Member for Housing and Development commented that removing barriers to economic growth and investment which exacerbate inequality is a key objective for the Strategy.

Members were advised that significant work had been undertaken to retrofit Northwards housing stock, which had been brought back under Council ownership. The Executive Member and Deputy Executive Member for Housing and Development had recently visited properties in Harpurhey and Charlestown which would be retrofitted to zero-carbon standards. Other works included spending £83 million in recent years on energy improvements to Council-owned properties in North Manchester; providing energy advice to 2100 residents which saved an estimated total of £370k a year; insulating 1600 solid-wall properties; external rendering insulation to 14 high-rise blocks of flats; high and low-rise heat pumps to 580 homes; solar voltaic panels on 2350 roofs and homes; solar thermal panels on 8 retirement blocks; low-energy lighting to 300 blocks of flats; 11,000 homes with high-efficiency

condensing boilers; 12,000 homes with double glazing; 5000 homes with cavity wall insulation; 7000 homes with loft insulation; and securing external funding for these works.

In reference to listed buildings, it was highlighted that work is undertaken closely with the Planning and Listed Building Officers to ensure retrofits are sympathetic and appropriate to conservation areas where applicable. Some external works are inappropriate but works such as double glazing, door sealant and heat source pumps could be installed to improve energy efficiencies of listed buildings.

The Executive Member for Housing and Development recognised that more needed to be done and that the Council wanted all properties to be of a standard which meant it would be cheaper, safer and warmer for residents.

The Strategic Director for Growth and Development acknowledged the enormous cost of retrofitting the Council's housing stock and work was being undertaken to identify new and innovative ways to invest in sustainable retrofit and development. The Council was working on this with 3Ci, a partnership between Connected Places Catapult, Core Cities UK, London Councils and other local authorities across the UK, and other Core Cities.

Assurances were provided that the Council would seek to employ all possible levers to address challenges between growth and sustainability. The quality of development, businesses and sectors would be an important consideration and the definition of a 'resilient economy' would be established partly through the development of the Strategy and external challenge. The Strategic Director for Growth and Development explained that diversity between industries would be at the heart of the Strategy and help the resilience of the economy.

In response to a query as to how the Strategy would address negative externalities and impacts of growth, the Strategic Director of Growth and Development explained that Council-owned land and assets would be used to mitigate risk and meet the priorities and objectives of the Strategy.

Decision:

That the report be noted.

ESC/22/43 Poverty Strategy Update

The Committee considered a report of the Director of Inclusive Economy which provided an overview of the work undertaken to date to develop a refreshed Poverty Strategy, referred to as the Anti-Poverty Strategy in the report, for the city.

Key points and themes within the report included:

- Poverty remains a significant and complex problem for Manchester residents, is driven by many external factors and has persisted despite the best local efforts to reduce it.

- A significant amount of partnership work had been undertaken to deliver the 2017 Family Poverty Strategy over the past five years against a backdrop of health and economic challenges which highlighted and exacerbated poverty in Manchester;
- The new Anti-Poverty Strategy provided an opportunity to identify the impact of these challenges and extend the Strategy to cover all households with and without children;
- Conversations with key stakeholders and partners helped to shape the development of the new Strategy as well as understanding the lessons from the Family Poverty Strategy;
- An Equality Impact Assessment (EIA) was undertaken in June 2022 to identify how poverty impacted on different communities of identity. This indicated that all communities of identity were more likely to live in or experience poverty with the biggest impact felt by disabled residents, people from Black, Asian and Ethnic Minority backgrounds, the over 50's and people with one or more protected characteristics;
- The EIA has informed the engagement process of the Strategy, particularly with residents;
- There were 4 suggested priorities and actions to be included in the final strategy, which were subject to further refinement with our stakeholders as well as formal consultation:
 - Preventing Poverty
 - Mitigating Poverty
 - Pathways Out of Poverty
 - Good Governance and Effective Delivery
- The Manchester Anti-Poverty Strategy will sit under the Making Manchester Fairer Plan and will support the delivery of these priority actions, along with other key actions identified through the development of the Strategy;
- A formal online consultation on the draft strategy will be carried out in mid-December, with the final Strategy being taken to Executive in January 2023.

The key points and queries that arose from the Committee's discussion included:

- Welcoming the proposed priorities;
- How much focus was placed on prevention of poverty and relief that could be provided, given the context of the cost-of-living crisis;
- How targeted the evidence base was;
- How the outcomes and delivery of the Strategy would be measured;
- Commending the pathways out of poverty referenced in the Strategy;
- How long "breathing space" periods to pause enforcement against residents for non-payment of fines or other charges when they are accessing professional support or help would last;
- Whether the Council had considered reviewing the use of bailiffs for debt collection;
- How frequently members will receive progress updates on the work within the Anti-Poverty Strategy;
- Consultation with ethnic minority communities and the voluntary sector;
- Vagueness within Appendix 1 with regards to gender reassignment and what data the anecdotal evidence referred to in the appendix is based on;

- The stigma around the term 'poverty', and welcoming training provisions for frontline workers to recognise the signs of poverty;
- What actions were being taken to remove or address barriers to people using work as route out of poverty, such as childcare or transport; and
- Highlighting the importance of good quality work as a pathway out of poverty.

In introducing the item, the Deputy Leader of the Council explained that work had been undertaken to refresh the Poverty Strategy, which had been renamed the Manchester Anti-Poverty Strategy to demonstrate the Council's commitment to reducing and eradicating poverty within the city. The Strategy would form part of the Council's work on 'Making Manchester Fairer' and was an important piece of work given the challenges of the cost-of-living crisis. She highlighted that Manchester was ranked the 6th most deprived local authority in 2019 and 42% of children in the city live in poverty.

The Director of Inclusive Economy commented that the Council had access to both local and non-local levers to address poverty and a Family Poverty Strategy was already in place. She explained that the Anti-Poverty Strategy was devised by drawing on the Council's substantial evidence base, a literature review, and extensive targeted consultation.

The Director of Inclusive Economy concurred with members' comments on the importance of prevention and highlighted how the Council had amplified its response to the cost-of-living crisis. The Anti-Poverty Strategy would be positioned between this response and the Making Manchester Fairer Action Plan, which addressed the relationship between poverty and health inequity.

The Strategy and Economic Policy Manager explained that the evidence base for the Strategy was drawn from publications by organisations such as the Joseph Rowntree Foundation and the Resolution Foundation. Whilst the Council had a lot of data, it was acknowledged that it did not have a reliable overall measure of poverty at a Manchester-level. The data available provided a probability of characteristics and demographics of those who may experience poverty and work had been undertaken closely with the team working on Making Manchester Fairer.

In response to a query around measuring outcomes and delivery, the Strategy and Economic Policy Manager acknowledged difficulties in identifying trends and patterns between indicators of poverty and the actions taken as part of the Strategy. External circumstances would also affect the measurement of delivery and the focus would need to be on evaluating individual projects and their effectiveness.

The Deputy Leader of the Council explained that there had been significant engagement with Black, Asian and Ethnic Minority (BAME) groups through Covid-19 work and the Council was keen to build on this engagement as work progressed on the Anti-Poverty Strategy. The Strategy and Economic Policy Manager advised that there had been discussions with many organisations working with BAME residents and there would be a formal online consultation for all residents and group sessions with key organisations across a range of communities.

The Director of Inclusive Economy highlighted the Council's robust system for using bailiffs, particularly in cases where a resident is receiving council tax relief. She explained that the Strategy sought to address how good practice could be shared between the Council and partner organisations and create an aligned approach.

Clarification on how frequent progress would be updated to Economy Scrutiny Committee would be provided once the Strategy was live and there was a process for measuring progress. The work of the Strategy would also impact the information within the Economy Dashboard, which committee members received in their agendas.

The Deputy Leader of the Council concurred with members' comments around the stigma of poverty and its impact on mental health. She emphasised that the Council wanted to highlight the support and resources available for residents who may be struggling and this would be embedded into the final version of the Strategy.

In response to a member's query about what was being done to address issues such as childcare and travel, which could be a barrier to employment and getting out of poverty, it was explained that affordable and accessible childcare was a key component of the current Family Poverty Strategy to enable parents to access work. This would be continued in the new policy. The re-regulation of transport had already yielded benefits in terms of capped fares - £1 single for children & young people and £2 for adults. In addition, the Our Pass for young people had been important in enabling young people to travel across the conurbation for post-16 education and training of their choice.

In discussing the importance of good quality work, members were reminded that the next meeting of Economy Scrutiny would consider the Living Wage and Greater Manchester Good Employment Charter.

Decision:

That the report and proposed priorities for the Manchester Anti-Poverty Strategy be noted.

ESC/22/44 Revenue Budget Update

In introducing the item, the Chair proposed that item 8 – Growth and Development 2023/24 Budget Proposals – be discussed in conjunction with this item.

The Committee considered a report of the Deputy Chief Executive and City Treasurer which outlined the financial challenge facing the Council, the latest forecast position, and the next steps.

Key points and themes within the report included:

- The Council is forecasting an estimated budget shortfall of £44 million in 2023/24, £85 million in 2024/25, and £112 million by 2025/26;

- After the use of circa £16 million smoothing reserves in each of the three years, the estimated budget shortfall reduces to £28 million in 2023/24, £69 million in 2024/25 and £96 million by 2025/26;
- There remained a budget gap of £7 million to close to get to a balanced budget in 2023/24 despite proposals outlined in the report;
- The Council's funding from central government would be confirmed in the Provisional Finance Settlement, which was expected in late December 2022;
- The indicative medium-term position, planned use of reserves and the level of savings proposals to date;
- An assumed council tax increase of 1.99% per annum and Adult Social Care precept of 1% per annum;
- Indicative workforce reduction linked to savings proposals was anticipated to be managed through natural turnover and vacancies;
- Public consultation on the proposed council tax levels and savings and cuts measures would take place from early November 2022 until January 2023 and a full analysis would be reported to Budget Scrutiny in late February; and
- The next steps for the budget process.

The key points and queries that arose from the Committee's discussions included:

- Expressing disappointment at the budget cuts imposed by central government;
- Commending officers for maintaining a strong financial standing for the Council and continuing to support residents; and
- If and how a reduction of 70 FTE as outlined in the report would impact the workload of teams and services;

The Executive Member for Finance and Resources introduced the item by highlighting Manchester City Council as a well-managed and financially-responsible authority and stated that the budget shortfall was the direct result of ideological decisions taken by the government over the previous decade. He explained that the Council's budget had been unfairly cut by £428 million since 2010/11 and that if Manchester had received the average cuts to funding the city council budget would be £77 million per year better off.

Members were informed that the problem was not solely experienced by Labour Councils and a recent survey conducted by Grant Thornton found that 1 in 6 councils would run out of money in 2023/24.

The Executive Member for Finance and Resources provided assurances that the loss of 70 FTE would be through natural turnover and there would be no need for voluntary retirement or severance, meaning there would be little impact on the workload of officers and teams. The dedication and commitment of staff to the city enabled the Council to continue providing services for residents.

The Directorate Head of Finance highlighted that this was the first-stage of the process but more savings were needed to ensure a balanced budget. A report would be provided to Scrutiny Committees in January 2023 and a firmer position was anticipated then as the Autumn Statement and Finance Settlement would be released.

Decision:

That the report be noted.

ESC/22/45 Growth and Development 2023/24 Budget Proposals

The Committee considered a report of the Strategic Director of Growth and Development which outlined the priorities for the services within the remit of the Economy Scrutiny Committee and highlighted the initial revenue budget changes proposed by officers.

Key points and themes within the report included:

- The Growth and Development directorate was made up of City Centre Growth and Infrastructure, Strategic Development, Strategic Housing, Planning, Building Control and Licensing, Investment Estate, Manchester Adult Education Service (MAES), Work and Skills, Digital Strategy and Highways;
- The Growth and Development directorate has a gross budget of £35.5 million and generates £44.8 million in income;
- The Highways service has a gross budget of £25.1 million;
- Proposed savings for these services had been identified and amounted to £3.54 million over three years;
- Proposed savings and income generation included:
 - Additional income from Manchester Airport Group to the Investment Estate department, although this was dependent on meeting forecasted performance;
 - A saving of £170k once the former Gala Bingo building in Wythenshawe is disposed of and outstanding borrowing is settled;
 - Deletion of a vacant grade 4 post in the Strategic Housing department;
 - Generating increased income through Highways;
 - Deletion of two vacant posts within the Highways service and one Neighbourhood Liaison post;
 - Temporarily reducing gully cleansing for three years;
- There were no budget growth proposals or emerging pressures within the directorate;
- An overall reduction of 4 Full Time Employees (FTE) was anticipated as part of the savings proposals but this would be managed through natural turnover and deleting vacancies; and
- The directorate continued to be affected by Covid-19, particularly in the Investment Estate service, and work was ongoing to assess requests for rent holidays on a case-by-case basis.

The key points and queries that arose from the Committee's discussions included:

- The importance of the Work and Skills service and Manchester Adult Education Services (MAES) and how these were funded;

- Whether the Strategic Assets Management Plan would be scrutinised by Resources and Governance Scrutiny Committee;
- Greater Manchester Combined Authority's (GMCA) budget proposals and how these would affect Manchester City Council;
- Expressing concern over the proposal to temporarily stop gully cleansing;
- How temporarily reducing gully cleansing would save money;
- How the Council would continue to engage with neighbourhoods if it deleted the Neighbourhood Liaison Officer post as proposed;
- Suggesting that Highways Inspectors be concentrated in areas of regeneration;
- The impact of deleting the vacant post in the Highways Maintenance Team; and
- Whether the increased fee income from design and project management work, outlined in Appendix 1, was an external income generator or an internal cost.

The Executive Member for Housing and Development explained that the Growth and Development directorate was income-generated through assets, investment estate and new homes which helped to generate net income for the Council to support other services and wider work.

The Executive Member for Skills, Employment and Leisure highlighted the interconnectedness of budget cuts and that these would have knock-on impacts on different services and enabling the Council to achieve its priorities.

The Director of Inclusive Economy explained that the Adult Education budget was largely a central government budget and had been cut over the previous 10 years. MAES was funded by a portion of this budget which is devolved through GMCA but there had been no increase in this, which had resulted in MAES using reserves, particularly during the Covid pandemic. The number of teaching and non-teaching staff was reduced in 2021 as a result of this and this had been highlighted to GMCA and central government.

The Work and Skills service was part of the Core Cities budget, which had been reduced slightly in 2020 and no changes had been or were anticipated to be made to this budget.

In reference to GMCA's budget proposals, the Directorate Head of Finance advised members that there had been an indication on some of the financial support and charges from GMCA. This was not finalised and he endeavoured to address this outside of the meeting.

In response to a query regarding the Strategic Assets Management Plan, the Strategic Director of Growth and Development explained that this would bring together information, policies and procedures on the Council's assets and would provide a framework for decision-making as to how these assets would be used. The Plan would fall within the remit of the Resources and Governance Scrutiny Committee but a briefing note could be provided to members of Economy Scrutiny Committee, which the Chair welcomed.

The Leader of the Council welcomed the questions and challenge from the Committee. She commended the work and proposals of officers, who sought to prioritise the most vulnerable services and residents. She stated that the situation the Council faced was a result of an ideological attack faced by cities like Manchester and political choices and that this had informed the proposed budget cuts.

The Head of Network Management advised that the Highways service had undertaken significant work to identify what he referred to as the “least-disruptive” savings. He reiterated that the proposal was for the gully cleansing service to be halted for two years and to move to a risk-based approach. There had been significant investment into gully cleaning and highways repairs in recent years and this enabled useful data collection to inform the frequency of gully cleaning. The proposed approach would look at the resilient and key route networks, city and district centres and areas prone to flooding and identify the best way forward for the next two years. Reactive gully cleaning machines would still be in operation to quickly respond to key areas.

Assurances were provided that cycle lanes would continue to be cleaned as part of regular and scheduled inspections.

In response to a question around the Neighbourhood Liaison Officer post, it was acknowledged that the approach to communication and engagement with neighbourhoods required improvement and there was a proposal to work closely with Neighbourhoods teams to facilitate this.

The Head of Network Management commended the work of Highways Inspectors and assured members that utilities companies are held to account for any damage they cause to highways. They are required to rectify any damage and are fined if they do not comply. Highways worked closely with Planning Officers and developers to ensure the use of suitable materials in and improvements to and maintenance of surrounding areas of new developments. The Committee was reminded that a report on Highways would be considered at the meeting in January and would provide further information on this.

The Head of Network Management explained that increased fee income from design and project management work related to fees which are charged to internal projects for the design of improvement schemes. A benchmarking exercise had been undertaken and officers proposed a small uplift in fees in line with what other local authorities and private sector organisations charged. The Committee was informed that another benchmarking exercise had been undertaken around fees charged to developers and an increase was proposed for when developers want the Council to adopt roads or undertake highways improvements to junctions.

In response to the Chair’s question around the impact of the proposal to delete a vacant post in the Highways Maintenance Team, the Head of Network Management stated that this would have only a small impact around the timing of works. Officers were confident that the service would remain able to respond to issues in line with the code of practice and that safety would not diminish.

Decision:

That the report be noted.

ESC/22/46 Overview Report

The Committee considered a report of the Governance and Scrutiny Support Unit which provided details of key decisions within the Committee's remit, the work programme, responses to previous decisions and the Economy Dashboard.

Decision:

That the Committee note the report.

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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 8 December 2022

Subject: Living Wage City Update

Report of: Director of Inclusive Economy

Summary

This report details Manchester Living Wage Action Group's work to become a Living Wage City, why this is important, and how we intend to continue promoting the real living wage in Manchester.

Recommendations

The Committee is recommended to:

- (1) note Manchester's approach to increasing the number of residents being paid a real living wage;
 - (2) support the council in using all our levers, including procurement, land ownership, civic influence and place-based lead for health to increase the number of employers paying a real living wage; and
 - (3) support our ambition to increase the number of residents being paid a real living wage by promoting this work through members' own contacts and networks.
-

Wards Affected: All

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

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
Our work to expand the payment of a real living wage in Manchester is targeted at some of those sectors that employ a greater proportion of workers from different protected and disadvantaged groups.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Expanding payment of a real living wage in Manchester is an important part of our work to increase the quality of employment and create a more inclusive and equitable economy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Expanding payment of a real living wage in Manchester will provide more good quality opportunities that sustain our economic success.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Expanding payment of a real living wage in Manchester will improve outcomes for our lowest paid residents and contribute to tackling poverty in the city.
A liveable and low carbon city: a destination of choice to live, visit, work	None.
A connected city: world class infrastructure and connectivity to drive growth	None.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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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.

- *Manchester Work and Skills Strategy Refresh*, Economy Scrutiny Committee, 10 Feb 2022
- *Work and Health*, Economy Scrutiny Committee, 14 October 2021
- *Tackling Poverty Update*, Economy Scrutiny Committee, 9 Sep 2021
- *Living Wage Accreditation Update*, Resources and Governance Scrutiny Committee, 10 Jan 2019

1. Introduction

- 1.1. Economy Scrutiny Committee have requested a report detailing Manchester's work to become a Living Wage City. This report supports an evidence hearing being held at the same meeting by providing additional information on Manchester's journey to Living Wage City status and next steps towards implementing our newly adopted living wage action plan.

2. Background

- 2.1. In September 2021 Manchester announced our intention to become a Living Wage City. This followed work on Manchester's Family Poverty Strategy which had brought together a group of Manchester employers who shared our concern about poverty, and particularly child poverty, in the city. These employers spent the next 10-12 months developing an action plan that detailed how we would increase the number of residents being paid a real living wage, as well as the number of employers paying a real living wage
- 2.2. Following this work, in October 2022, we were recognised as a Living Wage City by the Living Wage Foundation. This means we can start our work to deliver our action plan over the next three years, supporting our strategic priorities to connect our residents to higher quality and higher paid employment, tackle poverty and reduce inequality and inequity. It also means we are licenced to use relevant branding and communications assets supplied by the Living Wage Foundation.
- 2.3. Economy Scrutiny Committee have received previous updates on our living wage work as part of wider reports looking at employment, poverty and health, however the topic has not been covered previously on its own.
- 2.4. The real living wage, set by the Living Wage Foundation and based on independent advice, is currently set at £10.90 per hour.

3. Why becoming a living wage city is important for Manchester

- 3.1. Some of Manchester's most significant problems are linked closely to poverty, and while worklessness and benefit dependency remain the main drivers of poverty in Manchester, we have seen an increase in in-work poverty in recent years. In-work poverty exists where people's income from employment (plus any benefits) does not adequately cover the basic costs of living that include food, warmth, and shelter. The impact of in-work poverty on individuals and families is, like all forms of poverty, manifested in reduced overall wellbeing, impacts on physical and mental health, educational attainment and other negative outcomes.
- 3.2. Raising household incomes is therefore a strategic priority for the city and is explicitly included in the Work and Skills Strategy, the Making Manchester Fairer Action Plan and will be included in the new Anti-Poverty Strategy. While raising the pay of people who are paid below the living wage is important in itself, we should also acknowledge that it is only a minimum standard and not a target that we should only meet but one which we must exceed.

3.3. Becoming a living wage city is an important step in increasing the number of people in Manchester being paid a living wage, as it means that we have successfully created a plan which the living wage foundation agrees will help us target and increase the number of employers paying the real living wage. Our Living Wage Place status also supports work taking place at a GM level, including city region living wage place accreditation and the GM Mayor’s Good Employment Charter.

4. Becoming a living wage accredited organisation

4.1. Organisations wishing to become accredited as living wage employers by the Living Wage Foundation must meet the following criteria:

- Pay a real living wage to all directly employed staff
- Have a plan in place to pay all contractors a real living wage
- Complete an application to the Living Wage Foundation

4.2. The requirement for employers to plan for how they will pay contractors a real living wage allows for the fact that some employers will have contracts in place that they will need to change and update over time as the contract terms expire or reach break points.

4.3. The benefits of accreditation are experienced by both the employer and their employees:

Employer benefits	Employee benefits
Improving the reputation of a business Increase motivation and retention rates of employees Differentiating them from other employees, particularly in recruitment Improving relations between employees and managers	Pay is more accurately related to living costs Increased resilience, allowing employees to save Greater job satisfaction Reduced stress about money

4.4. There is a wider net benefit to public services due to a reduction in financial hardship that can lead individuals and families into other problems such as housing insecurity or poor health.

5. Developing a Real Living Wage Action Plan for Manchester

5.1. To become a Living Wage Place, Manchester was required by the Living Wage Foundation to convene a Living Wage action group whose role was to collectively develop a three-year action plan to increase the number of living wage employers in the city.

5.2. The action group was required to be made up of organisations from each of the following categories:

- A local authority

- Anchor institutions (generally large employers linked to place e.g. universities, public sector employers etc)
 - Large private sector employers
 - Small-to-medium sized private sector employers
 - Third sector employers
 - An employers' network (e.g. a chamber of commerce or business improvement district)
 - Civil society organisation (e.g. a union, faith group or community organisation)
 - Citizens UK organiser or leader (if local chapter exists)
- 5.3. It is also a requirement of the Living Wage Foundation that participating organisations should be accredited living wage employers, or already paying the living wage and on the journey to accreditation.
- 5.4. In Manchester, the action group comprised senior leaders from anchor institutions and businesses who are living wage employers, who had previously engaged with the Council around social value and who demonstrated their commitment to this agenda through their corporate social responsibility practices. The anchors and businesses targeted to join the group were also those who had influence in their respective sectors.
- 5.5. In addition, sector champions were appointed based on their area of expertise and their capacity to support the development of the plan. For example, Factory International were appointed communications champion by the action group on the basis of their communications expertise and reach as a major cultural organisation in the city. The group in particular wanted to reach certain sectors where paying a living wage could have the greatest impact, such as hospitality and care.
- 5.6. The role of action group members is as follows:
- Lead Manchester's plans to become a Living Wage Place
 - Lead on the development and implementation of Manchester's Living Wage Place Action Plan
 - Set ambitious and achievable living wage targets for the city
 - Set ambitious and achievable living wage targets for their respective sectors
 - Advocate for the Living Wage and actively promote the living wage through communications activity to their own organisation, supply chain, wider sector and networks and across the city
- 5.7. The table below lists existing action group members, the sector they represent and where relevant, if they are a sector champion.

Organisation	Role
Manchester City Council	Public sector lead
The University of Manchester	Champion for Education and Public sector
Laing O' Rourke	Construction*

Greater Manchester Chamber of Commerce	Representative body for businesses
Bruntwood	Private Sector Champion (Property)
KPMG	Financial & Professional Services
Manchester International Festival (MIF)	Champion for Creative & Cultural and Communications Lead
Greater Manchester Mental Health NHS Foundation Trust	Health and Social Care
Manchester Community Central	VCSE Champion
Brighter Sound	SME Champion
One Manchester	Housing Champion
Unison	Trade Union Champion
Living Wage Foundation	Accrediting organisation
Citizens UK	Civil society

*denotes those organisations who are living wage employers but who are working towards accreditation.

- 5.8. To lead the development of the three-year action plan, action group meetings took place on a six-weekly basis over a 10-month period, with the purpose of collectively agreeing targets and actions for inclusion in the action plan. The Living Wage Foundation also joined the action group in their role as partner and critical friend, helping the group to strengthen their targets and reaffirm their commitment to the development and delivery of the action plan.
- 5.9. Manchester also worked with colleagues from Salford City Council, who are further ahead on their living wage journey, to learn lessons and best practice from their experience.

6. Manchester's Living Wage Action Plan

- 6.1. Our Living Wage Action Plan sets out ambitious and realistic targets and actions to:
- Increase the number of accredited living wage employers
 - Increase the number of living wage workers
 - Increase the number of people receiving a pay rise as a result of living wage accreditation

Targets

- 6.2. Targets were based on modelling work undertaken by the City Council's Performance and Research Team using data supplied by the Living Wage Foundation which allowed us to profile current accreditation growth, allowing us to consider the extra accreditations that the group could achieve and giving us an overall target.

6.3. The targets were adopted before the recent large increase in the Real Living Wage to £10.90ph, leading to some concern that many employers would struggle to meet the new real living wage. However, because UK Government has now also announced an increase in the national living wage to £10.42ph, we do not anticipate that this will be as significant an issue.

6.4. This table sets out the targets over the three years from the 2022 baseline:

Metric	2022 Baseline	2023	2024	2025
1. increase the number of accredited Living Wage employers whose main base is within Manchester <i>Date of data used for baseline</i>	162 15/03/2022	208	254	300
2. lift above the real Living Wage people employed or contracted by accredited Living Wage employers whose main base is within Manchester <i>Date of data used for baseline</i>	63,908 15/03/2022	82,055	100,202	118,348
3. Number of jobs uplifted to Real living wage from newly accredited Living Wage employers <i>Date of data used for baseline</i>	4,717 18/07/2022	6,056	7,396	8,735
4. increase the proportion of jobs in Manchester employed by accredited Living Wage employers whose main base is within Manchester. <i>Number of jobs in Manchester (BRES 2020 employees)</i>	15.7% 406,000	20.1%	24.4%%	28.8%
Supporting Target				
5. increase the proportion of Manchester residents paid the real Living Wage or above <i>Date of data used for baseline</i>	76.9% 2021 <i>provisional</i>	77.0%	77.2%	77.3%

Actions

6.5. Actions were designed to promote the living wage in target sectors and with target employers, mainly those sectors and employers that would have the greatest impact due to the number of who would be people in scope for an increase in pay. Following best practice from other arears, the Living Wage Action Plan is divided into two sections:

Strategic Framework

6.6. The Strategic Framework sets out the high-level priorities of the three-year action plan across the four key areas. They are:

- **Demonstrate leadership** - this includes implementing a strong governance structure to oversee the implementation of the plan as well as targets for low paying sectors such as social care and hospitality to increase the number of living wage employers.
- **Spread the word & open dialogue** – the communications strategy to promote and raise awareness of the Real Living Wage city wide to employers and residents.
- **Celebrate** – a high profile launch event in living wage week aimed at promoting the living wage to the city’s high-profile employers who are currently not accredited.
- **Evaluate & Innovate** - this includes collecting data over the three years to monitor the impact of the living wage.

Living Wage Place Three Year Delivery Plan

- 6.7. The Strategic Framework is underpinned by a three-year delivery plan. The delivery plan which is based on the headings of the strategic framework and sets out in greater detail the key actions and priorities that need to be undertaken to meet the priorities set out in the strategic framework. The plan also includes who from the action group will undertake this activity and the year in which that activity is required to take place.
- 6.8. A key feature of the plan is the focus on low paying sectors. Both the action group and individual action group members have been tasked with supporting these sectors to increase the number of accredited living wage players. As well as supporting the city’s most vulnerable workers who are often women and people from ethnic minority backgrounds who tend to work in low paying sectors; the focus on these sectors will also help the city tackle in-work poverty.

Approval and adoption

- 6.9. Once the targets and actions had been agreed by the action group, a detailed plan was drafted based on guidance and good practice examples provided by the Living Wage Foundation. The draft action plan was shared with the action group and the Living Wage Foundation for comment. This was subsequently finalised and submitted to the Living Wage Foundation at the beginning of the Summer.
- 6.10. The Living Wage Foundation welcomed and approved the three-year action plan making Manchester a Living Wage Place in September this year. Prior to formally granting Manchester Living Wage Place Recognition, all action group members were required to individually sign a license agreement which legally confirmed their commitment to the delivery of the city’s three-year action plan.
- 6.11. Manchester’s achievement as a Living Wage Place was officially marked at a civic ceremony at full Council on 5 October 2022, followed by a celebration event held at Manchester Art Gallery on 15 November 2022. The city’s journey to achieving Living Wage Place recognition took approximately 12 months - the expected timescale for a place to gain living wage place recognition.

7. Next steps

- 7.1. The next stage of Manchester's Living Wage journey is to implement the living wage action plan. To kickstart the delivery of the action plan, Year 1 of the action plan has been extracted from the main plan and has been developed into a project plan which sets each of the priorities, which action group members are responsible for delivering them together with the timescales for delivery.
- 7.2. Now that City Policy has completed work to develop the plan in partnership with our action group, implementation will be handed over to the Work and Skills Team who will take over responsibility for delivery. The Director of Inclusive Economy will remain as effective SRO. Meetings of the action group will restart early in the new year.

8. Conclusion

- 8.1. The adoption of Manchester's Living Wage Action Plan and our recognition of becoming a Living Wage Place is an important step towards achieving some of our biggest strategic priorities. The work of the action group over the next three years will help move some of our residents towards and into more highly paid work, and there is a role for the city to play in supporting and promoting this work to ensure its ongoing success.
- 8.2. This work is complemented by other measures we are taking to invest in skills and careers pathways primarily via the city's Work and Skills Strategy, and builds upon the minimum standard established by the real living wage. It also contributes to wider work that we support on the GM Good Employment Charter.

9. Recommendations

- 9.1. The Committee is recommended to:
 - (1) note Manchester's approach to increasing the number of residents being paid a real living wage.
 - (2) support the council in using all our levers, including procurement, land ownership, civic influence and place-based lead for health to increase the number of employers paying a real living wage.
 - (3) support our ambition to increase the number of residents being paid a real living wage by promoting this work through members' own contacts and networks.

10. Appendices

- 10.1. None.

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 8 December 2022

Subject: The Greater Manchester Good Employment Charter

Report of: The Director of the GM Good Employment Charter

Summary

On the 1 March 2019, The GMCA agreed to the establishment of a Greater Manchester Good Employment Charter, based on the model developed through co-design with employers, employees, trade bodies, unions, and academics. On the 31 May 2019, the GMCA agreed funding for the implementation of the Greater Manchester Good Employment Charter. Since then, work has been undertaken to create the Charter Implementation Unit and delivery mechanisms for the Charter. This work has been overseen by a steering group, and now Board consisting of business groups, trade unions, professional bodies, VCSE sector employers, public sector employers and academics. This report provides an update on this work, how the Charter has been delivered, its impacts and reflects upon the challenges the changing nature of work and the growth of the good employment moving in the current socio-economic climate, moving from the COVID-19 pandemic through to the current cost of living crisis. It will reflect:

- How the Charter will continue to create a good employment 'movement' in Greater Manchester, not only expanding its reach generally, but will focus on engagement with sectors that require the most support and development to improve employment practice.
- The Charter will continue to work with its partners to deepen the pool of supporting resource and provide a platform for the Good Employment community to spread and support good practice.
- How the Charter will work with partners to develop innovative approaches to good employment practice and to continually evolve and develop new solutions.

Recommendations

The Committee is recommended to note and comment on the report.

Wards Affected: All

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

None

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

The issues of equality, diversity and inclusion lie at the heart of the Greater Manchester Good Employment Charter and inform all the actions and activities undertaken by the Charter team. The achievement of *Good Employment* implicitly relies on the creation of fair opportunities, development and progression for all.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The GM Good Employment Charter's aim is to help create 'good' work across the City Region
A highly skilled city: world class and home grown talent sustaining the city's economic success	The creation of a city that is know for delivering good work and fair opportunities for all will help retain and attract skills and talent
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Equality Diversity and Inclusion in the workplace lies at the heart of the Charter's activities and mission.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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Background documents (available for public inspection):

None

1.0 Introduction

- 1.1 The Greater Manchester Good Employment Charter is a key partner for Manchester's Real Living Wage Campaign, Our Manchester Business Forum and the Work and Skills Team more generally in driving up good employment practice across the city.

2.0 Background

- 2.1 On 1 March 2019, the GMCA agreed to the establishment of a Greater Manchester Good Employment Charter predicated on the model developed through co-design with employers, employees, trade bodies, unions, and academics. On 31 May 2019, the GMCA agreed funding for the implementation of the Greater Manchester Good Employment Charter.
- 2.2 The agreed Charter framework set out seven headline 'characteristics' of good employment:
- The Real Living Wage
 - Secure Work
 - Flexible Work
 - Good Management
 - Employee Engagement & Voice
 - Recruitment
 - Health & Wellbeing
- 2.3 The Charter Framework also set out the notion of three progressive membership tiers:
- Supporter
 - Member
 - Advocate
- 2.4 Once resources were secured at the end of May 2019 a small team (3.5fte) was recruited, hosted by the Growth Company, to form the independent Charter Implementation Unit. Subsequently in July 2019, the Charter's Supporters' network was launched, attended by c.200 employers and stakeholders.
- 2.5 In September 2019, a pilot group of c.20 employers was formed to work with the Unit to consider and develop draft membership criteria for the seven characteristics. This group worked through to November 2019. Also in September 2019, the Unit held its first monthly Supporter Network event (on mental wellbeing) attracting c.60 employers.
- 2.6 At the end of November 2019, the Unit held the 'Setting the Standards' working conference, where supported by ACAS and Manchester and Manchester Met Universities, c.100 delegates worked across 18 working groups to consider the work of the employers' pilot group and further refine the

Charter's membership criteria. The Greater Manchester Mayor attended the feedback session of the conference.

- 2.7 In December 2019, the Charter Steering Group agreed the final membership criteria and the following month (Jan 2020) at the GM Chamber of Commerce, the Membership Tier of the Charter was launched with c.200 guests, and the first six members of the Charter were announced.
- 2.8 In January 2020 the Charter Steering Group transitioned to the Charter Board which was formed on the basis of tripartite representation with representatives from private sector employers (3), public sector employers (2), third sector employers (2), trades unions (3), independent experts (3 – ACAS, CIPD, MMU) and chaired by the GMCA.

3.0 Main issues

- 3.1 Since the membership launch at the beginning of 2020, the Charter has grown to reach around 1,300 employers, including over 450 supporters and 76 full members, covering in excess of 400,000 employees. This is a 250% increase in the number of supporter organisations since July 2021. To note, the impact of the COVID pandemic has undoubtedly affected the degree to which the Charter could engage with prospective new Supporters and sectoral representatives. A full breakdown of Supporters and Membership, including specific details for Manchester City Council can be found in the Appendix.
- 3.2 The [Charter website](#) details the events/webinars delivered and blogs published that highlight examples of topical issues or innovative practice. To date, there have been three series the Charter's podcast 'Good Employment Chatter', with each season centred around particular theme, most recently Equality, Diversity, and Inclusion.
- 3.3 The inaugural Good Employment Charter Awards were held in March 2022, with awards awarded to employers across the different characteristics of the Charter. This was a celebration of employment excellence as demonstrated by supporters and members and entries for the 2023 awards have now opened.
- 3.4 We have also developed our peer learning capacity for supporters and members in the Charter, building a community through 'Share and Learn' Cohorts of employers who aren't currently at membership level who take part in a series of workshops to disseminate best practice, facilitated by the Charter Unit.
- 3.5 There are plans in development for a 'Good Employment Week' to be held in June 2023, designed to respond to the *demand* side of good employment, chiefly to improve awareness of the Charter and of the concept of a 'good job' to employees and residents across the city region. Activity is planned across GM, with sponsors already secured.
- 3.6 With the support of key partners such as ACAS, CIPD, GMH&SCP, GreaterSport, Timewise, the Living Wage Foundation and others, we have

produced and corralled a range of good employment resources and toolkits covering all Characteristics and equality issues.

- 3.7 The first two years of full operation has also allowed effective systems to be developed and introduced to provide robust, credible, and effective assessment processes and mechanisms to ensure that Charter Members have reached the standards set out in the membership criteria and understand that the development process is continual.
- 3.8 To strengthen the quality assurance and governance of the Charter, and in addition to the Board, an independent and highly qualified Technical Assessment Panel has been created to support the membership assessment process. Assessment for membership is a robust and time intensive initiative and we have decided to bring in external HR expertise to support the work of the technical panel in producing recommendations to the board for membership.
- 3.9 Over the past year the Charter has become established as a key GM policy tool. It is referenced in several other funded programmes and policies, including the revised GM Social Value Framework and will play a key part in the aspiration of making Greater Manchester a real Living Wage City region. It has also featured prominently in the discussions at the Independent Inequalities Commission. Employer referrals are now being received through a number of routes to the Charter.
- 3.10 The Charter also features prominently in the joint commitment made by GM leaders at the 'New Era' event held in March 2022. There was an agreement to ensure that all service providers of procured and commissioned services by public authorities across Greater Manchester would be a supporter of the Good Employment Charter, or equivalent if based outside of the city region. Discussions are ongoing and progress being made with procurement leads and trade unions to ensure that this commitment is fulfilled in a practicable way, cognisant of the resource available to the Charter Unit and to local authorities.
- 3.11 In combination, the increasing demands placed on the Charter have been reflected in an increased GMCA budget allocation as part of the COVID Recovery plan that has allowed the Charter Unit to grow with two further Good Employment Advisers and a Business Administration apprentice joining the team, enabling the Charter to have a broader and deeper impact through to April 2023.
- 3.12 Further resources will be sought moving forward to develop increased sectoral and geographic engagement as well as to support procurement colleagues to develop their approach to including employment related conditions as part of public procurement activities.

4.0 Supporting an inclusive economy

- 4.1 During the 2020 four broad priorities emerged through the challenges of the COVID-19 pandemic for the Good Employment agenda
- Increasing Inequalities across all domains
 - Increased demand for truly Flexible Working
 - The need for increased capacity and more effective Line Management and Leadership
 - A constant focus on Health and Wellbeing

These priorities remain valid and over the last two years the Charter has worked on these four areas and developed and delivered content to support employers in addressing these key issues and moving forward will continue to work with partners to maintain a focus on them into the 'recovery' phase.

- 4.2 Following the recommendations of the Inequalities Commission and Marmot reports the Charter has developed strong engagement with the equality panels and continues to create partnership programmes, events, and materials to help employers address their practices across gender, ethnicity, disability and LGBTQ+ issues.
- 4.3 The Charter team is specifically engaged with the Nighttime Economy Adviser and Marketing Manchester colleagues in considering the development of a specific thread of good employment standards that will aim to address some of the particular challenges that face the hospitality sector and employees. This is part of a renewed focus on sectors and employers in the 'Foundational' or 'Everyday' economy in which low pay has traditionally been prevalent. This includes bespoke engagement with the Early Education sector following a workshop held in October 2022.
- 4.4 Working in partnership with the recently formed Greater Manchester Integrated Care and the GM Workforce Collaborative, the Charter has recently secured funding to establish and support a specific Community of Practice for primary care providers, which will help them develop their employment practices to become full members of the Charter.
- 4.5 The Charter is playing a central part in the real Living Wage Region Campaign, and routinely engages all employers in discussions around the real living wage and remuneration more broadly, especially around sick pay provision. The Charter requires members to fulfil the Real Living Wage criteria as set out by the Real Living Wage Foundation.
- 4.6 In terms of flexible working the Charter is working closely with Timewise to develop a suite of resources to understand the flexible working landscape in GM as well as providing bespoke resources to support employers navigate the challenges of hybrid working across all sectors.
- 4.7 Together with ACAS and CIPD the Charter has developed a programme to support managers to deal with the changing nature of work. The Soft Skills for Hard Times campaign is aimed at line managers highlighting the golden thread they provide in binding the aspects of good employment together. This

work has led on to a further workstream around Leadership for Good Employment – which is supported on a pro-bono basis by Gillian Drakeford, ex-CEO of IKEA UK.

- 4.8 The Charter is a key partner of MMU's, Good Employment Learning Lab project which is an excellent additional element to bring to this agenda and will greatly support the understanding of the best mechanisms to build managerial capacity across the city.

5.0 Charter Development

- 5.1 Now that the Charter has established its brand, positioning and profile within the GM architecture, a balance will now need to be struck between the quantity and quality of its interactions with employers, partners, and supporters.
- 5.2 The number and scale of employers involved with and supporting the Charter is important as it provides an indication of broad engagement and lends credibility to the notion of a 'movement' and extended networks. However, moving forward scale of employer engagement cannot be the only indicator of success and the impact of the Charter must become as important as it reach.
- 5.3 The Advocate tier as originally set out in the 2019 Framework will now be used as a mechanism to engage individuals on a peer to peer – employer to employer basis to advocate and support employers deal with particular challenges or those that are found in particular sectors.
- 5.4 Currently through our event and webinar series, coupled with the publication of blog posts, the Charter provides a platform for employers to highlight their changing and good practice across a range of areas. This reporting of lived experience is highly valued by Supporters and Members, but is it carried out in an ad hoc manner.
- 5.5 This changing landscape also applies to the Charter's Membership criteria which is continually under review through a standing subgroup of the board, charged with ensuring that the characteristics of the Charter remain live to the changing world of work. The Board agreed to revise the previous 'real Living Wage' criteria, which has been broadened to consider remuneration in the round. As such, the membership criteria now includes provisions for sick pay.
- 5.6 Moving forward the ambition is to be far more focused and deliberate about how we capture case studies to highlight learning and innovation in employment practice. To deliver this we will be dedicating specific resources to building a library of good practice / lessons learned case studies that will be underpinned by supporting resources and contacts.

6.0 Building Credibility & Resilience

- 6.1 During its first two years of operation the Charter has built a range of processes and tools to ensure that recognition as a Supporter and Member is

a robust and credible process. This is, by its nature, an iterative process and is constantly under review.

- 6.2 As the Charter moves forward there is a need to build further on these processes to retain the value and credibility associated with the Charter marque. Two areas will need to be developed over the coming months:
- A mechanism to ensure that Supporter Employers are continuing to progress towards Member status, and
 - A review that ensures Charter Members are continuing to meet the membership criteria.
- 6.3 It is proposed in the original Charter framework that Supporters would be formally reviewed on an annual basis and that members would undergo a review every three years. The Membership review will need to be carried out 'in person' with the same level of detail as the original accreditation process. Supporter reviews will be more demanding as they are greater in volume and more frequent and are unlikely to be carried out 'in-person' without significant staffing resources.
- 6.4 An alternative approach is the notion of a digital diagnostic which was partially inspired by the ACAS Model Workplace toolkit which breaks down various elements of good employment and after ten or so simple questions provides an overview of the areas and resources that will assist the employer to become better equipped in that area.
- 6.5 The digital diagnostic required for the GM Good Employment Charter will need to probe the seven Characteristics in a similar way and highlight areas of progression but importantly those that need further work. It will be important that the diagnostic is simple and short enough to ensure that it does not become a burden and is suitable for all types of employers (Private, Third, Public, Small, Medium, Large).

7.0 Evaluation of the Charter

- 7.1 Manchester Metropolitan University (MMU) have produced a two-part evaluation into the first year of the Charter, examining both the motivations and experience of Charter 'leads' – those who took their organisation through the process of becoming either a supporter or member – and employees in Charter organisations on their experience of good employment. The findings from the evaluation were broadly positive, with some suggested next steps and recommendations on how to improve the reach and impact of the Charter.
- 7.2 MMU have also produced a 'toolkit' designed for other regional or local authorities outside of GM who are interested in designing, implementing, and resourcing their own voluntary initiative to improve employment conditions in their locality and recognise best practice. The toolkit does not present GM as the exemplar but instead provides some learning for other areas to factor into their policy development. This will be another tool to use in working with other

areas and regions to encourage a consistency to definitions of good and fair work.

- 7.3 The Evaluation Reports and Toolkit can be found here: [Research: Greater Manchester Good Employment Charter | Manchester Metropolitan University \(mmu.ac.uk\)](https://www.mmu.ac.uk/research/greater-manchester-good-employment-charter)

8.0 Recommendations

- 8.1 The Committee is recommended to note and comment on the report.

9.0 Appendices

- 9.1 Appendix 1 – Manchester City Council GMGEC Data at 24 November 2022

**Manchester City Council
Economy Scrutiny Committee 8 December 2022**

Greater Manchester Good Employment Charter

Greater Manchester Total of Supporters & Members Based on LA

Local Authority	Member	Supporter	Grand Total	%age
Bolton	5	20	25	5%
Bury	3	14	17	4%
Manchester	35	156	191	41%
Oldham	1	11	12	3%
Rochdale	3	18	21	4%
Salford	5	43	48	10%
Stockport	6	41	47	10%
Tameside	1	14	15	3%
Trafford	5	30	35	7%
Wigan	2	18	20	4%
Out of Area		38	38	8%
Grand Total	66	403	469	100%

Greater Manchester No of Supporters & Members Based on Sector

Sector	Member	Supporter	Grand Total
Agriculture, Forestry and Fishing		2	2
Business, Financial and Professional Services	16	65	81
Construction and Property	8	43	51
Creative, Digital and Technology	5	48	53
Education and Training	5	20	25
Energy and Utilities	2	7	9
Engineering	1	10	11
Green Technologies and Services		6	6
Health and Social Care		45	45
Hospitality, Tourism and Sport		25	25
HR and Recruitment	2	14	16
Legal Services	1	10	11
Manufacturing	4	24	28
Public Administration and Defence	7	5	12
Retail and Wholesale	1	16	17
Service Activities	3	12	15
Third Sector and Charity	7	41	48
Transportation and Logistic	3	8	11
Waste Management & Treatment	1	2	3
Grand Total	66	403	469

Greater Manchester Good Employment Charter				
Manchester Local Authority-Based Supporters and Members				
				24/11/2022
Status	Organisation Name	Business Sector	Total Employees	Number of Employees in Greater Manchester
Registered Supporter	Absolute Body Solutions Manchester city centre ltd	Health and Social Care	2	2
Registered Supporter	Adaptation Supplies Limited	Business, Financial and Professional Services	7	7
Registered Supporter	Adept Corporate Services	Service Activities	152	140
Registered Supporter	AECOM	Engineering	6,851	474
Registered Supporter	AEW Architects & Designers Ltd	Construction and Property	60	
Registered Supporter	Agent	Creative, Digital and Technology	39	8
Registered Supporter	Agent Academy CIC	Education and Training	5	1
Registered Supporter	AllCall Group Limited	Business, Financial and Professional Services	34	34
Registered Supporter	AND Digital	Creative, Digital and Technology	1,050	140
Registered Supporter	Antz Network	Business, Financial and Professional Services	3	2
Registered Supporter	ANTZ UK	Business, Financial and Professional Services	5	5
Registered Supporter	Apex Engage Ltd t/a The Insights Family	Creative, Digital and Technology	68	65

Registered Supporter	Arawak Walton Housing Association	Construction and Property	36	36
Registered Supporter	Armour Care Services Ltd	Health and Social Care	8	8
Registered Supporter	Automedi	Green Technologies and Services	6	3
Registered Supporter	Axiom Marketing Services Ltd	Manufacturing	50	45
Registered Supporter	BankiFi Technology Limited	Creative, Digital and Technology	40	15
Registered Supporter	BDP	Construction and Property	1,000	219
Registered Supporter	Bedspace Resource Ltd	Health and Social Care	250	47
Registered Supporter	Beeta Tech	Creative, Digital and Technology	8	8
Registered Supporter	Beever and Struthers	Business, Financial and Professional Services	200	150
Registered Supporter	Best Clean Direct Ltd	Service Activities	10	9
Registered Supporter	Better Health MCR Ltd	Health and Social Care	126	120
Registered Supporter	betternotstop & The Better Business Network	Business, Financial and Professional Services	4	4
Registered Supporter	Blackjack Beers Limited	Manufacturing	10	10
Registered Supporter	Blue Chip Marketing	Business, Financial and Professional Services	23	18
Registered Supporter	Blueprint Partnership Limited	Business, Financial and Professional Services	38	27
Registered Supporter	Brabners LLP	Legal Services	415	180

Registered Supporter	Breathworks Foundation	Third Sector and Charity	14	8
Registered Supporter	Brewin Dolphin	Business, Financial and Professional Services	2,000	60
Registered Supporter	Brighter Sound Limited	Creative, Digital and Technology	12	8
Registered Supporter	BrightHR	HR and Recruitment	210	210
Registered Supporter	Broomwell HealthWatch Ltd	Health and Social Care	70	70
Registered Supporter	Cadent Gas Ltd	Green Technologies and Services	6,000	1,250
Registered Supporter	Career Connect	HR and Recruitment	300	58
Registered Supporter	Careerpass Network (GradTouch Ltd)	HR and Recruitment	34	10
Registered Supporter	Caribbean & African Health Network (CAHN)	Health and Social Care	28	27
Registered Supporter	Carlisle Support Services Group Limited	Business, Financial and Professional Services	4,200	
Registered Supporter	Chiesi Limited	Retail and Wholesale		
Registered Supporter	Civic Engineers	Engineering		
Registered Supporter	CloudM	Creative, Digital and Technology	88	41
Registered Supporter	Community Led Initiatives CIC	Third Sector and Charity	50	35
Registered Supporter	Creative Concern	Creative, Digital and Technology	23	23
Registered Supporter	CSG Utilities Limited	Energy and Utilities	8	8

Registered Supporter	D55 Limited	Creative, Digital and Technology	21	4
Registered Supporter	Daisy-Fieldz Care Services Ltd	Health and Social Care	40	40
Registered Supporter	Dakota Hotels	Hospitality, Tourism and Sport		
Registered Supporter	Down at the Social	Creative, Digital and Technology	9	9
Registered Supporter	Dr Fertility Limited	Health and Social Care	11	11
Registered Supporter	Drinks of Manchester Ltd T/A Spirit of Manchester Distillery and Three Little Words	Hospitality, Tourism and Sport	52	52
Registered Supporter	Ear to the Ground	Creative, Digital and Technology	84	77
Registered Supporter	Eastlands Arena Ltd (Co-op Live)	Hospitality, Tourism and Sport	6	5
Registered Supporter	ECG Facilities Services	Construction and Property		
Registered Supporter	Engage Care Services Ltd	Energy and Utilities	50	50
Registered Supporter	EPR Architects	Construction and Property		
Registered Supporter	Erlson Precision Holdings Ltd	Manufacturing	258	108
Registered Supporter	ESP Recruit	HR and Recruitment	16	16
Registered Supporter	Evergreen Energy Ltd	Energy and Utilities	68	55
Registered Supporter	Evergreen Health Solutions Ltd	Creative, Digital and Technology	82	52
Registered Supporter	EY	Business, Financial and Professional Services	20,270	680
Registered Supporter	Fairfield Recycling	Waste Management & Treatment	9	9

Registered Supporter	First Manchester Limited	Transportation and Logistic	484	484
Registered Supporter	Flair Rugs	Retail and Wholesale	124	124
Registered Supporter	Getir	Retail and Wholesale	2,500	300
Registered Supporter	Go North West Limited	Transportation and Logistic	525	525
Registered Supporter	Graduate Prospects	HR and Recruitment	87	
Registered Supporter	Grayce	Business, Financial and Professional Services	600	200
Registered Supporter	Greater Manchester Football Club	Hospitality, Tourism and Sport	37	37
Registered Supporter	Greater Manchester Health and Social Care Partnership	Health and Social Care	340	340
Registered Supporter	Greater Manchester TreeStation Ltd	Agriculture, Forestry and Fishing	30	27
Registered Supporter	Gym 72 Ltd	Hospitality, Tourism and Sport	2	2
Registered Supporter	Halle Concerts Society	Creative, Digital and Technology	125	125
Registered Supporter	Halls Furnishings t/a LOFT Interiors	Retail and Wholesale	108	90
Registered Supporter	Hawkins Brown Architects LLP	Construction and Property	282	-
Registered Supporter	Health Assured Ltd	Health and Social Care	225	150
Registered Supporter	HideOut Youth Zone	Third Sector and Charity	55	55
Registered Supporter	Hive Projects	Business, Financial and Professional Services	15	9
Registered Supporter	Holiferm Limited	Manufacturing	35	20

Registered Supporter	HOME	Hospitality, Tourism and Sport	155	155
Registered Supporter	Hotel Brooklyn MCR	Hospitality, Tourism and Sport	68	68
Registered Supporter	HR Dept Trafford and Warrington	HR and Recruitment	6	6
Registered Supporter	Huey Games Ltd	Creative, Digital and Technology	17	9
Registered Supporter	Independent Choices Greater Manchester	Third Sector and Charity	5	5
Registered Supporter	Intechnica Group	Creative, Digital and Technology	150	100
Registered Supporter	J'adore Models LTD	Service Activities	14	14
Registered Supporter	JLES Group Limited	Construction and Property	50	20
Registered Supporter	Jones Bros Ruthin (Civil Engineering) Co Ltd	Engineering		
Registered Supporter	Just Bee Drinks Limited	Manufacturing	7	7
Registered Supporter	Keolis Amey Metrolink	Transportation and Logistic	850	850
Registered Supporter	Kimpton Clocktower Hotel	Hospitality, Tourism and Sport	212	212
Registered Supporter	Kuit Steinart Levy LLP t/a Kuits Solicitors	Legal Services	192	192
Registered Supporter	LGBT Foundation	Third Sector and Charity	55	55
Registered Supporter	Little Lion Research Limited	Business, Financial and Professional Services	2	2
Registered Supporter	Macdonald Manchester Hotel	Hospitality, Tourism and Sport	150	150
Registered Supporter	Manchester Airport Group	Hospitality, Tourism and Sport	19,000	19,000

Registered Supporter	Manchester Central Convention Complex LTD	Hospitality, Tourism and Sport	103	103
Registered Supporter	Manchester Construction Group Limited	Construction and Property	150	150
Registered Supporter	Manchester Health and Care Commissioning (MHCC)	Health and Social Care	365	365
Registered Supporter	Manchester Law Society	Legal Services	3	3
Registered Supporter	Manchester Pipe and Site Services Limited	Energy and Utilities	2	2
Registered Supporter	Manchester Settlement	Third Sector and Charity	32	32
Registered Supporter	Manchester University NHS Foundation Trust	Health and Social Care	28,000	28,000
Registered Supporter	Manna Baruch Hospitality Limited	Hospitality, Tourism and Sport	12	12
Registered Supporter	Maximus UK	Education and Training	2,100	42
Registered Supporter	MC2 Manchester Ltd.	Construction and Property	-	-
Registered Supporter	McKenna Brothers	Creative, Digital and Technology	40	40
Registered Supporter	MCRactive	Creative, Digital and Technology	44	
Registered Supporter	Merco Facilities Services	Service Activities	90	82
Registered Supporter	Mighty Giant	Creative, Digital and Technology	6	6
Registered Supporter	Mike Pye Marketing Ltd	Creative, Digital and Technology		2
Registered Supporter	Oddsphere Limited t/a Shipster	Creative, Digital and Technology	15	15
Registered Supporter	One Heritage Group PLC	Construction and Property	22	20

Registered Supporter	Paus TV	Creative, Digital and Technology	6	4
Registered Supporter	Peninsula Business Services Ltd	Business, Financial and Professional Services	1,100	750
Registered Supporter	People First Housing Association	Health and Social Care	17	17
Registered Supporter	Pharmaco Chemists	Health and Social Care	18	18
Registered Supporter	Plumber Manchester Group Ltd	Energy and Utilities	2	2
Registered Supporter	Praetura Group Ltd	Business, Financial and Professional Services	101	101
Registered Supporter	PwC LLP	Business, Financial and Professional Services	24,523	1,320
Registered Supporter	Reason Digital	Creative, Digital and Technology		
Registered Supporter	Resource Solutions	HR and Recruitment	4,000	130
Registered Supporter	REWARD FINANCE	Business, Financial and Professional Services	49	19
Registered Supporter	Roma Finance	Business, Financial and Professional Services	41	36
Registered Supporter	Royal Exchange Theatre	Hospitality, Tourism and Sport	102	102
Registered Supporter	RSK Environment Limited	Engineering	250	35
Registered Supporter	Ryder Architecture	Creative, Digital and Technology	300	12

Registered Supporter	Sellick Partnership	HR and Recruitment	103	52
Registered Supporter	Shaping Cloud Ltd	Creative, Digital and Technology	21	13
Registered Supporter	Singleton Clamp & Partners	Business, Financial and Professional Services	39	23
Registered Supporter	South Manny Flavaz Ltd	Hospitality, Tourism and Sport	20	7
Registered Supporter	Sow the City	Agriculture, Forestry and Fishing	7	7
Registered Supporter	Stagecoach Manchester (GM Buses South Ltd)	Transportation and Logistic	2,166	2,166
Registered Supporter	Staycity Piccadilly ApartHotels	Hospitality, Tourism and Sport	52	52
Registered Supporter	Strive Consulting Services Ltd t/a Strive Sales	HR and Recruitment	22	20
Registered Supporter	The Calico Group	Construction and Property	700	700
Registered Supporter	The Christie NHS Foundation Trust	Health and Social Care	3,159	3,159
Registered Supporter	The Coders Guild	Creative, Digital and Technology	15	2
Registered Supporter	The LTE Group	Education and Training	4,200	4,200
Registered Supporter	The Modern Milkman	Service Activities	230	160
Registered Supporter	The Modular Analytics Company	Business, Financial and Professional Services	21	5
Registered Supporter	The Mustard Tree	Third Sector and Charity	44	39
Registered Supporter	The Oglesby Charitable Trust	Third Sector and Charity	2	2

Registered Supporter	The Warehouse Project	Hospitality, Tourism and Sport		
Registered Supporter	theEword Ltd	Creative, Digital and Technology	9	8
Registered Supporter	TNEI Group	Engineering	79	31
Registered Supporter	Trust Renewables Ltd	Green Technologies and Services	4	4
Registered Supporter	Turley Associates Limited	Business, Financial and Professional Services	248	80
Registered Supporter	University of Manchester	Education and Training	15,000	15,000
Registered Supporter	Urban Splash	Construction and Property	350	60
Registered Supporter	Vector Homes Ltd	Green Technologies and Services	4	3
Registered Supporter	WellbeingandErgonomics	Service Activities	1	1
Registered Supporter	Whitworth Locke	Hospitality, Tourism and Sport	20	20
Registered Supporter	Workspace 365 (trading as New Day At Work Ltd in the UK)	Creative, Digital and Technology	79	8
Registered Supporter	You Are Home	Business, Financial and Professional Services	21	21
Approved Member	Abellio North West Limited	Transportation and Logistic	2,500	2
Approved Member	Arup	Construction and Property	6,500	300
Approved Member	Back on Track Manchester	Education and Training	24	24

Approved Member	Bruntwood Limited	Business, Financial and Professional Services	857	857
Approved Member	Castlefield Partners Limited	Business, Financial and Professional Services	63	60
Approved Member	Damar Limited	Education and Training	62	30
Approved Member	Electricity North West	Energy and Utilities	1,981	
Approved Member	Great Places Housing Group	Third Sector and Charity	800	591
Approved Member	Greater Manchester Centre for Voluntary Organisation (GMCVO)	Business, Financial and Professional Services	42	42
Approved Member	Greater Manchester Chamber of Commerce	Business, Financial and Professional Services	51	51
Approved Member	Greater Manchester Combined Authority (GMCA)	Public Administration and Defence	2,200	2,200
Approved Member	GreaterSport (Greater Manchester Sports Partnership)	Third Sector and Charity	35	35
Approved Member	KPMG LLP	Business, Financial and Professional Services	1,100	-
Approved Member	Lloyds Banking Group	Business, Financial and Professional Services	65,000	2,500
Approved Member	MACC	Third Sector and Charity	28	

Approved Member	Making You Content Ltd	Creative, Digital and Technology	13	8
Approved Member	Manchester Care & Repair	Third Sector and Charity	34	34
Approved Member	Manchester City Council	Public Administration and Defence	26,000	26,000
Approved Member	Metro Dynamics Limited	Business, Financial and Professional Services	30	12
Approved Member	Odd Theatre Community Interest Company t/a Odd Arts	Third Sector and Charity	17	17
Approved Member	One Manchester	Construction and Property	450	450
Approved Member	OpenMoney Ltd	Business, Financial and Professional Services	76	76
Approved Member	PageGroup	HR and Recruitment	1,400	120
Approved Member	People's History Museum (National Museum of Labour History)	Third Sector and Charity	24	24
Approved Member	Pro-Manchester	Service Activities	4	4
Approved Member	Refresh PR	Business, Financial and Professional Services	7	7
Approved Member	Slalom Consulting Limited	Business, Financial and Professional Services	13,000	120
Approved Member	Social Communications Group Ltd t/a Social	Creative, Digital and Technology	35	25

Approved Member	Southway Housing Trust	Third Sector and Charity	250	250
Approved Member	The Co-Operative Bank	Business, Financial and Professional Services	2,300	2,300
Approved Member	The Growth Company	Business, Financial and Professional Services	1,200	950
Approved Member	The Manchester Metropolitan University	Education and Training	4,100	4,100
Approved Member	The Parently Group	Retail and Wholesale	57	58
Approved Member	Transport for Greater Manchester	Public Administration and Defence	684	684
Approved Member	Transport for the North	Transportation and Logistic		
Approved Member	Unify Management Solutions Ltd	Business, Financial and Professional Services	400	209
Approved Member	United Utilities	Energy and Utilities		10
Approved Member	YES Manchester (Your Employment Services CIC)	Third Sector and Charity	12	12
		Total	290,465	127,511

Manchester City Council Organisation by Business Sector	
Business Sector	No of Organisation
Agriculture, Forestry and Fishing	2
Business, Financial and Professional Services	36
Construction and Property	14
Creative, Digital and Technology	29
Education and Training	7
Energy and Utilities	7
Engineering	5
Green Technologies and Services	4
Health and Social Care	15
Hospitality, Tourism and Sport	17
HR and Recruitment	10
Legal Services	3
Manufacturing	5
Public Administration and Defence	3
Retail and Wholesale	5
Service Activities	7
Third Sector and Charity	15
Transportation and Logistic	6
Waste Management & Treatment	1
Grand Total	191

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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 8 December 2022

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme

Recommendation

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

Wards Affected: All

Contact Officers:

Name: Charlotte Lynch
Position: Governance and Scrutiny Team Leader
Telephone: 0161 219 2119
Email: charlotte.lynch@manchester.gov.uk

Background documents (available for public inspection):

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.

Date	Item	Recommendation	Action	Contact Officer
None				

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 **28 November 2022**, 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.

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Development and Growth					
<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 Dec 2022		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
<p>Disposal of site of former Chorlton Leisure Centre for residential development (21/05/13A)</p> <p>Approval to the terms for the leasehold disposal of the site of the former Chorlton Leisure Centre for residential development.</p>	Strategic Director - (Growth and Development)	Not before 13th Jun 2021		Report to the Strategic Director of Growth and Development	Mike Robertson m.robertson@manchester.gov.uk
<p>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease (2021/07/16A)</p> <p>Restructure of existing</p>	Strategic Director - (Growth and Development)	Not before 16th Aug 2021		Report and recommendations	Mike Robertson m.robertson@manchester.gov.uk

multiple ground leases at Manchester Science Park into a new overriding single head lease.					
<p>Strategic approach to developments of social homes via a city-wide New Build Local Lettings Policy (LLP) (2021/08/10A)</p> <p>Executive adopts the New Build LLP for immediate implementation.</p>	Executive	16 Nov 2022		Report and recommendations	Martin Oldfield m.oldfield@manchester.gov.uk
<p>Land at Downley Drive, New Islington/Ancoats (2022/02/18B)</p> <p>Land disposal by way of lease for residential development at Downley Drive, New Islington/Ancoats.</p>	Strategic Director - (Growth and Development)	Not before 18th Mar 2022		Report and recommendations	
<p>Disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS (2022/05/19A)</p> <p>Approval to the terms for the leasehold disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS.</p>	Strategic Director - (Growth and Development)	Not before 19th Jun 2022		Report to the Strategic Director of Growth and Development	Joe Martin, Development Surveyor joe.martin@manchester.gov.uk

<p>This City - new scheme development (2022/06/17B)</p> <p>To give capital expenditure approval to build a mixed development of market and accessible rent properties, initially through the Council before transferring to a Council-owned company during the build.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 17th Jul 2022</p>		<p>Report and recommendation</p>	<p>Alan Caddick, Interim Director of Housing and Residential Growth Alan.Caddick@manchester.gov.uk</p>
<p>Housing Affordability Fund Budget (2022/06/28B)</p> <p>The approval of capital expenditure for affordable housing via a dedicated HAF budget.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 28th Jul 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Yvette Ryle, Project Manager Yvette.ryle@manchester.gov.uk</p>
<p>Large Scale Renewable Energy Project (2022/07/13B)</p> <p>To purchase a large scale solar farm, associated storage and maintenance arrangements.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 13th Aug 2022</p>		<p>Executive Report</p>	<p>Leader</p>
<p>King Street Multistory Car Park & King Street West Shops 35-47 (22/07/18A)</p> <p>Approval to the surrender of</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 18th Aug 2022</p>		<p>Confidential report and recommendations</p>	<p>Lousie Hargan l.hargan@manchester.gov.uk</p>

the City Councils Leasehold interested to support the redevelopment of the site, as consented under planning application 129251/FO/2021					
<p>Lower Campfield and Upper Campfield - granting of new ground leases (2022/09/07A)</p> <p>Approval to the granting of new ground leases to allow the repair and refurbishment of both buildings by the lessee.</p>	Chief Executive	Not before 6th Oct 2022		Report to the Chief Executive and Strategic Director of Growth and Development	David Norbury david.norbury@manchester.gov.uk
<p>This City: Contractor and Design Team Fees (2022/08/10A)</p> <p>To approve capital expenditure for the delivery of This City: Northern Quarter (Postal Street) in order to appoint a contractor under a Pre-Construction Services Agreement to progress work on a mixed development of market and Manchester Living Rent properties until planning permission has been</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Sep 2022		Checkpoint 4 Business Case	Sarah Narici sarah.narici@manchester.gov.uk

granted.					
<p>Electric Vehicle Charging Strategy (2022/09/12A)</p> <p>The approval of the Draft Strategy and agreement to its publication.</p>	Executive	14 Dec 2022		Report and recommendations	Phil Havenhand, Interim Head of Infrastructure & Environment Phil.Havenhand@manchester.gov.uk
<p>Fire Risk Assessments Additional Work (2022/09/13A)</p> <p>To approve Capital Expenditure of £4.885m to carry out specific further fire protection/prevention related work identified on properties within Housing Operations managed area.</p>	City Treasurer (Deputy Chief Executive)	Not before 11th Oct 2022		Checkpoint 4	Martin Oldfield m.oldfield@manchester.gov.uk
<p>Delivery of Affordable Housing - Project 500 (Update) (2022/10/14)</p> <p>Disposal of Council land for the development of affordable housing.</p>	Executive	16 Nov 2022		Report and recommendations	
<p>Mayfield Phase 1 Update (2022/10/26A)</p> <p>Approval to the Council's contribution as part of Mayfield Partnership (General Partner) Ltd to a</p>	Executive	16 Nov 2022		Report to Executive from the Director of City Centre Growth and Infrastructure D2 Mayfield Phase 1 Strategic	David Norbury david.norbury@manchester.gov.uk

strategic acquisition				acquisition of the Macdonald Hotel car park	
Land Assembly - Back of Ancoats (2022/10/13A) To approve the acquisition of a strategic asset at the Back of Ancoats.	Strategic Director - (Growth and Development)	Not before 30th Nov 2022		Briefing Note	
Culture in the City - HOME Arches (2022/11/07A) To approve capital expenditure to address cost increases largely in relation to methodology, 3 rd party requirements and market pressures which are fixed.	City Treasurer (Deputy Chief Executive)	Not before 7th Dec 2022		Checkpoint 4 Business Case	Dave Carty d.carty@manchester.gov.uk
Mayfield Phase 1 Update - Capital Expenditure (2022/11/11A) Approve capital expenditure for the refinancing of some of the historic development costs for the Mayfield development, in accordance with the priority returns set out in the Public Sector Partnership Agreement.	Executive	16 Nov 2022		D2 Mayfield Phase 1 Capital expenditure of the refinancing of historic development costs	Pat Bartoli p.bartoli@manchester.gov.uk
Land at Kelbrook Road	Strategic	4 Jan 2023		Report to the	Thomas Pyatt, Development

(2022/11/14A) Approval to dispose of land at Kelbrook Road for development	Director - (Growth and Development)			Strategic Director – Growth & Development	Surveyor Tel: 0161 234 5469 thomas.pyatt@manchester.gov.uk
Manchester Active Travel Strategy and Investment Plan (2022/11/21A) To adopt the Manchester Active Travel Strategy and Investment Plan	Executive	18 Jan 2023		Report to Executive - Manchester Active Travel Strategy and Investment Plan	Rob Scott robert.scott@manchester.gov.uk
Factory International (2022/11/22A) To approve capital expenditure for cost pressures including inflation, market & supply chain pressures, client-side costs and fitting out costs.	City Treasurer (Deputy Chief Executive)	Not before 22nd Dec 2022		Checkpoint 4 Business Case	Jared Allen jared.allen@manchester.gov.uk
Back of Ancoats: Delivery of Mobility Hub (2022/11/23A) To approve capital expenditure to fund construction inflation cost pressures and amendments to design.	City Treasurer (Deputy Chief Executive)	Not before 23rd Dec 2022		Checkpoint 4 Business Case	
Public Sector	City Treasurer	Not before		Revised	Richard Munns

<p>Decarbonisation Scheme Phase 3 (2022/11/28A)</p> <p>Approval of capital expenditure for cost increases to the Public Sector Decarbonisation Scheme (PSDS) following RIBA2 designs identifying scope changes required, additional fees and inflationary pressures. These works are to improve energy efficiency and introduce heat decarbonisation measures across the estate.</p>	(Deputy Chief Executive)	28th Dec 2022		Checkpoint 4	r.munns@manchester.gov.uk
Highways					
<p>TC056 - Highways Support (2022/07/25A)</p> <p>Renewal of the Highway support framework. The framework is to support Highways Maintenance Service with Major & Minor Civil Engineering projects.</p>	City Treasurer (Deputy Chief Executive)	Not before 25th Aug 2022		Confidential Contract Report with Recommendations	
<p>TC013 - Supply of Concrete and Bedding</p>	City Treasurer (Deputy Chief	Not before 26th Sep		Confidential Contract Report	

<p>(2022/08/26A)</p> <p>Renewal of the Supply of concrete and bedding framework to supersede the existing framework where one of the two providers has ceased trading and the new bedding requirement cannot be met.</p> <p>The purpose of the framework is to supply volumetric concrete & bedding to support Civil Engineering projects in the Highways Directorate</p>	Executive)	2022		with Recommendations	
<p>Highway Investment Patching Defect Repairs additional funds (2022/10/12A)</p> <p>To approve capital expenditure to undertake further areas of highways patching work, the project helps to improve the condition of our highway</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Nov 2022		Checkpoint 4 Business Case	Paul Swann p.swann@manchester.gov.uk
<p>Manchester to Chorlton Cycleway Area 3A and 3B (2022/11/25A)</p>	City Treasurer (Deputy Chief Executive)	Not before 25th Dec 2022		Checkpoint 4 Business Case	Ian Halton, Head of Design, Commissioning & PMO ian.halton@manchester.gov.uk

The approval of capital expenditure to complete junction improvements for the Manchester-Chorlton Cycle Scheme areas 3A and 3B					
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3. Economy Scrutiny Work Programme

Thursday 8 December 2022, 2pm (Report deadline Tuesday 29 November 2022)

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Living Wage City: Evidence Hearing	To hear evidence from relevant guests with experience & expertise on the Living Wage and good work, which will contribute to the Committee's discussions on the two following reports.	Councillor Craig Councillor Midgley	Angela Harrington Peter Norris	
Living Wage City	To update on progress with Manchester's ambition to become a Living Wage City. It will outline the Living Wage Action Plan and the role of the anchor institutions in championing the living wage. It will also provide the latest Living Wage figure and an update on the number of employers in the city which are paying it. The City Council is already an accredited Living Wage Employer by the national Living Wage Foundation (accredited in 2019), but now the ambition is to expand this pledge and urge as many businesses as possible to pay their employees a true living wage and support them to lead prosperous, happy and healthy lives.	Councillor Craig Councillor Midgley	Angela Harrington Peter Norris	
Greater Manchester Good Employment Charter	To invite the Growth Company to provide an update on progress with the GM Good Employment Charter since it was launched, setting out how it drives good employment beyond the Living Wage, the number of Manchester businesses and organisations accredited and the supported provided to businesses and organisations embarking on accreditation.	Councillor Craig Councillor Hacking	Ian McArthur Growth Company	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the	-	Scrutiny Support	

	Committee's work programme and any items for information.		Officer	
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Thursday 12 January 2023, 2pm (Report deadline Friday 30 December 2022)

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Employment and Training Opportunities from Major Capital Programmes	To receive a report that describes the employment and skills opportunities for Manchester residents that have resulted from the Council's major capital investment programme. This report will focus on but will not be restricted to the Our Town Hall project and the Factory.	Councillor Rahman Councillor Hacking	Angela Harrington	
Active Travel Strategy Update	To receive a report that provides an update on the Active Travel Strategy. This report will describe the principles, vision and objectives of the strategy.	Councillor Rawlins	Pat Bartoli	The full report with recommendations will be considered by the Environment and Climate Change Scrutiny Committee in February 2023.
State of Highways	To receive an update on Highways Maintenance and improvements delivered during 2021/22.	Councillor Rawlins	Kevin Gilham	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

Thursday 9 February 2023, 2pm (Report deadline Tuesday 31 January 2023)

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Budget Report	Consideration of the final 2023/24 budget proposals that will go onto February Budget Executive and Scrutiny and March Council.	Councillor White Councillor Craig Councillor Hacking	Becca Heron Tom Wilkinson	
Local Plan	To receive a report on the Local Plan. The Manchester Local Plan guides development within Manchester. It was previously known as the Local Development Framework.	Councillor Craig	Julie Roscoe	
Housing Allocations Policy Update	To receive a report following a review of the Housing Allocations Policy.	Councillor White	David Ashmore	
Landlord Licensing Post-Consultation	To receive a report on landlord licensing and how this can address the impact of poor-quality property and management standards.	Councillor White	Fiona Sharkey	
This City Plan	To receive an update on the progress of This City's strategic and scheme specific activities.	Councillor White	Becca Heron David Lynch	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

Thursday 10 March 2023, 2pm (Report deadline Tuesday 28 February 2023)

Item	Purpose	Lead Executive Member	Lead Officer	Comments
LTE Group update	To receive an update from the LTE Group on its performance and strategy. The update report will also provide information on the work of Novus to support ex-offenders.	Councillor Hacking	John Thornhill LTE Group Angela Harrington	
Manchester Adult Education Service (MAES)	To receive and update from Manchester Adult Education Service on performance.	Councillor Hacking	Brian Henry Angela Harrington	
Update on Manchester's Labour Market	The Labour Market in Manchester in line with national trends has experienced a period of volatility following covid, with vacancies across the foundational economy as well as in key growth sectors. This report will set out the latest position along with the approaches being used to meet skill and labour market needs.	Councillor Hacking	Angela Harrington	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

Items to be scheduled

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Design for Life and Rightsizing	TBC	Cllr White	Dave Thorley	
UK Shared Prosperity Fund Update	To receive a report on the UK Shared Prosperity Fund (UKSPF). The primary goal of UKSPF is to build pride in place and increase life chances across the UK, while recognising the acute challenges town centres and communities have faced during the Covid pandemic. This report will highlight the work that the UKSPF has supported in Manchester.	Councillor Craig	Becca Heron	Potentially invite GM UKSPF Partnership Board.