



Resources and Governance Scrutiny Committee

Date: Thursday, 12 October 2023

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

There will be a private meeting for committee members only from 9:30am on Thursday, 12 October in Room 2007, Level 2, Town Hall Extension.

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.

Filming and broadcast of the meeting

Meetings of the Resources and Governance Scrutiny Committee are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

Membership of the Resources and Governance Scrutiny Committee

Councillors - Simcock (Chair), Andrews, Brickell, Connolly, Davies, Evans, Kilpatrick, Kirkpatrick, Lanchbury, Rowles, Stogia and Wheeler

Agenda

1. Urgent Business

To consider any items which the Chair has agreed to have submitted as urgent.

2. Appeals

To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

3. Interests

To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

4. Minutes

To approve as a correct record the minutes of the meeting held on 7 September 2023.

5 - 16

5. Workforce Equalities Update

Report of the Director of Human Resources, Organisation Development and Transformation.

17 - 96

This report provides an update on progress to date to deliver the Workforce Equality Strategy and the Council's journey to becoming a diverse and inclusive employer. The report includes updates from each directorate which sets out how they have supported the Council to build a diverse and inclusive workplace.

6. Workforce Strategy

Report of the Director of Human Resources, Organisation Development and Transformation.

97 - 110

This report provides an overview of the Council's Workforce Strategy and the priorities we are delivering against which ensures the Council is in the best position to deliver the Corporate Plan, Our Manchester Strategy and to continue to deliver excellent services to residents.

7. Future Shape – Our Internal Digital Transformation Programme

To Follow

- 8. Annual S106 Monitoring Report** 111 - 174
Report of the Strategic Director (Growth and Development).

This report provides an update on the Council's Section 106 (s106) activity for 2022/23 and to date.

- 9. Overview Report** 175 - 194
Report of the Governance and Scrutiny Support Unit.

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

Information about the Committee

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

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

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. To help facilitate this, the Council encourages anyone who wishes to speak at the meeting to contact the Committee Officer in advance of the meeting by telephone or email, who will then pass on your request to the Chair for consideration. 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.

The Council welcomes the filming, recording, public broadcast and use of social media to report on the Committee's meetings by members of the public.

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

Smoking is not allowed in Council buildings.

Joanne Roney OBE
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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, 4 October 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

Resources and Governance Scrutiny Committee

Minutes of the meeting held on Thursday, 7 September 2023

Present:

Councillor Simcock (Chair) – in the Chair
Councillors Brickell, Connolly, Davies, Kilpatrick, Lanchbury and Wheeler

Also present:

Councillor Akbar, Executive Member for Finance and Resources
Representatives of ACORN
Representative of Debt Justice

Apologies: Councillors Andrews, Evans, Kirkpatrick and Rowles

RGSC/23/47 Urgent Business

In opening the meeting, the Chair informed the committee that there was one item of urgent business relating to the recent issuing of a Section 114 notice by Birmingham City Council.

The Deputy Chief Executive and City Treasurer stated that, whilst she could not comment on the individual circumstances, she hoped this announcement would not detract from the challenges and pressures faced by local authorities. The impact of funding reductions and inflation had significantly impacted many authorities and she explained that a Budget Monitoring report would be considered by the Executive later in the month which highlighted an in-year overspend which was largely driven by pressures in the social care sector, for which the Council was looking at mitigation measures.

The Deputy Chief Executive and City Treasurer assured the committee that Manchester City Council was relatively financially resilient due to previous decisions and was not anticipating having to issue a Section 114 notice.

The Executive Member for Finance and Resources commended the current City Treasurer and her predecessor. He stated that successive Conservative governments had underinvested in local government funding, which disproportionately impacted Manchester. He called on the government to review the local government funding formula and to end the use of 1-year funding settlements.

RGSC/23/48 Minutes

Members received and considered the minutes of the previous meeting. A query was raised under minute number RGSC/23/43 regarding whether a report on further financing requests for Aviva Studios would be considered by the committee. The Deputy Chief Executive and City Treasurer advised that the Capital Monitoring report

would be considered by Executive later in the month and further detail on this was included in the report. A further report would be submitted to Resources and Governance Scrutiny Committee once the final account was available.

In response to a query regarding whether some of the points raised during the discussion of Part B items could be included in the minutes, the Deputy City Solicitor stated that he would advise the member on this outside of the meeting.

Decision:

That

1. the minutes of the meeting held on 20 July 2023 be approved as a correct record, and
2. the minutes of the meeting held on 24 August 2023 be approved as a correct record.

RGSC/23/49 Changes to Council Tax Support Scheme from April 2024

The committee considered a report of the Deputy Chief Executive and City Treasurer which proposed changes to the Council Tax Support Scheme (CTSS) to ensure that the scheme remains fit for purpose in response to cost-of-living challenges and the transition of most working age residents in receipt of welfare benefits onto Universal Credit.

Key points and themes within the report included:

- The proposed CTSS would pay up to 85% of the Council Tax bill, leaving 15% to pay, compared to the current CTSS which paid up to 82.5% of the Council Tax bill leaving 17.5% to pay;
- It was also proposed to extend the CTS backdating period for working-age and pension-age claims from six-months to 12-months;
- The background to council tax and previous CTS schemes in Manchester;
- The options for consideration;
- Consultation would be undertaken with precepting authorities and residents; and
- Key policies and considerations.

Key points and queries that arose from the committee's discussions included:

- Expressing broad support for the proposals;
- How the Council helped those ineligible for CTS; and
- What evidence there was to suggest that most CTS cases did not need backdating for the full six months to award the additional eligible period of CTS.

The Head of Revenues, Benefits and Customer Services explained that the CTSS provided support to residents on low income by reducing the amount of council tax they were required to pay. The proposed changes would apply from April 2024 and a thorough consultation exercise would be undertaken with the outcomes and final proposals reported back to the committee in January 2024.

In response to queries, the Head of Corporate Assessments explained that there were a number of discretionary schemes in place for those residents who were not eligible for the CTSS, such as the Discretionary Council Tax Payments scheme which allowed a greater level of scope for individuals who may require assistance. He stated that the Discretionary Housing Payments scheme could also be used to address other financial pressures, although it was noted that recipients of this scheme must be in receipt of Housing Benefit or Universal Credit. There was also the Welfare Provision scheme and the Household Support Fund 4 and the Council remained open to finding the best response to individual circumstances where possible.

The Head of Corporate Assessments stated that an underlying entitlement to the CTS benefit would be required for the Council to consider backdating. The proposed change would give additional flexibility to provide the maximum amount of support to households who struggled to make a claim for CTS at the point they needed it.

The Executive Member for Finance and Resources stated that the cost-of-living crisis remained a serious issue for many residents and the proposed changes to the CTSS would fulfil the Council's commitment to support those residents most in need.

Decision:

That the committee

1. notes the report, and
2. notes that the outcome of the consultation will be reported back to the committee and for approval by the Executive and Full Council in January 2024.

RGSC/23/50 Update from the Revenues and Benefits Unit

The committee considered a report of the Deputy Chief Executive and City Treasurer which provided an update on the activity of the Revenues and Benefits Unit since March 2023, including final details of recently completed Covid schemes and ongoing cost of living schemes delivered by the service.

Key points and themes within the report included:

- Benefits administration, including Council Tax Support and the management of the Welfare Provision Scheme and other discretionary schemes;
- The financial support provided by the Household Support Fund scheme;

- The financial support provided by the Council Tax Support Fund;
- The financial support provided by the Energy Bills Support Scheme Alternative Funding programme;
- The financial support provided by the Alternative Fuel Payment Alternative Funding scheme;
- Performance in the collection of council tax and how we balance collection, whilst working in an ethical way and supporting those residents on a low income; and
- Performance in the collection of business rates in the 2022/23 financial year and between 1 April and 31 July of the 2023/24 financial year.

Key points and queries that arose from the committee's discussions included:

- Welcoming the report;
- Querying whether any extra and more innovative communications could be used to highlight the support available and to reiterate that contacting the Council would not have a detrimental impact on a resident's case;
- Suggesting that Appendix 4 could be shared with members and advice agencies for distribution in their communities;
- The purpose of passing cases with a debt less than £150 to Enforcement Agents given that these cases are returned without an in-person visit;
- Whether there was a legal requirement to ask residents to pay their entire council tax bill in full if they missed one payment;
- How effective the Council was in receiving council tax debts in cases passed to Enforcement Agents;
- How a holistic approach was undertaken;
- Noting that Enforcement Agents were not used in 1 in 7 cases where a resident was vulnerable and/or qualified for CTSS and querying why this could not be rolled out fully;
- Noting the low take-up level of the Energy Bill Support Scheme Alternative Funding;
- The real cost to residents of using Enforcement Agents; and
- Whether the Council was currently involved in any government pilot schemes.

The Head of Revenues, Benefits and Customer Services explained that the report set out the significant work undertaken by the Revenues and Benefits Unit since the last update to the committee in March 2023 and detailed the continued delivery of core functions and services and the role played in providing critical financial support to residents and businesses through local and government grants and schemes. He stated that the Unit would continue to ensure that any available funding had the best impact for residents and communities.

In response to a question around effective communications, the Head of Revenues, Benefits and Customer Services stated that work was ongoing with colleagues in the Communications team to identify new ways to engage with residents. He advised that a working group had been established to undertake a review of council tax

correspondence in response to representations by ACORN. It was also stated that there had been a significant reduction in call waiting times in recent months.

The Head of Corporate Revenues explained that cases with a debt less than £150 to were passed to Enforcement Agents in an attempt to recover the debt without Enforcement Agents needing to visit a property, and this minimised the fee charged to residents. This was an automated process with no cost incurred by the Council. In circumstances where this would not be possible, the case would be returned for the Council to identify alternative methods to recover the debt.

It was further explained that when a payment is missed, the resident would receive a reminder and would only be required to pay their council tax bill for the year in full if this reminder was ignored. It was reiterated that, if a resident contacted the Council to advise that they were unable to pay the missed payment, officers could implement a payment plan to spread the cost over the year. A case would only be passed to Enforcement Agents if non-payment continued and a Liability Order was obtained from the Magistrates Court.

In response to a question regarding the efficacy of using Enforcement Agents to collect money owed, the Head of Corporate Revenues stated that around 14% of cases passed to Enforcement Agents resulted in the recovery of money and he recognised that Manchester was a deprived area compared to areas where Enforcement Agents were likely to collect a higher level of money owed. He stated that these were cases where the ratepayer had not engaged with the Council and where the Council did not have additional information to support their case, or the recovery of money owed and so there was no alternative means to retrieve the debt.

With regards to the holistic approach taken by the Revenues and Benefits Unit, the committee was advised that officers identify the most appropriate method for recovery based on the information they have. The Head of Corporate Revenues explained that the Council's role was to maximise the collection of council tax which required implementing sustainable arrangements. He stated that there were flexibilities to make it easier for residents to pay their council tax, such as providing breathing spaces and improving access to the Discretionary Council Tax Payment scheme.

The Head of Corporate Revenues advised that Enforcement Agents were not used to collect missed payments where the ratepayer is on the maximum level of CTS. These residents would be sent reminders to pay but were not issued with a summons and were not pursued further if payments continued to be missed.

In response to a query regarding the low take-up level of the Energy Bill Support Scheme, the Head of Corporate Assessments stated that Manchester achieved the greatest level of spend through the Energy Bills Support Scheme Alternative Funding programme than other GM authorities which responded to officers' enquiries. He stated that the Council had done all it could to communicate about and encourage take-up of the schemes. This was a government scheme for which Manchester was

responsible for issuing payments to eligible applications received through the government portal. Other local authorities had advised that take-up of the Alternative Fuel Payment Alternative Funding scheme was higher in rural areas.

The Deputy Chief Executive and City Treasurer emphasised the need for the government to design funding schemes collaboratively with local authorities.

The committee was further advised that Enforcement Agent fees were prescribed by the government and that there were 3 basic charges which included a £75 fee for passing a case to Enforcement Agents to collect through phone calls and letters, a £235 fee for home visits and a £110 fee for the removal of goods from a property, although this was a rare occurrence. The Head of Corporate Revenues endeavoured to provide an addendum to the report to detail these charges further.

The Deputy Chief Executive and City Treasurer confirmed that the Council was involved in the Greater Manchester 100% of Business Rates pilot scheme, which allowed the Council to retain 99% of business rates growth over the baseline. This pilot scheme had been extended and discussions were underway with the Department for Levelling Up, Housing and Communities (DLUHC) to extend by a further 10 years as part of the Devolution Trailblazer.

The Chair invited representatives from ACORN and Debt Justice to provide representations to the committee. They called on the committee to recommend that the Council ends the use of Enforcement Agents to collect council tax arrears and highlighted issues around mental health, the need for a more approachable method of collection and the importance of better engagement with residents. A representative of ACORN stated that the organisation agreed with the need to collect council tax to fund key services but expressed a need to be mindful of the human cost of using Enforcement Agents.

In response to these representations, officers stated that they could not comment on individual cases included in ACORN's appendix but provided assurances that the Enforcement Agent sector had positively changed in the years since these cases. Members were also advised that Enforcement Agents would not be sent where a payment was two days late nor would a resident be taken to court without being informed. It was also stated that there were few complaints made regarding the conduct of Enforcement Agents and that thorough training was provided for those in the role.

The Executive Member for Finance and Resources commended the work and performance of the Revenues and Benefits Unit. He recognised the empathetic approach of officers in helping residents. He thanked the guests for their attendance and contributions. He explained that the use of Enforcement Agents had decreased in past years but that the Council would lose £2.3million if it ended this practice.

Decision:

That the committee

1. notes the report, and
2. requests that officers, in consultation with the Executive Member for Finance and Resources, undertake a feasibility study into ending the use of Enforcement Agents.

RGSC/23/51 Artificial Intelligence and Automation

The committee considered a report of the Deputy Chief Executive and City Treasurer which established the Council's current position on and plans for automation and artificial intelligence (AI) and defined the different terminologies that often get grouped into this.

Key points and themes within the report included:

- An introduction written by artificial intelligence software, ChatGPT;
- The benefits of automation for the Council;
- Types of automation;
- Opportunities and risks from the ongoing development of AI; and
- Future ambitions for automation and AI and next steps.

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

- Noting the evolving nature of AI and automation;
- The impact of AI and automation on the workforce, and whether staff are consulted on proposed changes;
- Whether there were any real examples of AI being used to drive efficiencies and to streamline processes;
- Requesting that future reports include case studies;
- The need to implement new technologies appropriately so as not to alienate residents;
- How the use of AI and automation would change job roles;
- Whether an ethical approach would be taken to implementation of AI;
- Issues around intellectual property rights;
- Recommending that this be a standing item for discussion at Joint Consultative Committee (JCC) meetings; and
- Noting that Google Meet allowed AI personas to attend virtual meetings, and querying whether this would be rolled out within the Council.

In introducing the item, the Director of ICT recognised the growing profile of AI and automation within the news and explained that the Council had been using some established automation software for a substantial period of time.

In response to members' questions, the Director of ICT concurred that AI and automation was a fast-moving issue. Members were interested to note that some job applications received by the Council appeared to be written by AI and new

technologies were being developed to identify what had been created through AI. Briefing sessions on new technologies would be arranged for members later in the year.

The Director of ICT acknowledged the importance of engaging with the workforce and unions. He noted that engagement had been undertaken previously where new systems or technologies were implemented and that a report had been requested by the JCC on the impacts of AI and automation.

With regards to real examples of AI in use, the committee was informed of two pilots regarding issuing blue badges and reconciliation of earnings which were being designed. A further report on these pilots could be provided to the committee at a later date.

The need to create guidance on how the Council will use AI and automation was highlighted to ensure the right processes and procedures were in place. The impact of AI and automation in changing job roles was acknowledged as more technologies were adopted and would provide greater flexibility for staff to work on other tasks.

In response to a query around intellectual property rights, the Director of ICT explained that legislation and regulations on this were awaited from the government, but the Council would put its own guidance in place.

The Deputy Chief Executive and City Treasurer highlighted the potential of AI but stated that the Council was still in the early stages of implementing this. She explained that work was underway between ICT, Communications, Legal and Policy to create a stronger framework for the AI and automation agenda and there was a lot of work being undertaken across Greater Manchester, which the Council could draw expertise from.

The Director of ICT informed members that Microsoft Teams would be launching a similar AI persona technology to Google Meet and that the Council would assess where it could be suitable to use this.

The Executive Member for Finance and Resources reiterated how this technology was fast-moving and stated that the next steps listed in the report were appropriate.

Decision:

That the committee

1. notes the report, and
2. recommends that, through the JCC, the workforce be consulted on any proposed changes or implementation of AI and automation technologies.

**RGSC/23/52 Resident and Business Digital Experience Programme (RBDxP)
Progress Update**

The committee considered a report of the Deputy Chief Executive and City Treasurer which provided an update on the Resident and Business Digital Experience Programme (RBDxP), the Programme's approach to user engagement and progress made in the procurement of new technology to replace the Council's existing Customer Relationship Management (CRM) System, eForms and integration technology.

Key points and themes within the report included:

- Providing an introduction and background to RBDxP;
- Recent progress made;
- The approach to procurement of a new Digital Platform;
- The approach to implementation;
- Timescales;
- Priorities and next steps for the Programme; and
- Improvement activities in the Revenues and Benefits Unit.

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

- Seeking assurances that the Council's Public Services Network (PSN) was robust;
- How those residents who were digitally excluded or who did not contact the Council digitally would be consulted with;
- Noting that young people can also experience digital exclusion;
- The timescales for implementation of the new CRM system;
- Whether the new CRM system would allow photo uploads;
- How a non-resident could report an issue through the CRM system;
- The possible impact of decommissioning the previous CRM system without all current functionality being delivered; and
- Whether emails would remain a channel for communication.

The Head of Revenues, Benefits and Customer Services explained that RBDxP was a key workstream under the Council's Future Shape programme, which sought to replace the current CRM system, integration technology and website with an integrated digital platform which worked collaboratively for the benefit of residents, members and businesses when interacting with the Council. He highlighted the extensive engagement which had taken place with residents, community groups, businesses and members to ensure these new systems meet their needs and expectations. He stated that a series of user personas had been developed and would be at the heart of the system design to overcome any barriers and challenges users currently faced when interacting with Council services.

In response to queries, the Head of Revenues, Benefits and Customer Services stated that retaining PSN-compliance was a priority for the programme and this was largely the driving factor behind the deadline to replace the current CRM system by February 2024. He explained that significant work around form build and design had

been undertaken and that further progress could be made now that Verint had been appointed as the Council's CRM provider.

Regarding the engagement methods, the committee was advised that the programme would not replace technology like-for-like but would improve the experience of and the way that the Council communicated with residents and businesses to allow for a more joined-up experience. The Head of Revenues, Benefits and Customer Services explained that there had been direct engagement with Age Friendly Manchester and a number of public drop-in sessions had been held with the Equality, Diversity and Inclusion team and work had been undertaken with the digital inclusion team. The RBDxP Programme Manager stated that feedback sessions had been held in the Town Hall Extension, Central Library, Longsight and Gorton. Additional forums had been held in Chorlton, Moss Side, Clayton, Piccadilly and the Northern Quarter and a Residents User Group had been established with over 100 members.

The Head of Revenues, Benefits and Customer Services acknowledged an urgency to replace the Council's current CRM system by February 2024 and this would be completed on a like-for-like basis to ensure that the Council remains PSN-compliant. Once implemented like-for-like, there would be a number of phases rolled out over a period of approximately 18-24 months to refine the technology. He noted that any, if possible, 'quick wins' such as photo uploads would be implemented by February 2024 if feasible.

Assurances were also provided that services would be designed to be quick and easy to use to allow those with the ability to interact digitally with the Council to do so and to allow greater availability in traditional communication channels, such as telephony services, for those users who require these.

In response to a query regarding how a non-resident could report an issue through the CRM system, the RBDxP Programme Manager explained that a user persona had been created for visitors to encompass the experience and challenges they may face.

The Head of Revenues, Benefits and Customer Services explained that Verint and Mulesoft were leading market providers, and the procurement process was split into three cohorts which enabled integration between the two technologies. Both providers had been informed of the timescales for implementation. He also advised that as the CRM system was a workflow between Customer Services and the relevant department that the query would be directed to, so users would not see much difference from the replacement and should have a seamless experience. Contact centre agents and service areas would be fully trained before February 2024.

Assurances were also provided that processes would be put in place in the event that the system functionalities could not be replaced like-for-like prior to the launch date to ensure that residents and businesses would not be impacted.

It was confirmed that emails would continue to be available as a channel for members to report issues and request services.

Decision:

That the report be noted.

RGSC/23/53 2024/25 Budget Process

The committee considered a report of the Deputy Chief Executive and City Treasurer which on the current position of the Medium-Term Financial Plan and the planned approach to the 2024/25 budget process.

Key points and themes within the report included:

- The current Medium-Term Financial Plan, approved in February 2023;
- The context behind the budget;
- The proposed approach and refresh of the 2024/25 position; and
- Timescales and next steps.

The Deputy Chief Executive and City Treasurer stated that the government's Autumn Statement would be provided on 22 November 2023 with the Finance Settlement expected in late December.

Members expressed their disappointment that the Council had to prepare in such a manner as a result of the unpredictability of the government to provide adequate funding and to provide this information in a timely manner.

The Deputy City Treasurer commented that the Council was entering a challenging phase with regards to the budget and stated that officers were working to find suitable solutions and hoped to be in a sustainable position.

Decision:

That the proposed approach be noted.

RGSC/23/54 Overview Report

The committee received a report of the Governance and Scrutiny Support Unit which provided details of key decisions that fell within the Committee's remit and items for information previously requested by the Committee. The report also included the Committee's work programme, which the Committee was asked to amend as appropriate and agree.

Decision:

That the report be noted and the work programme agreed.

Manchester City Council Report for Information

Report to: Resources and Governance Scrutiny Committee – 12 October 2023

Subject: Workforce Equalities Update

Report of: Director of Human Resources, Organisation Development and Transformation

Summary

Manchester is a diverse and vibrant city, and our workforce should reflect and celebrate that diversity at all levels of the organisation.

This report provides members with an update on progress to date to deliver the Workforce Equality Strategy and the Council's journey to becoming a diverse and inclusive employer.

The report includes updates from each directorate which sets out how they have supported the Council to build a diverse and inclusive workplace. Directorate Equalities Leads will attend the meeting to take any questions from the Committee.

Recommendations

The Committee is recommended to:

- (1) Comment on the progress the Council has made to deliver the Workforce Equality Strategy.
 - (2) Note the progress each directorate has made to deliver workforce equality, diversity and inclusion.
 - (3) Note the plan to refresh the Workforce Equality Strategy.
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Wards Affected: All

<p>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>The Workforce Equality Strategy focuses on inclusion and increasing diversity of thought, backgrounds, and perspectives within the workforce. This impacts on the way that we work and our Zero Carbon agenda.</p>

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

<p>The Public Sector Equality Duty (PSED) under the Equality Act 2010 requires public authorities to consider equality across their work. The Workforce Equality Strategy</p>

directly contributes to the Council meeting the PSED as the activities and interventions:

- Supports the Council to become an inclusive and diverse workplace.
- Advance equalities and address inequalities.
- Eliminates discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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 public sector is a major employer in Manchester so if we can recruit more from Manchester residents it will contribute to this outcome. The city council should reflect the communities of Manchester fully and at all levels.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Employees who work for the city council and live in Manchester will receive skills development.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Employees who work for the city council and live in Manchester will make a positive contribution to the city. When the City Council is fully reflective of the communities we serve, we will be an exemplar of a progressive and equitable employer.
A liveable and low carbon city: a destination of choice to live, visit, work	Not directly relevant
A connected city: world class infrastructure and connectivity to drive growth	Employees who work for the city council and live in Manchester will have their technological skills improved, reducing digital deprivation

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

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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.

Workforce Equalities Strategy report to Resources and Governance Overview
Scrutiny October 2021

Workforce Equalities Strategy report to Resources and Governance Overview
Scrutiny November 2022

1. Introduction

- 1.1 Manchester has been at the forefront of championing equality and diversity for decades, we have had an ongoing commitment to equality and making services, facilities, and opportunities fair and inclusive. The first public library, the first passenger railway, and the first football league. The birthplace of the suffragette movement, vegetarianism, and Vimto. The inventors of graphene, the submarine and modern computing. Manchester is a city filled with boundless creativity, innovation, and culture.
- 1.2 We're nothing without our people, who have always dared to be different and think differently. After all, it's the people that make Manchester one of the greatest cities in the world. Our diversity has made us a successful, growing, connected, and buzzing city and it is important that our workforce; many of which are Manchester residents; reflects the rich diversity of our great city at all levels. Equally, we need to ensure that our services meet the needs of our increasingly diverse city and that we take action to address known inequalities for different people in our city.
- 1.3 The Council is one of the largest employers in Manchester with over 7,500 employees. This puts it in an ideal position to play a significant role in leading the way to ensuring everyone in society has opportunities available to them, is treated fairly and is made to feel like they belong.
- 1.4 We have made good progress, but we know that we need to do more to make sure that our workforce reflects the diversity of our city, and we want our people to feel a strong sense of belonging and inclusion. We know that if we do this then we will make better decisions, deliver better services and connect the city council more closely to our residents.

2. Workforce Equality Strategy

- 2.1 In October 2021, the council launched a Workforce Equality Strategy which sets out a plan to be a place where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels and is a place where everyone can be themselves and thrive by 2025.
- 2.2 Our strategy sets out the importance of ensuring our diverse employees are protected from discrimination in any form, have access to development and can progress through the council's structures, are treated with respect, have good and fulfilling work to do and can bring their whole selves to work.
- 2.3 We are committed to ensuring that our managers and leaders understand and continually demonstrate their commitment to equality, diversity, and inclusion. Our policies and processes need to be fair and not discriminate against any group or community and all managers and leaders need to understand how to support their employees, monitor equality and address any issues quickly.

2.4 The strategy has been based on learning from the past but more importantly from engaging with colleagues, understanding their experiences, and asking them what they wanted to change.

2.5 The strategy sets out six summary aims:

1. Our workforce fully reflects our communities at all levels
2. We talk openly and frequently about equality and inclusion
3. Staff have access to develop and fulfil their potential
4. Staff will feel free to bring their whole selves to work
5. Policies and processes are fair and do not discriminate against any group or community
6. Managers and leaders understand how to support their employees, monitor equality, and address any issues quickly

3. Progress we've made to deliver the Workforce Equality Strategy

3.1 This section provides an overview of the progress we've made to deliver the Workforce Equality Strategy. The strategy has a total of 47 actions across the 6 strands. Of these actions:

- 38 are completed (3.3)
- 6 are in progress (11)
- 3 are outstanding (11.2)

3.2 We have made good progress to deliver against the Workforce Equality Strategy and towards our journey of becoming a diverse and inclusive employer which is reflected in:

- Since the launch of the strategy, we have continued to increase the representation of Black, Asian & Minority Ethnic employees overall and at a senior level (see below table)
- Since the launch of the strategy, we have continued to increase the representation of employees with a Disability or long-term health condition overall and at a senior level (see below table)
- We have reduced the gender pay gap
- Employees are seeing improvements being made across equality, diversity and inclusion (Staff Survey)

	Black, Asian and Minority Ethnicity Employees (headcount & representation percentage)				
	2019	2020	2021	2022	2023
Overall	1407 (20%)	1504 (22.5%)	1542 (21.2%)	1544 (21.3%)	1602 (21.8%)
G10+	26 (5.8%)	27 (6.5%)	35 (6.9%)	54 (9.4%)	65 (10.6%)
SS+	4 (3.5%)	5 (4.7%)	6 (4.9%)	9 (6.6%)	10 (6.7%)

	Employees with a disability or long-term health condition (headcount & representation percentage)				
	2019	2020	2021	2022	2023
Overall	349 (5%)	346 (5.2%)	343 (4.7%)	576 (7.9%)	590 (8%)
G10+	15 (3.4%)	15 (3.6%)	16 (3.2%)	44 (7.7%)	49 (8%)
SS+	3 (2.6%)	2 (1.9%)	2 (1.6%)	8 (5.8%)	9 (6%)

3.3 Key achievements in the last 12 months

3.3.1 Appendix 1 provides an extensive overview of all the actions we have completed. Actions that are completed are now embedded in business as usual. We will continue to monitor progress to ensure they are delivering what is required for long-term improvements to workforce equality. A summary of the key achievements is provided below.

4. Leadership & Management

4.1 Good Manager Guide

4.1.1 Line managers play an important role in supporting staff to be happy, healthy and successful at work. In May 2023, we launched a Good Manager Guide which is designed to build line manager capability, confidence and set clear expectations so our line managers to be the best that they can be.

4.1.2 The seven expectations are:

1. Be a role model for the values and behaviours of Our Manchester
2. Actively champion equality, diversity and inclusion.
3. Recruit fairly and give your staff the best start
4. Support your teams to do their job well
5. Support your teams to be safe and well at work
6. Manage resources in the best interests of our people, places and climate
7. Protect information and use technology responsibly.

4.1.3 The Good Manager Guide has a strong focus on supporting line managers to actively champion equality, diversity and inclusion, the guide makes clear that it is a line managers role to:

- Promote an inclusive, respectful and safe working environment where everyone can be their true self and fulfil their potential.
- Seek opportunities to build understanding of equality and inclusion to help tackle inequalities and promote equity in the workforce.
- Help teams understand their roles in relation to equality, diversity and inclusion

- Uphold the Council’s zero tolerance approach to discrimination or unwanted behaviour.

4.1.4 To do this there is a checklist of activities that we expect line managers to work through. We have also launched a ‘Good Manager Masterclass’ which is a 2-day training course (the masterclass recently launched in September 23). Part of this session covers equality, diversity and inclusion and is designed to help build managers knowledge, skills and confidence and provide practical tools that line managers can use to support their teams.

4.2 Corporate Equalities, Diversity & Inclusion Leadership Group

4.2.1 Corporate Equalities, Diversity & Inclusion Leadership Group (CEDILG) chaired by the Deputy Leader of the Council and the City Solicitor has been established to ensure the Council advances equality and addresses inequality. The Group monitors progress against the Workforce Equality Strategy and service action plans which support the delivery of the Council’s equality objectives.

4.2.2 The group includes the Staff Network Chairs and Directorate Equalities Leads who regularly provide updates and help to shape policy and procedures.

4.3 Senior Workforce Equality Objectives

4.3.1 All senior leaders have a personal workforce equality objective which forms part of the senior appraisal. Objectives are aligned to the delivery of the Workforce Equality Strategy. Pay progression is linked to the successful achievement of objectives.

4.4 Inclusive Leadership

4.4.1 Inclusive leadership is designed to equip our leaders with the confidence and skills to enhance inclusion in the workplace, as well as role model inclusive behaviours in their everyday interactions. The session explores inclusive leaders using a conscious inclusion model of leadership and creates a safe space for participants to learn, reflect and encourage peer to peer learning. To date:

- 68% of G10+ have attended
- 79.8% of senior leaders (SS+) have attended

5. Education, Development & Learning

5.1 Positive Action Programmes

5.1.1 Our positive action programmes were designed as direct responses to the 2019 Workforce Race Equality Report and, along with the wider work on workforce equality and talent development, aim to rebalance the narrative on racial equality within the organisation. We have two programmes which are

designed to build confidence and drive internal progression at more senior levels.

5.1.2 The Leadership Pathway Programme is for our Black Asian & Minority Ethnic staff, aiming to build on existing skills and capabilities and provide staff with experience and exposure with working at a more senior level to their current grade. We have delivered 4 programmes to date:

- 54 employees attended
- 20% have secured promotions.
- There are a further 4 programmes planned to be delivered over the next 2 years with a total of 18 staff on each programme.
- The latest cohort started on 11 September 2023.

5.1.3 The LeadHership Programme is for our Black Asian & Minority Ethnic women and the aim of this programme is to bring women together to take an honest look at who they are, what they want and how they can work to achieve their ambitions. We have delivered 2 programmes to date:

- 38 women in total have participated
- 36.84% have secured promotions following the programme.
- The next cohort is due to start January 2024.

5.2 Let's Talk About Race

5.2.1 One of the ways we have strengthened our EDI education has been the introduction of The Let's Talk About Race. This was introduced as a direct response to one of the recommendations specified in the workforce race review. These conversations form part of the Council's ambition to improve race equality and build an inclusive workplace. The programme covers:

- Understanding the nature of systemic racism
- Racial micro-aggressions
- Tokenism
- White privilege

5.2.2 Team conversation allows us to create the space to have conversations to build awareness and understanding, addressing inequality and work together to make sure we are an anti-racist organisation.

5.2.3 To date, 33.49% (2,478 employees) of the workforce has completed the programme.

5.3 Equality, Diversity & Inclusion Learning & Development

5.3.1 Appendix 4 provides a breakdown of all the available EDI related training courses with an overview of attendance rates. To note, overall, a grand total of 3,453 employees have accessed the training for a total of 5,900 hours (843 days)

5.4 Mentoring & Reverse Mentoring

- 5.4.1 From analysis of senior workforce equality objectives and Leadership Pathway Programme mentoring data at least 30 senior officers are currently mentoring a Black, Asian & Minority Ethnic employee or an employee with a disability or long-term health condition. 54 employees on the leadership programmes have benefited from a mentor. Participants have said having a mentoring has really helped with confidence and securing promotions.
- 5.4.2 The aim of our reverse mentoring scheme is for Black, Asian & Minority Ethnic staff to share their lived experiences as mentors, with senior leadership who are their mentees. These relationships will challenge engrained views on what talent looks like, breakdown stereotypes and biases, provide a unique opportunity for mentors to share insights and experience and provide senior leaders with a fresh perspective. We have delivered 2 cohorts since June 2022. Our 3rd cohort commenced in March 2023. 23 leaders have taken part to date.

6. **Staff Network Groups**

- 6.1 We have strong, well established, staff networks which are continuing to develop and influence workforce equalities. We now have 10 Networks with the Muslim Network and Age Equality Network being the latest additions. Network chairs attend monthly meetings with HROD&T. Each group has a set of priorities that we are supporting with. They also attend the Corporate Equality Diversity and Inclusion Leadership Group (CEDILG) to ensure that the voice of our employees is heard. These meetings provide opportunities for our workforce to develop, influence and contribute to the delivery of the Workforce Equality Strategy.

7. **Communication & Engagement**

- 7.1 We continue to raise awareness and participate in promoting and celebrating equality, diversity and inclusion in our communications. All of which provide support and recognise the importance of representation of our diverse workforce. Highlights include:
- March included top tips on how to support staff during Ramadan.
 - Neurodiversity Celebration week in March highlighted the talents and strengths of people with autism, ADHD, dyslexia, dyspraxia or any other neurodivergence.
 - In June, colleagues celebrated Eid with our newly established Muslim Staff Network.
 - At an event in Central Library, we celebrated Windrush Day on 22 June, as this year is the 75th anniversary of the arrival of the Windrush Generation in the UK.
 - In August, the Race Equality Group in conjunction with local teams in Childrens Services, celebrated South Asian Heritage Month.

- Manchester Pride took place in August. Our LGBTQIA+ Staff Network, colleagues, friends, and family took part walking in the Parade to represent the commitment to diversity.
- October is Black History Month. Nationally the theme this year is celebrating the achievements of Black women ‘Saluting our sisters’. Together with our equalities networks we will hold an event to inspire, amplify and celebrate the experiences of women of colour and their allies.

8. Policy, Process & Systems

8.1 Zero Tolerance Statement and Campaign

- 8.1.1 A comms campaign was launched in July 2023 which made clear our zero-tolerance approach through the following statement:

We believe that everyone has the right to come to work and feel they can be their true self. No one should be made to feel uncomfortable or that they don't belong, and we have zero tolerance towards this behaviour.

We want people to enjoy coming to work, but that enjoyment must not come at the expense of someone's feelings. Name-calling, inappropriate banter, and using derogatory terms are examples of inappropriate behaviour that can affect how someone feels.

It's not just in the things we say either; it's also the way we act. Excluding people, treating someone differently, or even doing something that has a deliberate negative impact on the way someone feels will not be tolerated.

All staff should be clear that this type of behaviour plainly goes against the fifth Our Manchester behaviour. Discrimination, bullying, harassment or being deliberately hurtful or disrespectful are all unacceptable and are likely to result in disciplinary action, which may include dismissal.

- 8.1.2 The campaign included a message from the Chief Executive as well as a series of staff stories/videos where employees talked about what zero tolerance meant to them. This included videos from:

- Fiona Ledden, City Solicitor and SMT Lead for Equalities
- Bryony Carter, Neighbourhood Officer & Chair of the LGBTQIA+ Staff Network
- Karen Green, Strategic Lead for Complex Safeguarding
- Kat Ingham, Housing Compliance and Enforcement Officer

- 8.1.3 The zero-tolerance statement is embedded within the recently launched ‘Good Manager Guide’, the corporate induction and key policies.

8.2 Workplace Adjustment Hub

- 8.2.1 Working with our Staff Network groups (e.g. Disabled Staff Network, Neurodiversity Staff Network, Mental Health Staff Network) HRODT

colleagues led a programme of engagement to understand the experiences of employees with a disability and long-term health conditions, focused how the Council can improve the support provided.

- 8.2.2 The findings from this engagement have shaped the Workplace Adjustment Hub, Workplace Adjustment Policy and a Workplace Adjustment Passport.
- 8.2.3 Workplace Adjustment Hub provides high quality support, advice and guidance to employees with a disability, long-term health condition or their line managers on workplace adjustments (reasonable adjustments).
- 8.2.4 The service will improve the workplace experiences of employees with a disability and/or long-term health condition. It will streamline workplace adjustments; ensuring adjustments are implemented effectively and efficiently (without delay) through improve internal processes and commissioning arrangements.
- 8.2.5 Recruitment to posts in the hub is underway and will launch when this is complete. We have appointed to a Workplace Adjustment Hub Manager who is already providing support to employees with a disability and long-term health conditions(s) on workplace adjustments requests/referrals.
- 8.2.6 Workplace Adjustment Policy
- 8.2.7 The policy supports the delivery of the Hub, it provides legal definitions in terms of disabilities, the Equality Act and duty to make reasonable adjustments. The aim of the policy is to strengthen the organisation's understanding of workplace adjustments.
- 8.2.8 Workplace Adjustment Passport
- 8.2.9 The Workplace Adjustment Passport has been co-produced with the Chair of the Neurodiversity Group with support with Disabled Staff Network, Neurodiversity Group and Mental Health Staff Network.
- 8.2.10 The passport is a single document which will stay with an employee throughout their career. It acts as an agreement between an employee and their line manager on adjustments and workplace support. The passport will remove the need to repeatedly go through the adjustment process each time an employee moves job role, location or has a line manager change. Ultimately, reducing the stress of repeated disclosure of the same information.
- 8.2.11 The Workplace Adjustment Passport will remove or reduce a disadvantage related to an employee's disability, long term health condition or neurodivergence. It supports a strengths-based conversation between an employee and their line manager about any workplace adjustments and act as a record of that conversation and of the adjustments agreed.
- 8.3 Updated Recruitment & Selection Policy

8.3.1 The Recruitment & Selection Policy has been updated and it was recently approved at Personnel Committee (September 13). The main changes reflect the strategic aims of the Workforce Equality Strategy and include:

- Reaffirming our commitment to diverse panels.
- Expansion of the concept of reasonable adjustments to allow any candidate to request a change to the process that would allow them to thrive during assessment.
- Clearer description of process steps within the policy, including pre-recruitment and post-recruitment activity.
- Introduction of the principle that, normally, roles will be advertised internally and externally at the same time.
- The commitment that all recruitment activity, including “reach out” opportunities, are processed through Eploy, the Council’s Applicant Tracking System (ATS).

8.4 Casework

8.4.1 In 2019/20 we found that Black, Asian and Minority ethnic staff were twice as likely to be subject to a disciplinary process than their white colleagues, accounting for 38% of all cases.

8.4.2 We took immediate action and through a series of interventions we have continued to reduce this imbalance. The HR Casework Team continues to support managers to filter out issues that can be addressed informally and to avoid unnecessary application of the disciplinary policy.

8.4.3 When the Disciplinary Policy was revised in 2021 far greater emphasis was placed on the conduct of preliminary enquiries before committing to a formal investigation. The purpose being to check the validity of allegations and establish legitimate grounds for a formal investigation to take place.

8.4.4 This provides the employee an early opportunity to discuss issues before any formal action is taken and the manager time to consider whether other potential resolutions would be appropriate without reliance upon formal proceedings.

8.4.5 As a result the number of cases where managers committed to a disciplinary investigation that subsequently concluded with no formal action taken has reduced from 16% of all cases in 2019/20 to 8% in 2022/23.

8.4.6 Since 2019, we have reduced the proportion of disciplinary cases for Black, Asian and Minority Ethnic employees from 38% to 24%

8.5 Third Party Abuse and Harassment Policy

8.5.1 The Third Party Abuse and Harassment policy makes clear our zero-tolerance approach to any incident involving harassment or abuse against our staff.

8.5.2 To ensure the policy is well embedded in services, we have recently commissioned training to help managers and services to effectively apply the policy and support our workforce. Support is also provided to front line managers in monthly, virtual drop-in sessions with HR, the ASBAT team and Health and Safety to discuss incidents, application of the policy and escalation routes.

9. Attracting diverse talent

9.1 The Talent & Diversity Team have been working with local communities to ensure the Council is attracting local diverse talent.

9.2 The team have engaged with a range of our local communities and organisations which includes Manchester BME Network, British Muslim Heritage Centre, Wai Yin Society and the T.A.P Project (The African Pot) to promote our ambition of building an inclusive and diverse Council and to share job opportunities.

9.3. By working with our communities and these organisations, we have been able to share our job opportunities directly with our communities which has resulted in an increase in diverse applicants and appointments. This is reflected in our recruitment data from March 2023 (when we launched the new system):

- Black, Asian & Minority Ethnic candidates account for 49% of applications and 43% of appointments.

9.4 Graduates

9.4.1 This year, we have invested in the Council's corporate graduate management programme by increasing places from 4 to 15. Graduates are required to either be a Manchester resident or attend a Manchester University.

9.4.2 Due to our inclusive recruitment process and engagement with universities, we have recruited the following:

- 3 First Generation students – these are students who are the first in their family to go to university
- Of the 15 students, 5 are Black, Asian and Minority Ethnic (31.25% of appointments)

9.5 Early Help Case Study

9.5.1 The Early Help Service was looking to recruit Early Help Practitioners. The roles involve working closely with and supporting children and families in communities across the city. Line managers were keen to ensure that the team attract local diverse talent to undertake these roles. The Talent & Diversity Team engaged with our local community organisations to discuss and promote the opportunities and encouraged residents to apply:

- The service received 51 applications of which 31 were shortlisted for interview.
- Of the 31 shortlisted, 11 of the applicants were Black, Asian and Minority Ethnic candidates.
- Following the interviews, 11 positions were filled of which 5 of the successful candidates were Black, Asian and Minority Ethnic (representing 45% of appointments)

9.6 Ambitious about Autism

9.6.1 Working with Manchester Metropolitan University and Ambitious about Autism, the Council hosted a ground-breaking employability programme which provided 5 students with Autism with the opportunity to work for the Council for 8 weeks and provided valuable work experience.

10. **Strengthened Workforce Intelligence**

10.1 We recognise the importance of quality and meaningful workforce diversity data as this helps us to understand the progress we are making towards building a diverse workforce and to highlight areas that we need to focus on.

10.2 We have recently developed a workforce diversity profile (see section 14 and Appendix 3) which is a comprehensive data pack and provides an insight into key workforce measures such as:

- Workforce compared to Manchester's population
- Workforce diversity by grade bands
- Recruitment & Retention
- Intersectionality
- Training
- Staff Survey
- Casework

11. **Actions in progress**

11.1 This section provides a summary of the actions that are in progress.

Action	In Progress
Making Manchester City Council an employer of choice for our communities, working closely with community groups, partners, schools and universities	<p>We continue to work with local communities and universities to promote job opportunities. Good examples of community-based recruitment.</p> <p>The emerging Talent Plan sets out how we will develop our employer brand, improve how we market the Council and strengthen routes into Council employment through better engagement with communities. The plan is due to launch later this year.</p>

<p>Creating a culture of learning and development for everyone, with targeted development to support areas of underrepresentation.</p>	<p>We have positive pathway programmes for Race and are developing a programme for employees with a disability/long-term health condition.</p> <p>We are currently reviewing and strengthening our EDI learning and development offer to include:</p> <ul style="list-style-type: none"> • Disability and Social Model of Disability. • Mental Health at work. • Neurodiversity in the workplace • Trans Inclusion/Awareness.
<p>Connecting this strategy to the Organisational Development plan and activity, identifying any gaps to inform how we do talent management and strategy.</p>	<p>Talent Plan is due to launch later this year.</p>
<p>We've reviewed our core workforce policies and will be training all our managers on how to use them fairly and properly.</p>	<p>Key policies updated and introduced. The Good Manager work we have developed will help managers to effectively apply policies and introduce simple how to guide to help with this.</p>
<p>95% of Senior Leaders Group (SLG) attended the Inclusive Leadership Training.</p>	<p>79.8% have attended to date.</p>
<p>Develop a 'tell us once' approach to support transgender employees and develop guidance and training for staff and managers.</p>	<p>Trans Inclusion Guidance is in draft and is being finalised by a Trans Inclusion Working Group.</p>

11.2 Actions outstanding

11.2.1 This section provides a summary of the actions that are outstanding.

Action	Outstanding
<p>Setting targets with Senior Management Team (SMT) in relation to EDI across the organisation</p>	<p>The Talent Plan will include diversity targets which is planned to launch later this year.</p>
<p>Monitoring of panel diversity and outcomes to be introduced by Jan 21</p>	<p>A new recruitment system was introduced in February, and we are actively exploring a</p>

	functionality to be able to report on panel diversity.
New secondments, act up and honoraria guidance to provide more transparent development opportunities.	Plan to do this in Q3 this year.

12. Further activities to advance equalities

12.1 To achieve the ambitions of the Workforce Equality Strategy, there are a number of activities that we have delivered (or are delivering). These activities are not captured within the current strategy however, the activities contribute towards achieving our ambition of becoming an inclusive and diverse employer. These activities include:

- Health & Wellbeing Strategy which sets out how we will build a healthy, engaged and thriving workforce.
- Supporting each directorate to develop a workforce equalities plan that builds on their key strengths, addresses key challenges and is aligned to the WES.
- Established a workforce trans inclusion working group to review our current offer and strengthen our support to trans employees.
- Developing a Disability Action Plan in response to our engagement with employees with a disability and long-term health condition.
- Age Friendly Action Plan – developing an action plan to support the Council to become an Age Friendly Employer. We are working with the Age Friendly Team and the Age Equality Network to co-produce and deliver this plan.
- Race and Health Equity Programme (Appendix 2) – to support the delivery of Making Manchester Fairer, specifically, theme 7 which is tackling systemic racism and discrimination. A training programme has been commissioned by the Corporate Equalities Team and Public Health. The programme is designed to ensure the workforce has:
 - an increased awareness and understanding to describe and examine racism and discrimination in its structural, institutional, and individual forms and its impact on health outcomes and inequalities
 - Further develop their skills, knowledge, and expertise to implement anti-racist and anti-discriminatory practices both on a systemic and individual level
 - Build confidence to challenge racism and discrimination in the workplace and engage inclusively with communities that experience racial inequality

13. Race Review Action Plan

13.1 The Race Review action plan forms part of the Workforce Equality Strategy. This section provides an overview of the progress we've made to deliver the Race Review action plan. The review has a total of 27 recommendations.

13.2 Of these recommendations:

- 21 are completed.
- 2 are in progress.
- 4 are outstanding.

13.3 Recommendations in progress:

- Equal Opportunities in Employment Policy Statement – we are currently in the process of updating this policy.
- Capability Policy is also being reviewed – we are currently in the process of updating this policy.

13.3.1 HROD&T have started engagement with TU's, EDI team, directorate equality leads/champions and representatives from the staff networks.

13.4 Recommendations outstanding

- Setting workforce equality target – the emerging Talent Plan which is due to launch later in the year will include workforce diversity targets.
- Monitoring panel diversity - the recruitment and selection policy makes clear that recruitment panels must be diverse. We are currently exploring functionality within the new recruitment system to be able to monitor the diversity of recruitment panels.

14. Diversity Profile

14.1 This section provides some of key headlines from the diversity profile.

14.2 The Diversity Profile (Appendix 3) is designed to provide an insight into the diversity of the Council's workforce, the progress we are making to build a diverse workforce and highlights areas that we need to focus on.

14.3 Age

- The average age of the workforce is 47 compared to 33 for the population of Manchester.
- 0.3% (26 employees) of our workforce are aged 16-21
- 33.6% (2,469 employees) of our workforce are aged 55+
- 3.9% (283 staff members) of our workforce are aged 65+

14.4 Ethnicity

- Black, Asian & Minority Ethnic employees account for 21.8% of the Council's workforce compared to 41.3% of Manchester's population.
- Since 2019, we have continually increased the representation of Black, Asian & Minority Ethnic employees overall and at more senior levels.
- In the last 12 months, 225 Black, Asian and Minority Ethnicity new starters have joined the Council and in the same timeframe 155 left the Council.
- The representation of Asian employees is 6.7% which is far below the representation in the population of Manchester (20.9%)

- Black, Asian & Minority Ethnic employees account for
 - 26.6% of employees at Grade 1 – 5
 - 19.5% of employees at Grade 6 - 9
 - 11.8 of employees at Grade 10 – 12
 - 6.7% of employees at SS Grade

14.5 Disability

- Employees with a disability or long-term health condition account for 8% of the Council's workforce compared to 17.5% of Manchester's population
- Since 2019, we have increased the representation of employees with a disability or long-term health condition overall and at more senior levels.
- The non-completion rate for disability equality monitoring in the HR system is 15%.
- Employees with a disability or long-term health condition account for
 - 7.8% of employees at Grade 1 – 5
 - 8.2% of employees at Grade 6 - 9
 - 8.6% of employees at Grade 10 – 12
 - 6% of employees at SS Grade

14.6 Gender

- Women account for 65.1% of the Council's workforce which is 14.8% above Manchester's population
- Women account for:
 - 65.4% of employees at Grade 1 – 5
 - 66.3% of employees at Grade 6 – 9
 - 58.9% of employees at Grade 10 - 12
 - 52.3 of employees at SS Grade.

14.7 Recruitment

Since the new recruitment system in March 2023:

- Black, Asian & Minority Ethnic candidates account for 49% of applications and 43% of appointments.
- The majority of Black, Asian & Minority Ethnic appointments are to G1 – G5 roles
- Candidates with a disability or long-term health condition account for 5.1% of applications and 7.3% of appointments.

15. Directorate Equalities Update

15.1 This section provides a summary of the activity that each directorate has delivered in the last 12 months to advance workforce equality, diversity and inclusion.

15.2 Adults

15.2.1 The staff within the Adult Social Care Directorate are employed by the council but are deployed into the Manchester Local Care Organisation to work in

partnership with community health colleagues as one team across the city. There are 1244.02 FTE (Full Time Equivalent) employees delivering services, adopting a strengths-based approach to support residents to achieve better life outcomes with less dependence on formal care.

15.2.2 Every member of the Adults Directorate Management Team has an equality objective set, as part of their range of senior objectives.

15.2.3 Recently at an Adults Directorate Management Team Meeting, we held an Equalities Workshop where we discussed our Equality, Diversity and Inclusion priorities, and planning and governance for the next 12 months. The priorities and actions from this meeting are to be discussed with colleagues across the directorate and captured in an Adult Social Care Equalities Action Plan.

15.2.4 Collaboration with the MLCO (Manchester Local Care Organisation) Equalities Lead is ongoing to support the replication of the Let's Talk About Race conversations across the MLCO Health workforce.

15.2.5 The offer of the Manchester Foundation Trusts Allyship training has been extended to all ASC staff to provide.

15.2.6 There has been targeted access to the Elizabeth Garrett Anderson Level 7 Senior Leaders apprenticeship programme (including influencing Manchester University to adapt its entry criteria to make the course more accessible).

15.2.7 A Let's Talk About Race Facilitators' support group has been established to ensure ongoing support to facilitators and to share best practice.

15.2.8 The 2nd annual Adult Social Care Cultural Day was recently held which was attended by over 100 employees celebrating our cultures and diversity.

15.2.9 In addition, there has been an ongoing review and development of our recruitment strategies and approach including:

- The production of Adults Social Worker recruitment video reflecting our ethnically diverse staffing group at all levels.
- Consideration of how and where vacancies are promoted with more active recruitment within communities, using pop up sites in supermarkets and community settings to showcase roles and career pathways and to support broader engagement.
- Ongoing promotion of the Diverse panel app to ensure our panels are inclusive and diverse in relation to gender and ethnicity.
- Linking into colleges and universities to promote our roles and career pathways, within Social Care
- Ongoing work on the development of the career pathway for non-Social Work staff

15.3 Children's & Education Services

15.3.1 The Children and Families Directorate consists of Early Help, Children’s Social Care and Education Services working with colleagues from across the Council, with education settings and many other partners to support Manchester children and young people to lead safe, happy, healthy and successful lives. Manchester is working to be accredited as a UNICEF Child Friendly City where all children and young people have the chance to have a meaningful say in, and benefit from, the decisions, services and spaces that shape their lives. Equality, Diversity and Inclusion sits at the heart of this process and our commitment to our young people.

15.3.2 The Manchester Inclusion Statement, which has evolved from the development and implementation of The Manchester Inclusion Strategy [Manchester Inclusion Strategy - August 2022 to August 2025 | Manchester City Council](#) states:

“We believe it is important that every child and young person in our early years’ settings, schools and post 16 provisions, whatever their age, identity, circumstance or ability, has a sense of belonging, feels respected and is valued for who they are.”

This statement is attuned with the vision of Manchester City Council’s Workforce Equality Strategy,

***“A place where everyone can be themselves and thrive.
A place where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels.”***

15.3.3 The Children and Families Directorate is fully committed to delivering on Workforce equality improvements and contributing towards ensuring that our workforce and Manchester people, including children and young people feel fully supported by their council and consider it to be an appealing, positive and inclusive organisation to work for.

- The main focus for Children’s and Education Services since September 2021 has been on Race Equality improvements and on developing and delivering a directorate action plan. This plan was developed in consultation with frontline staff through whole staff engagement events, team meetings and broadcasts.
- There has been really positive momentum across Children’s and Education Services with the delivery and implementation of Let’s Talk About Race across the Directorate. We are continuing to work hard to continue to roll out the training to staff who have not yet participated in it and to collect and understand the impact this is having to inform our next steps.
- A diverse Children’s and Education Race Equality Action Plan steering group has been active and meeting monthly for the past 18 months, finalising the Directorate’s Race Equality Action Plan and then overseeing its implementation and suggesting positive ways forward. The group met in May 2023 to explore what is understood by zero tolerance and agreed support for the guidance on this in the newly launched Good Managers’ Guide.

- At an Away Day on 31.03.23, the Children's Leadership Team (CLT) spent time considering the progress that had been made with the Directorate's Race Equality Action Plan and the key priorities for the next phase. The CLT also spent time considering the six strands of the wider MCC Workforce Equality Strategy.
- The majority of time at the half day, face-to-face, directorate-wide staff engagement event on the 22.05.23 was dedicated to discussing Workforce Equality. Information was shared about the MCC Workforce Equality Strategy and then the Directorate Lead for equalities led a consultation session with staff asking for views about what is already working well and what needs to happen in relation to all equality characteristics, with a particular focus on Race, Disability (including hidden disability) and Trans Inclusion. The event was attended by over 200 members of staff from across the Directorate. There was extremely positive engagement in the discussion activity which provided very rich feedback about people's views and experiences of positive progress and key areas for development.
- Using the feedback from the staff engagement event the membership of the Children and Education Equality Group has been reviewed and expanded to make it more diverse and to include more senior leaders from across the directorate. Monthly face-to-face meetings are scheduled from the end of September 2023. The group will develop a refreshed Children's and Education Equality Plan based on staff feedback from the staff engagement event along with relevant data & information from HROD about key priority areas for development.

15.4 Corporate Core

15.4.1 The Corporate Core comprises two division (Chief Executives and Corporate Services) with over 17 diverse services ranging from frontline functions such Coroners and Registrars through to support functions such as ICT and performance, research and intelligence. In March 2021, the Corporate Core began the process of establishing a Champions Network and asked Heads of Service to nominate staff to take part in the network. The network has been led by a Senior Leader who is the overall Directorate Champion and is supported by the EDI team, the HR Business Partner and has representation from the trade unions. This distributed model of engagement was designed to ensure that every service was supported and enabled to embed equality diversity and inclusion within their service.

15.4.2 The Network has been meeting regularly and has a clear terms of reference with the overall purpose to ensure that Equality Diversity and Inclusion is embedded throughout Corporate Core Services, supporting compliance with the Public Sector Equality Duty. However, it was important that the Equalities Champions were also clear about their role. The Champions are not expected to be equalities or HROD specialists, their role is to be the catalyst and advocate within their service to enable Equalities Diversity and Inclusion to be embedded. They will work with their Head of Service to ensure this agenda is embedded within the service, an action plan is developed, and progress is ongoing.

15.4.3 The group has held a number of workshop sessions and developed three priorities for the directorate:

- Our services provide an inclusive culture where all staff can thrive
- We embed inclusive design in our service delivery to ensure every resident or service user can benefit
- We are informed, we lead by example and share our learning and best practice.

It is the responsibility of each service to develop their bespoke action plan to deliver against these priorities and include this in their service plans.

15.4.4 The Champions network provides a forum to all the Champions to meet, hear about corporate updates and how they can help shape and deliver them, to share experiences and seek support. The network has proven to be a safe space for challenging conversations which is critical. To date the group has worked collectively on:

- Shared workforce composition data through the live dashboard for services to review and identify specific areas for development
- Reviewed community data, shared dashboards and census updates so services can understand our communities better and inform service design for diverse communities
- Undertaken an introduction to the Equality Act and the Public Sector Equality Duty to understand our legal requirements
- Shared best practice / case study updates from individual services (see service progress below)
- Reviewed the council motion to include Care Leavers as an additional MCC priority characteristic in EQIAs and what this means for services
- Workforce Equality Strategy including recruitment and selection, race review action plan and diverse interview panels
- Discussed Senior Leaders Equality Objectives and the importance of senior ownership to support them in their Champion role
- Reviewed the Armed Forces Covenant coming into effect as an MCC additional priority and what this means for services
- Discussed the workplace adjustments hub, understanding the social model of disability and how we can support staff and residents through removing barriers to services
- Attended a briefing on the Safety of Women and girls and the White Ribbon campaign
- Discussed the equality implications of budget proposals and worked through the associated Equality Impact Assessments required
- Provide support and advice for developing the equalities action plans now embedded in the service plans

15.4.5 This model is intended to provide the champions with the knowledge and support to work with their heads of service to embed equality and inclusion in every aspect of their service, across workforce, professional development and service delivery, as highlighted in the priorities. However, the success of the

network is down to the passion and commitment of individual services, driving this forward within their daily work. Each service is committed to the corporate initiatives discussed in this paper but in addition, outlined below is a snapshot of the service specific highlights:

- City Policy have been focused on inclusive recruitment and have developed a service specific check list to ensure this is embedded within their recruitment practice.
- Communications have a dedicated working group and action plan and has made significant progress in improving diversity and inclusion in both their internal and external communications as well as developing accessibility of online communications.
- Coroners Introduced a scheme allowing refugees to apply for a free birth certificate within Manchester to help them navigate barriers to support and access other resources.
- Corporate Estates have secured external funding and are working with partners to increase the number of changing places in the city to support disabled people to enjoy the day-to-day activities Manchester has to offer which most of us take for granted.
- Elections have significantly developed their practice to be an inclusive service for all Manchester residents by increasing the range of equipment to remove barriers for disabled people, translated all core materials into 22 languages, provide easy read versions and braille.
- Financial Management have a dedicated equalities group within their service to develop and drive forward their action plan, this group won the 2022 Public Finance Award Equality, Inclusion and Diversity. Some planned activities include reviewing recruitment practices, introducing a talent pool pilot, and Culture Corner to raise awareness of cultural events.
- HRODT are driving all the corporate workforce strategy and initiatives as outlined elsewhere in this report.
- ICT have embedded accessibility standards in its procurement requirements for new systems.
- Legal and democratic services have established a working group and are developing a detailed action plan.
- Policy, Performance and Reform have developed diversity of thought on their management team by including two staff representatives with protected characteristics to have full membership of the team for a period of six months. They are currently in their second cohort and already have people signed up for the third.
- Performance Research and Intelligence have led on developing Equality Data Standards which will enable MCC to significantly improve its knowledge and understanding in a consistent way across workforce, communities and consultation and engagement.
- Procurement ensure that equality and diversity is embedded with our social value requirements and have surveyed our largest suppliers to understand the actions they are taking to improve diversity within their organisations.
- Reform and Innovation developed a new section in the Service Plan template dedicated to Equality Diversity and Inclusion ensuring that all

services across MCC are considering how they are delivering against this important agenda as part of their annual service planning.

- Revenues, Benefits and Customer Services have a dedicated equalities group within their service to develop and drive forward their action plan. This includes running staff development and progression events, mentoring schemes etc.
- Risk and Audit include Equality Champions of their leadership team to ensure this remains a standing agenda item, focus of discussion is around improving knowledge, understanding and diversifying recruitment.

15.4.6 In July 2023 the network began a refresh and has significantly increased its membership as well as establishing a steering group to increase the senior leadership oversight and drive for this work. The group held an initial workshop to reflect on the successes to date, the challenges they have experienced and identify priorities for the future. A new Directorate action plan will be developed over the coming months to drive forward the next stage of this work.

15.5 Growth & Development

15.5.1 The Growth and Development directorate consists of the following services: Planning, Licensing and Building Control; Development, City Centre and Major regeneration; Strategic Housing; Work and Skills along with the Manchester Adult Education Service. It is the engine room of the City Council delivering thousands of new homes and jobs across the city, regenerating former industrial brownfield land and transforming the city centre. It also provides opportunities for Manchester adults to obtain skills and qualifications to help them access work and to increase their job prospects.

15.5.2 We have recently reinvigorated the Equalities Group across the directorate. A new directorate lead (Martin Oldfield) has set up a group of volunteers from each service and they are currently reviewing their individual service plans to ensure that their service is fulfilling the commitments made to equality and diversity. Following this the group will develop a directorate-wide equalities plan, incorporating the commitments already made.

15.5.3 All services are reviewing their recruitment and selection practices, and some have already advertised posts via national black officer networks alongside standard recruitment advertising.

15.5.4 Strategic Housing has reserved a place on its departmental management team for a black officer to ensure that race is considered in every decision it makes.

15.5.5 Let's talk about race training has been slow to roll out across some services in the directorate but the number of trainers has increased and roll out will be stepped up in the coming months.

15.5.6 Manchester Adult Education Service (MAES) continue to contribute to the council's race review, through delivering the Let's Talk About Race workshop

(400+ participants) and more through collaborating with Organisational Development to deliver 'train the trainer' sessions for colleagues who will be facilitating conversations on race within their teams.

15.5.7 MAES has developed its own, internal, Aspirational Leadership programme. The programme aims to provide development opportunities as a route into middle leadership for under-represented groups (currently MAES has good representation at officer and teacher level but in middle and senior leadership that diversity is not reflected).

15.5.8 Adult learners represent proportionately high numbers of Manchester's minority groups and staff are skilled at ensuring opportunities for learning are inclusive whilst recognising and celebrating difference. For example, over 60% of learners are from ethnic minorities and represent a wide range of diverse cultures. Courses include opportunities to celebrate these cultures and enable staff and learners to benefit from this diversity.

15.6 Neighbourhoods

15.6.1 The Neighbourhoods Directorate comprises of four thematic functions: Communities, Highways, Housing Services & Homelessness, and Neighbourhood Delivery. There are over 1400 staff working in the Directorate, in 23 service areas, predominantly delivering a mixture of front line and back-office functions. Together these services play a key role in supporting the delivery of the Our Manchester Strategy. This includes the creation of sustainable, safe, resilient, and cohesive neighbourhoods, with good quality green spaces, and accessible culture and sporting facilities.

15.6.2 The Neighbourhoods Equality Champions Network has been established since 2016, includes a representative from each of our service areas and is chaired by a member of DMT (the Directorate Management Team) which demonstrates the Directorates commitment at the highest level. The group meets on a quarterly basis.

15.6.3 Following on from the successful introduction of Neighbourhoods Directorate EDI Drop-Ins in 2022 staff drop-ins have been arranged throughout September and October 2023. Staff can seek advice from a member of the EDI Team and HROD on any questions or queries they may have in relation to EDI in their service.

15.6.4 This year's annual staff conference was shaped in response to feedback from the annual staff survey. This year on the 19th of June 2023, hundreds of staff from across the Directorate came along to the annual Neighbourhoods 'All Staff Forum' on the theme of **Equalities, Health & Wellbeing**. There were presentations from the Strategic Director of Neighbourhoods, Neil Fairlamb, and from guest speaker Dr Cordelle Ofori, Deputy Director of Public Health, about the ambitious action plan Making Manchester Fairer which aims to tackle health inequality across the city. There was also a special thank you to all our staff from the Chief Executive. As well as presentations there was the

opportunity to network and take part in interactive activities. Representatives from the Equalities Staff Networking Groups were also in attendance.

15.6.5 The weekly Directorate broadcast is shared digitally, and a hard copy posted on noticeboards for offline colleagues. These key communications provide a rich source of information for staff including an opportunity to celebrate equality awareness days and to promote events and learning opportunities for staff to get involved in.

15.6.6 Staff networks promote inclusivity, belonging and provide a voice for staff. In recognition of a gap in the current forums, a new Muslim staff network has been established in 2023 by colleagues in the Community Safety team.

15.6.7 Equality, Diversity and Inclusion awareness training for all staff, managers and leaders in the Directorate is a key priority. Over 68% of managers have now completed the inclusive leadership training and several members of the DMT are enrolled on the Making Manchester Fairer Race & Equity Training Programme. The rollout of Let's Talk About Race for all staff continues. In some service areas specific training has been undertaken around mental health awareness, autism awareness and transgender.

15.6.8 A key area for focus in 2023/24 has been to focus on recruitment approaches in order to increase the diversity of the workforce and ensure that Mancunians can access employment opportunities in the Council. All services ensure that recruitment panels are as diverse as possible and everyone joining an interview panel must undertake mandatory recruitment and selection training. Some of the different approaches are detailed below:

- **Grounds Maintenance** - has developed a local recruitment approach with the intention of employing staff directly from our local communities to create a workforce that better reflects the communities we serve. Grounds Maintenance have developed both work experience placements and short term paid employment opportunities which are recruited to from local communities. In conjunction with Work and Skills and Career Connect, the service has developed and delivered a 6-month seasonal employment/training role for recent school leavers who are NEET (Not in Education, Employment or Training), 5 young people have been employed on this project that will run until October 2023.
- **Leisure** - Vacant posts are advertised with agencies with specific target audiences to try to reduce the equalities gap within the workforce
- **Libraries** - To ensure our workforce represents our communities, the Libraries service have introduced new recruitment methods; all Library Assistant jobs (grade 3 posts) are advertised in local libraries, and recruited via drop-in open days, which has led to increased diversity of our workforce.
- **Neighbourhood Teams** – Ensure that recruitment processes are engaging and widely promoted in communities, and ongoing talent developing activities so that Officers and skills are reflective of the communities we serve. We also support diverse residents to carry out place-based work experience within MCC (14+) to improve impact.

- The **Compliance, Enforcement and Community Safety service** piloted an alternative recruitment approach. The aim of the pilot was to awareness of employment opportunities within the Council with communities who are currently underrepresented in the workforce. The service identified all vacancies across several teams and simplified the application process to ensure it was inclusive and accessible. Job roles and pay were clearly explained. Officers spent time in diverse neighbourhoods speaking to people about the opportunities and why the Council is a great place to work. Takeaways, off licenses, banks and shops agreed for adverts to be placed in their windows. The Council partnered with JobCentre Plus who supported job seekers to apply for the opportunities. The interviews were held in the community and focussed on having conversations to identify strengths. Officers received positive feedback about the recruitment approach, people were positive about having the opportunity to engage directly and informally with officers. Some people said that they had never thought about working for the Council before. The roles are currently being offered to successful candidates and work is underway to analyse the results of the approach.

15.6.9 As part of the Directorates core business leadership has been provided to shape and embed policies and standards which support the wider workforce. This includes the organisations commitment to become a White Ribbon Organisation, Third Party Abuse Policy and to become a UNICEF child friendly city.

15.7 Public Health

15.7.1 The Public Health Department consists of the following thematic functions: Health Improvement & Well Being, Health Care Public Health and Partnerships, Health Protection and Healthy Environment. In April, due to the growth and expansion of the Public Health workforce, the collective teams were recategorised from a Public Health Team to a Department.

15.7.2 Within the Public Health Department clear objectives regarding equalities have been established with all senior staff, that support the way we work and the outcomes we are aiming for.

15.7.3 A Workforce Development Group has been established to ensure a clear, equitable and transparent decision-making framework is in place for accessing training, development opportunities and supports our approach and commitment to workforce equality and diversity.

15.8.3 This group has also supported the following:

- Reach outs for promotions undertaken within the service to ensure there is a clear framework for opportunities and career progression for all.
- Inclusion of the following objective within Our Annual Conversations: The public health department will ensure that we attract, recruit and select in a way that is inclusive and drives diversity at all levels.

- Reviewed EDI data on SAP. Further promotion to Public Health Department to complete / update EDI data.

15.8.4 In terms of recruitment, we have a commitment to ensure all recruitment panels are diverse, linking into the corporate requirements but also taking this further into diversity from a disability perspective.

15.8.5 Public Health have created strong linkages with communities to ensure roles are broadcast within communities where possible, through existing networks. To highlight the effectiveness of this approach in September we received over 120 applications for two Community Health Equity Manchester Officer roles.

15.8.6 In addition to this we recently established two UMEED Coordinator roles, where targeted recruitment adverts were developed for women, specifically to support the Public Health objectives of supporting vulnerable pregnant Pakistani women. This recruitment approach was successful.

15.8.7 The rollout of Let's Talk About Race within Public Health continues. Our Departmental Management Team have completed their training, and we are now working on a plan to roll this out across Public Health. As the Department of Public Health is not as large as other Directorates, it has been agreed our sessions will be supported and facilitated in the main by MAES.

15.8.8 Future work will focus on the development and delivery of a departmental equalities plan which will look to ensure that Public Health is fulfilling the commitments made to equality and diversity and support our objective to attract, recruit and select in a way that is inclusive and drives diversity at all levels.

16. Refreshing the Workforce Equality Strategy

16.1 The strategy is due to be refreshed in late 2023. The current strategy has focused on awareness raising and establishing some of the basics required in creating a foundation for sustainable change.

16.2 The next iteration of the Workforce Equality Strategy needs to focus on hardwiring equality, diversity and inclusion in workforce practice to be able to fully realise the ambition for our staff, the organisation and the services we deliver for communities across the city.

16.3 The refresh will be developed by staff, staff networks and Trade Union colleagues, so that it is reflective of the voice and experiences of our diverse workforce and will be aligned to the emerging and overarching equalities strategy which is being developed by the corporate equalities team as well as Making Manchester Fairer.

16.4 The scale of meaningful, high-quality activity to support workforce equality cannot be underestimated, and it is not possible to be able to focus on all areas of equality and diversity due to resources. We know from experience that it is better to focus on a smaller number of areas that will have the

greatest impact. The core of the next 2-year strategy will focus on how we can universally improve the experiences across staff with protected characteristics, alongside additional focus on some priority areas.

16.5 There are emerging priorities that we have identified through our learning, reflections and from our workforce intelligence, staff survey and feedback from staff network groups. These include:

1. Leadership and accountability for advancing equalities and addressing inequalities.
2. Becoming an Anti-Racist Council.
3. Improving support for Disabled employees and employees with a long-term health condition.
4. Improving support for Trans employees.
5. Strengthening our education and learning offer aligned to points 1, 2, 3 & 4.
6. Reducing the gender and ethnicity pay gap
7. Strengthening our workforce intelligence so that our decisions are informed by high quality data. Setting targets and tracking outcomes and impact.
8. Recruitment, retention and progression although this will be picked up with the Talent Strategy which is due to be considered by SMT in September
9. Support leaders and managers to build inclusive teams and services.

17. Recommendations

17.1 The Resources and Governance Scrutiny Committee is asked to:

1. Comment on the progress the Council has made to deliver the Workforce Equality Strategy
2. Note the progress each directorate has made to deliver workforce equality, diversity and inclusion.
3. Note the plan to refresh the Workforce Equality Strategy.

18. Appendices

Appendix 1 – Workforce Equality Strategy – completed actions

Appendix 2 – Race and Health Education Programme

Appendix 3 – MCC Diversity Profile

Appendix 4 – EDI Training Overview

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Strand 1 Actions	Completed
Encouraging diverse applicants to our Graduate and Apprenticeship opportunities.	<p>Talent pipeline: Strengthening pathways to employment with MCC</p> <ul style="list-style-type: none"> • Apprenticeships: 111 apprenticeships of which 31% are Black, Asian or ethnic minority backgrounds. Compared to 17% the previous year • Ambitious about Autism: We are hosting students for a ground-breaking employability programme for autistic students and graduates by offering work experience internships, fully funded by the university. • First Generation paid internships: we have committed to hosting 12 Manchester Met University students on 12-month paid placements. • Inclusive recruitment: working with services across the organisation supporting them to create a more inclusive recruitment process. • Work Experience offer. Relunched. This encompasses hosting students from Manchester schools, colleges, and universities. • T-Level students studying for qualifications or degrees can complete a placement linked to their studies. • Manchester Universities: Access to both universities' jobs portal where managers can upload our vacancies. • Careers Fairs: HROD attend across the city in a variety of settings. Schools, colleges, universities and within the community. • New recruitment system: Eploy brings the opportunity to support the organisation to become an inclusive employer. • Diverse Panels: Are a mandatory requirement for all recruitment campaigns.
Making sure our recruitment is inclusive and designed to attract a talented and diverse workforce.	We have procured and implemented a new Applicant Tracking system . The new system will be much more intuitive. Easier for managers and applicants to use and will give us the data we need to plan improvements.
Better diversity on recruitment panels, with learning material completed by members before taking part.	Every recruitment panel must include at least one member who identifies as Black, Asian or Minority Ethnic. HROD have designed and implemented an 'app and training video'. This matches diverse members of staff who want the experience of sitting on a recruitment panel. Diverse recruitment panels are a mandatory requirement for all recruitment campaigns.
Every induction will communicate the importance of equality, diversity and inclusion, and what is and is not acceptable	The Corporate Induction redesign renewed focus on the Manchester City Council Strategy. It's Corporate Priorities, Our Manchester Behaviours and Equality, Diversity, and Inclusion. The new offer provides an exciting, comprehensive, and consistent induction experience. The new corporate induction covers an introduction to the 5 Our Manchester Behaviours
For specialist recruitment we are monitoring equality information and challenge search partners to provide more diverse shortlists.	Specialist recruitment framework has a criterion which requires recruitment partners to demonstrate experience of attracting diverse candidates to senior leadership posts.

	The Diversity Profile monitors the diversity of senior leadership applicants.
Strand 2 Actions	
Two new staff development programmes are underway. Inclusive Leadership for managers grades 10 and above and Let's Talk About Racism designed for all staff.	<p>We have strengthened and rolled out EDI education and Learning and Development offer.</p> <p>LeadHERship 2 programmes to date. 38 women in total have participated. 14 (36.84%) delegates have secured promotions following the programme.</p> <p>Leadership Pathway 4 programmes to date. 54 people participated. 11 (20.37%) delegates have secured promotions.</p> <p>Let's Talk About Race 137 Facilitators across directorates. 2,345 (31.69%) staff have completed LTAR Team Conversation.</p> <p>Learning & Training 6,574 equality, diversity and inclusion training courses have been attended (this includes menopause awareness, LGBTQIA+ awareness, Autism awareness).</p> <p>Coaching Offer. Rolled out across the Council in Feb 2023. Network of 30 coaches across the organisation.</p> <p>Reverse Mentoring Offer. Currently our Black Asian Minority Ethnic staff share their lived experience as Mentors to senior leaders. 2 cohorts since June 2022 11 leaders completed. Third cohort commenced March 2023, 12 leaders.</p> <p>Inclusive Leadership 421 (71.84%) managers Grade 10+ have attended Including 117 (87%) members of Senior Leadership Group.</p>
Redesigning our corporate induction, with equality and inclusion at the heart of it.	The Corporate Induction redesign is based on the key core elements from the Manager Accountability Framework. And makes the Council's equality commitment explicit to new starters.
New Our Manchester fifth behaviour dedicated to equality. We show that we value our differences and treat people fairly.	A fifth Our Manchester behaviour to strengthen our commitment to equality, diversity and inclusion launched.
Using methods such as Coaching, Mentoring (including Reverse Mentoring) and targeted Learning, such as the Leadership Pathway for Black, Asian and Minority Ethnic Staff.	Coaching Offer rolled out across the Council in Feb 2023. Training offer on how to become a coach provided by Manchester College in April 2023. Reverse Mentoring 2 cohorts since June 2022. 11 leaders completed. Third cohort commenced March 2023, 12 leaders.
Adding an EDI objective to every senior manager's annual appraisal.	All Senior Leaders (SLG) at MCC are required to have a personal workforce equality objective. This forms part of the senior

	performance appraisal. 123 personal workforce equality objectives have been set which equates to a 95% completion rate.
Using data from staff surveys to identify gaps and plan ways to upskill staff on creating an inclusive workforce.	Staff survey Network Update Feb 2023. Staff are seeing improvements being made across the 5 areas of equality. Continue to see high completion rates for the equality monitoring questions at an average of 98%. Staff Networks have a joint work programme with HRODT which sets out priorities and the things that need to be delivered to advance equality.
Strand 3 Actions	
We created a new Talent and Diversity Team HROD, focused on our current and future workforce.	The Talent and Diversity Team was created to help to drive forward and support the way that the Council attracts, recruits and develops and retains staff at all levels. An important part of this is making sure the workforce is more representative of the communities we serve and full of talented and skilled employees at all levels.
Directorate Management Team will nominate a senior manager as lead for Equalities	Each directorate now has a senior lead for equalities.
Creating a new corporate board that includes the City Solicitor, Chairs of Staff Network Groups and Directorate leads. They will track action plan progress and identify any issues.	The Corporate Equality Diversity and Inclusion Leadership Group. A new corporate board chaired by the City Solicitor has been established to track and monitor the progress against service specific targets with the aim of driving change within services.
Meeting monthly with Chairs of Staff Network Groups to raise issues but also look at intersectional issues.	HROD&T and Network Chairs meeting established to make sure that the voice of our employees is heard. The group provides opportunities for our workforce to develop, influence and contribute to the delivery of the Workforce Equality Strategy.
Recognizing and celebrating diversity through better representation in communications, both internal and external.	Comms and Engagement strategy created setting out the role of communications and engagement in supporting the Council's Workforce Race Equality Review programme. Awards for Excellence Re-introduced Equality, Diversity and Inclusion Award Corporate judging panels included members of Equality Staff Networks who also co-presented the awards at the finale event We've begun to track the EDI statistic for awards nominees, winner and judging panels to ensure these are representative of the workforce
Giving extra support from HROD to our staff network groups.	Responsibility for supporting staff networks transferred from the Equality Team to the Talent and Diversity Team in HROD.

Taking a more human-centered approach to the development of policies, processes and approaches.	We are using a Human Centred Design approach which puts our workforce at the centre of projects. Examples such as how we developed Third Party Abuse & Harassment Policy, zero tolerance statement, performance development and health and wellbeing.
Strand 4 Actions	
Making any discriminatory behaviour grounds for gross misconduct	A revised new disciplinary policy. Approved at Personnel Committee Oct 2021. We have reviewed the level of manager who deals with any case involving an element of discrimination. Now includes a section specifically on equality and that any discrimination of any kind will be usually considered to be gross misconduct.
Taking a zero-tolerance approach to any form of discrimination or harassment from the public, as outlined in the new Third-Party Abuse & Harassment policy.	Adding a zero-tolerance statement to our policies. Including the launch of a brand-new Third-Party Harassment and Abuse Policy. Policy guidance was drafted also.
Adding a zero-tolerance statement to our website, intranet and recruitment site.	Comms campaign launched in July.
Updating our Employee Code of Conduct.	The new code of conduct covers equality, diversity and inclusion.
Covering these expectations of staff in our Induction.	The new corporate induction covers an introduction to the 5 Behaviours and Zero Tolerance.
Monitoring of all cases and complaints by HR and SMT, making sure we are consistent in our approach.	Equality monitoring of HR casework activity (conduct, grievance) is completed every 6 months and shared with Directorate Management Teams. In 2019/20, Black, Asian and Minority Ethnic staff were more than twice as likely to be subject to disciplinary action. We have now reduced this to 26% of all cases.
Strand 5 Actions	
Ongoing campaign to encourage staff to complete their equalities data in SAP.	A communications campaign started in May 2021 to promote the collection of equality data (across all characteristics) which will set out to show why it's so important and to encourage all staff to update their information). Further communications campaign to promote completion of equality monitoring information amongst online staff (SAP users).
100% of SLG to have an equality objective within their annual performance review.	The work above will be connected to the work around senior equality objectives, the staff survey and the range of activity that is being delivered across the Workforce Equality Strategy in order to progress change in the organisation.
Equality information to be shared with DMTs and SMT monthly.	Workforce Equality profiles for the organisation and by directorate have been produced and will be regularly updated and monitored with SMT and departmental management teams. This baselines the equality breakdown of the workforce against the resident population of Manchester.

Creating an annual workforce report which compares each protected characteristic and grade with the city's demographics.	A workforce diversity profile has been developed which incl. Key measures such as: <ul style="list-style-type: none"> • Workforce vs. Manchester population • Workforce diversity by grade bands • Recruitment & retention • Intersectionality. • HR Casework trends • Staff survey insights
Specific targets on diversity to be built into the retender for Executive Search and Retender to be out by Apr 22.	The scoring of contracts includes equality, diversity and inclusion and the providers experience of attracting diverse talent.
Training on inclusive recruitment to be developed for SLG by Mar 22.	421 (71.84%) managers Grade 10+ have attended Including 117 (87%) members of Senior Leadership Group.
Introduce Ethnicity Pay Gap reporting by Mar 23	Reduced from 6.6% to 4.6% - this is significantly below the mean and media gap for the UK.
Strand 6 Actions	
Reviewing all core workforce policies to remove bias and be explicit in our zero-tolerance approach to discrimination	Policy Improvements. Menopause Policy, Third Party Abuse & Harassment Policy. Zero Tolerance embedded within Code of Conduct, Disciplinary & Employee Dispute Resolution Policies.
Create a new workplace adjustment hub to provide advice and information on supporting staff with disabilities.	Developing a Workplace Adjustment Hub which will provide support, advice and guidance to disabled employees and those with a long-term health condition.
Commit to becoming an Age Friendly Employer and work with Older Staff to develop and monitor delivery of our action plan.	Age Equality Network established. The network launched in May 2023. Staff working on key priorities.
Join the Employer's Initiative on Domestic Abuse and review our Domestic Abuse Policy and training.	Signed up to the Employer's Initiative on Domestic Abuse in June 2022. Reviewed the Domestic Abuse Policy in Feb 2022. Updated eLearning and ran some briefing sessions in December 2022. Comms campaign ran to coincide with White Ribbon.
Commit to the Miscarriage Association Pregnancy Loss Pledge to support staff who have suffered loss.	Joined the Pregnancy Loss Pledge in December 2022. It has been built into our Family Friendly Policy. Comms campaign took place in early June 2023.
Develop very clear breastfeeding at work guidance to support feeding mothers.	Information and guidance available on the intranet. Provide links to external organisations for advice and guidance.
Reapply for Disability Confident 'Employer' accreditation and develop a work programme to take the council to 'Leader' status	The Council has achieved Disability Confident Leader status.

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Making Manchester Fairer

Tackling structural racism and discrimination: Race and Health Education Programme

Making Manchester Fairer is the city's 5-year strategy to Tackling Health Inequalities. This is an ambitious plan and will evolve, but it will take time to embed and develop. There are eight themes in the plan that are highlighted as having an effect on health and wellbeing. The Race and Health programme is a key deliverable within theme 7 of the plan which is tackling systemic racism and discrimination.

We know that the need for action on race and inequalities across our Manchester system is clear. We also know that health and racism are inextricably linked. Structural and institutional barriers are long standing problems that result in ethnic and wider inequalities in access, experiences, and outcomes; such as lack of appropriate treatment for health problems by the NHS, poor quality and discriminatory treatment by staff in educational settings, lack of high-quality ethnicity data monitoring, inadequate interpreting services for those who cannot speak English confidently or are BSL users or avoidance of seeking help for health problems due to fear of discriminatory treatment. Experiences of racism and discrimination (individual, institutional and systemic) can also be a psychosocial stressor which builds over-time with long-term impacts on health and wellbeing e.g. everyday discrimination linked to heart disease, infant mortality, mental illness, substance misuse and life expectancy

We intend for all our workforce across the eight themes to be fully engaged and support the delivery of the plan and this includes ensuring we can deliver a culturally proficient programme aware of the issues around racism and discrimination. To support our workforce, we have developed a comprehensive and immersive education programme has been co-designed which will enable our workforce to be better informed, equipped, and confident to implement the right solutions that will improve outcomes for communities experiencing racial inequality and discrimination.

The aim of the Race and Health Equity Education programme is for the workforce to;

- Have an increased awareness and understanding to describe and examine racism and discrimination in its structural, institutional, and individual forms and its impact on health outcomes and inequalities
- Further develop their skills, knowledge, and expertise to implement anti-racist and anti-discriminatory practices both on a systemic and individual level
- Lead diverse colleagues and distributed teams through challenging and ambiguous times
- Have improved resources, networks, and mechanisms available for our workforce to implement the right solutions to address racism and discrimination
- Build confidence to challenge racism and discrimination in the workplace and engage inclusively with communities that experience racial inequality
- Share learning and best practice and create equity and inequalities champions across Manchester

- Take increased responsibility for their role(s) in contributing to these new ways of working to produce a wider impact and make more intentional choices about how they act to address inequalities

We have outlined the following learning outcomes for the programme;

- Understanding how racial inequity operates at different levels within a system and the impact that has on health outcomes
- A better understanding of Manchester's population and its demographics with the ability to use data and insight effectively to make informed decisions
- An understanding of the importance of involving communities in co-designing and co-creating solutions to inform actions to reduce inequalities
- The development of knowledge, skills, resources, tools and confidence to create more inclusive work practices and approaches to services giving participants the time, space, encouragement and permission to collaborate on planning and improving delivery

The education program is aimed at participants who are either directly or indirectly involved in delivering Making Manchester Fairer, this includes; Three teams around the neighbourhood (North, South and Central), Making Manchester Fairer Task Force Group, members of MCC SMT and Senior Leadership Group, Directorate Equality Leads, key leads in partner organisations (Manchester Integrated Care Partnership, Manchester Local Care Organisation, Manchester Foundation Trust, Manchester Housing Provider Partnership, Greater Manchester Police, Primary Care.

The programme will be facilitated by Jackie Bailey (J Bailey Consulting) , Professor Dawn Edge (University of Manchester), Charles Lauder (Talawa Consulting).

Running alongside the education sessions will be a series of masterclasses which will include expert speakers providing insights into a range of topics with a focus on the most persistent and pervasive issues marginalised communities face.

An evaluation of the programme will be conducted during and after the completion of the programme which will enable us to ascertain whether the aims of the programme and learning outcomes as set out have been achieved. The evidence gathered will help inform next steps for the programme.

Ultimately, we want to be able to articulate what change, effect, benefit has happened as a result of this intervention, and ideally which of these changes would not have happened had the programme not taken place.



Manchester City Council Diversity Profile

Part of the Workforce Equality strategy:

5



Set and monitor targets across a range of measures



August 2023

About This Pack

This pack is designed to provide an insight into the diversity of the Council's workforce, the progress we are making to build a diverse workforce and highlights areas that we need to focus on.

It includes key workforce measures such as:

- Workforce compared to Manchester's population
- Workforce diversity by grade bands
- Recruitment & Retention
- Intersectionality
- Training
- Staff Survey
- Casework

It is important to note that it wasn't possible to provide a breakdown of every protected characteristic for each of the measures listed above. Therefore, some of the data is only provided for Race, Disability & Gender as our intelligence indicates these are the communities where we face the greatest challenges (recruitment, retention, development and workplace experiences). We will continue to monitor and report on all protected characteristics at a Council and Directorate level (e.g. slide 4)

Workforce Equality Strategy

In October 2021, we launched the Workforce Equality Strategy (WES) which sets out how we will achieve our vision of the Council fully reflecting the diversity of the communities that we serve at all levels and to be a place where our workforce can be themselves and thrive.

The WES sets out 6 strands that we will focus on to achieve this vision:

1. Attract, recruit and select in a way that is inclusive and drives diversity at all levels
2. Educate, develop and build talent in our workforce
3. Strengthen visibility and voice of staff networks, equality champions and allies
4. Be clear in our zero tolerance to discrimination
5. Set and monitor targets across a range of measures
6. Create policies and processes that feel fair to everyone

Page 57

This pack highlights the progress and impact of the Workforce Equality Strategy which is reflected in:

- Increase of Black, Asian & Minority Ethnic employees overall and at a senior level
- Increase of employees with a Disability overall and at a senior level
- Reduced the gender pay gap
- Employees are seeing improvements being made across equality, diversity and inclusion (Staff Survey)

The next slide includes our key achievements.

Appendix 3, Item 5

WES – Key Achievements

- **Established a Corporate Equalities, Diversity & Leadership Group** which provides assurance to SMT/Council on the progress we are making to advance equalities and address inequalities.
- **Senior workforce equality objectives** – all senior leaders have an equality objective which forms part of the senior appraisal and is linked to pay progression. Objectives are aligned to the delivery of the WES.
- **Improving approaches to inclusive recruitment** – working with local communities to attract local diverse talent.
- **Staff Network Groups** – we have 10 Staff Networks. Each group has a work programme aligned to the delivery of the WES.
- **Our Manchester 5th Behaviour** - Developed and embedded a new behaviour: *we show that we value differences and treat people fairly.*
- **Let's Talk About Race (LTAR)** – 2,629 (35.7%) employees have completed LTAR.
- **Leadership pathway programme** – delivered 4 programmes. 54 employees attended. 20% have secured promotions.
- **LeadHERship programme** – delivered 2 programmes. 38 women have attended. 37% have secured a promotion.
- **Workplace Adjustment Hub** – Hub will support employees with a disability and long-term health condition(s) with workplace adjustments.
- **Policy improvements** – introduced a menopause policy, Third Party Abuse & Harassment policy, enhanced our shared parental leave provision, strengthened the recruitment & selection policy and embedded zero tolerance in key policies. Hub is due to go live following recruitment to the structure.
- **Strengthen our corporate communications** – celebrating the diversity of our workforce and improving visibility.

Workforce Profile

Workforce vs Manchester Population
Workforce Diversity by Grade Bands
Year on Year comparisons

Council wide Diversity Overview

Race

Reported to be Black,
Asian and Minority
Ethnicity

21.8%

41.3% -19.5%

Disability

Disabled or report living
with a long-term health
condition

8%

17.5% -9.5%

Religion or Belief

Identified as having a
Religion or Belief

19%

61.6% -42.6%

Age

Average age of
workforce and
Manchester population

47 years old

33 years old +14

Sex

Are female

65.1%

50.3% +14.8%

Sexual Orientation

Gay, Lesbian, Bisexual or
Other

4.9%

6.7% -1.8%

Transgender

Employees that identify as
Transgender

0.2%

1% -0.8%

**Council
Workforce**

Census Data

Diversity Data Subcategories

Age

16-21	Over 55	Over 65
26 0.3%	2,469 33.6%	283 3.9%

Subcategories

16-29	9.6%
30-39	17.8%
40-49	24.4%
50-59	32.2%
60-69	15.2%
70+	0.8%

Race

1,602 21.8%	Reported to be Black, Asian and Minority Ethnicity
551 7.5%	No data

Subcategories

Asian/Asian British	6.5%
Black/Black British	11.5%
Mixed/Multiple Ethnic Groups	3.3%
Any other ethnic group	9.4%
White British	65%
White Other	2.1%

Disability

590 8%	Disabled or report living with a long-term health condition
1,127 15%	No data

Disability Subcategories

Long-term health condition	29.1%
Mental Health	20.3%
Physical	15.2%
Other	11.1%
Neurodiverse	10.4%
Visual Impairment	3.5%

Sex

Female	Male
4,783 65.1%	2,561 34.9%

Female population by grade group

Grades 1-5	65.4%
Grades 6-9	66.3%
Grades 10-12	58.9%
SS Grades	52.3%

Diversity Data Subcategories

Religion or Belief

1,393
19%

Reported to have a religion or belief

5,913
65.2%

No Data

Subcategories

Christian	14.2%
Muslim	2.4%
Prefer not to say	1.8%
Any other religion or belief	0.9%
No religion	15.8%

Sexual Orientation

358
4.9%

Bisexual, Gay, Lesbian or Other Sexuality

524
7.1%

No data

Subcategories

Heterosexual	61.3%
Prefer not to say	26.7%
Gay	2.1%
Bisexual	1.5%
Lesbian	0.9%
Other	0.4%

Transgender

16
0.2%

Transgender

5,078
69.1%

No data

Subcategories

Yes	0.2%
No	30.3%
Prefer not to say	0.3%

Gender Identity

16
0.2%

Gender Variant Identity

5,436
74%

No data

Subcategories

Female	16.4%
Male	9.2%
Prefer not to say	0.3%
Non binary	0.1%
Prefer to self describe	0.04%
Intersex	0.01%

Workforce Diversity by Grade Group

Service	Total headcount (no.)	Black, Asian and Minority Ethnicity staff count	Black, Asian and Minority Ethnicity staff percentage	Staff with disability or long-term health condition Count	Staff with disability or long-term health condition percentage	Female staff count	Female staff percentage
Grade 1-5	3151	838	26.6%	247	7.8%	2060	65.4%
Grade 6-9	3577	699	19.5%	294	8.2%	2370	66.3%
Grade 10-12	467	55	11.8%	40	8.6%	275	58.9%
SS Grades	149	10	6.7%	9	6%	78	52.3%
Total	7,338	1602	21.8%	590	8%	4783	65.1%

Page 63

- Representation of Black, Asian and Minority Ethnicity Staff reduces significantly from Grade 1-5 (26.6%) to Grade 10-12 (11.8%) and SS Grades (6.7%)
- Female staff have a lower representation at SS Grades (52.3%) compared to representation in the organisation overall (65.1%)

Appendix 3, Item 5

Year on Year Comparison

	Black, Asian and Minority Ethnicity Employees (headcount & representation percentage)			Employees with a disability or long-term health condition (headcount & representation percentage)		
	2021	2022	2023	2021	2022	2023
Overall Representation	1542 (21.2%)	1544 (21.3%)	1602 (21.8%)	343 (4.7%)	576 (7.9%)	590 (8%)
Representation at G10+	35 (6.9%)	54 (9.4%)	65 (10.6%)	16 (3.2%)	44 (7.7%)	49 (8%)
Representation at SS Grade	6 (4.9%)	9 (6.6%)	10 (6.7%)	2 (1.6%)	8 (5.8%)	9 (6%)

- There has been a 0.6% increase in representation of Black, Asian and Minority Ethnicity Employees in the overall population with greater increases at Grade 10 and above (3.7%) and SS grade (1.8%).
- There has been a 3.3% increase in representation of employees with a disability or long-term health condition in the overall population with a greater increase at Grade 10 and about (4.8%) and SS grades (4.4%).

Equality Monitoring



SAP Equality Data | Non completion Rates*

Service	Headcount (no.)	Race	Disability	Sexual Orientation	Religion or Faith	Transgender	Gender Identity
Adults	1,524	9.5%	13.1%	32%	83.7%	77.6%	79.3%
Chief Executive	588	9.8%	13.3%	28%	77.9%	57%	61.7%
Children's	1,505	19%	22.8%	40.7%	88.1%	82.6%	86.6%
Corporate Services	1,419	12.3%	12%	28.2%	74.9%	58.1%	58.2%
Growth & Development	419	12.4%	17.7%	34.8%	85.7%	68.5%	71.6%
Neighbourhoods	1,830	14.9%	15.3%	36.2%	75.6%	64.6%	78.1%
Public Health	53	15.5%	10.3%	17.2%	69%	29.3%	27.6%
Total	7,338	11%	15.7%	33.8%	80.4%	69.1%	74.2%

Page 66

- The highest rates of non-completion are for Religion, Gender Identity & Transgender which were added to the SAP system in July 2021.
- Children's directorate has the highest non completion rates across all demographics.

Appendix 3, Item 5

Introduction to Recruitment Data

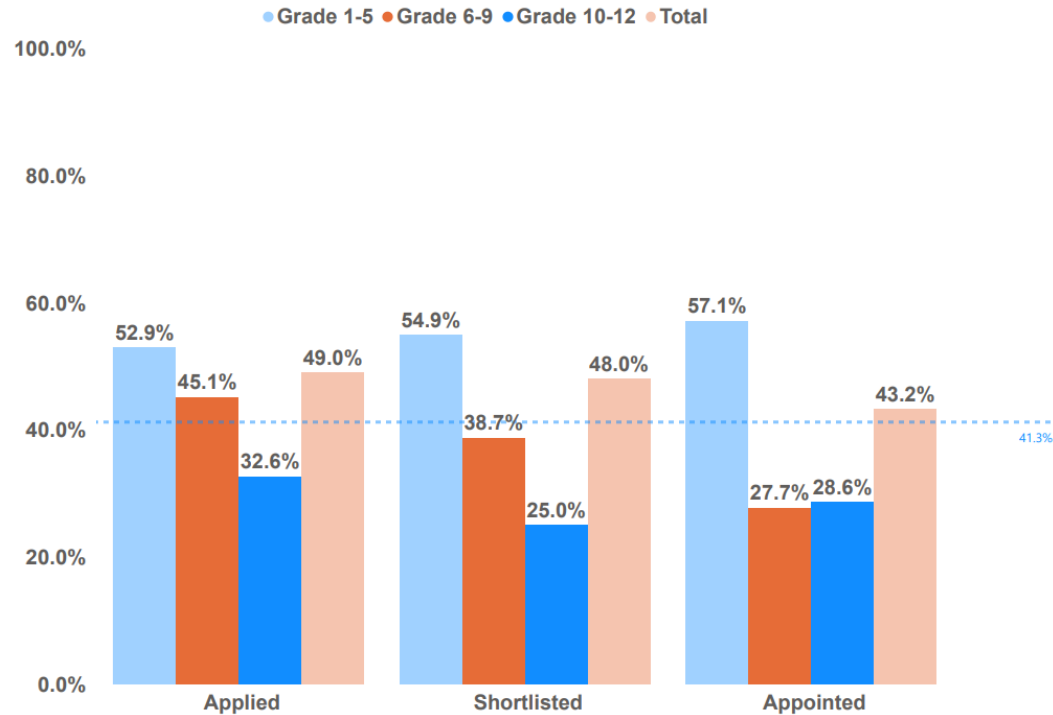
The following recruitment data is shown from the launch date of the new Applicant Tracking System - 27 February until 30 June 2023. It reflects internal, external, and senior recruitment.

Both the amount and the categorisation of data we collect during recruitment has changed. As a result we are unable to present a year-on-year comparison of the demographic composition of applicants reaching the shortlisting stage.

One early positive from using the new system has been a significant increase in the response to Equality Monitoring questions by successful candidates, from an average of 80% on our previous system to 98.8% on our new recruitment system.

Applications by Black, Asian & Minority Ethnicity Candidates (March 23 – June 23)

Page 69



Our overall rate of recruitment of Black, Asian & Minority Ethnicity Candidates (43.2%) is higher than the demographic representation of Manchester (41.3%, Census 2021).

There is overrepresentation of Black, Asian & Minority Ethnicity Candidates at Grades 1-5 (57.1%) with the majority of Black, Asian & Minority Ethnicity Candidates hired at this level.

At Grades 6-9 the recruitment process appears to disadvantage Black, Asian & Minority Ethnicity Candidates as representation reduces through the process: Application stage (45.1%), Shortlisting (38.7%) and successful appointees (27.7%).

We are failing to attract Black, Asian & Minority Ethnicity Candidates for vacancies at grades 10-12 (32.6%).

More work is required to engage with candidates at this level to bring recruitment at grades 10-12 up to match the demographic population of Manchester.

Applied

14,672 7,196

Shortlisted

2,377 1,140

Appointed

507 219

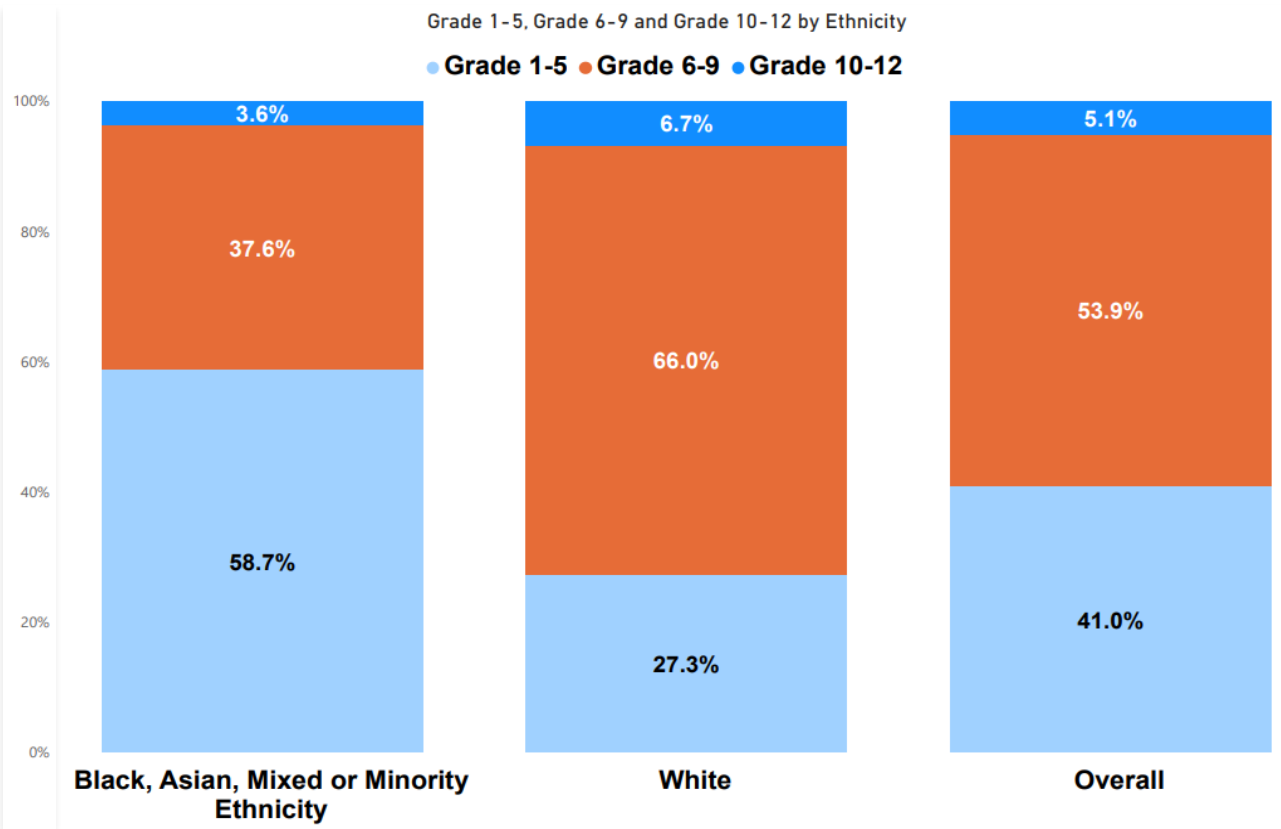
Total Candidates

Black, Asian, Mixed and Other Ethnicity Candidates

Appendix 3, Item 5

Distribution of Appointees by Ethnicity & Grade (March 23 – June 23)

Page 70



Comparing the grade group distribution of Black, Asian & Minority Ethnicity Appointees and White Appointees highlights the disparity in the Council’s recruitment process.

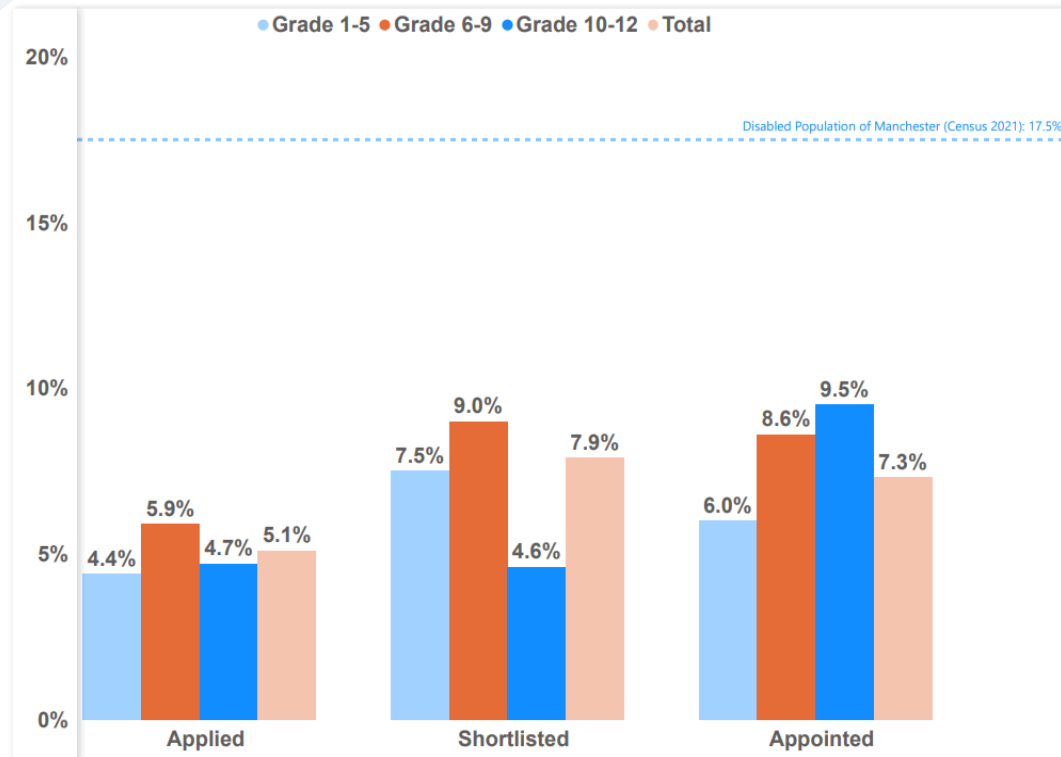
Black, Asian, and Minority Ethnicity Appointees are more likely to be hired at grades 1-5 (58.7%) compared to White Appointees (27.3%), despite a similar number of applications from both groups.

White Appointees have a higher representation at grades 6-9 (66%) reflecting the reduced rate of recruitment Black, Asian, and Minority Ethnicity Appointees at this level.

White Appointees are nearly twice as likely as Black, Asian, and Minority Ethnicity Appointees to be represented at grades 10-12 (6.7% compared to 3.6%).

Appendix 3, Item 5

Applications by Disabled Candidates (March 23 – June 23)



Our overall rate of recruitment for Disabled Candidates (7.3%) is below the demographic representation of Disabled People in Manchester (17.5%, Census 2021).

However, our current recruitment rate (7.3%) is above the economically active disabled population of Manchester (6.8%).

The council recruits Disabled Candidates (7.3%) at a higher proportion than the applications we receive (5.1%). This indicates initiatives such as the Guaranteed Assessment Scheme make a positive impact on the recruitment of Disabled Candidates.

The overall representation of Disabled Applicants (5.1%) is far below the demographic population for Manchester. More work is required to engage with Disabled Candidates at all levels to become more representative.

Applied

14,672 741

Shortlisted

2,377 188

Appointed

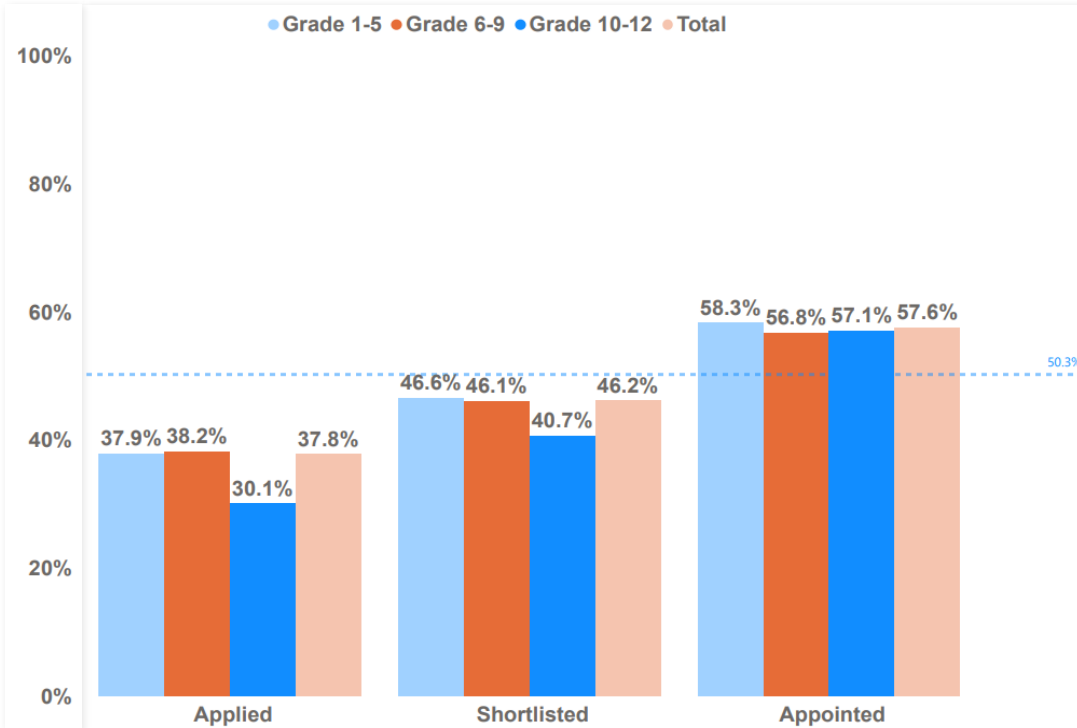
507 37

Total Candidates

Disabled Candidates

Applications by Female Candidates (March 23 – June 23)

Page 72



Our overall rate of recruitment of Female Candidates is 57.6% which is above the Female population in Manchester (50.3%, Census 2021).

The application rate of Female Candidates at Grades 10-12 (30.1%) is below the overall average (37.8%) and much below the demographic population of Manchester.

Our recruitment process appears to favour Female Candidates as representation increases through the recruitment process: Application stage (37.8%), Shortlisting (46.2%) and successful appointees (57.6%).

Applied

14,672 **5,546**

Shortlisted

2,377 **1,098**

Appointed

507 **292**

Total Candidates

Female Candidates

Senior Recruitment

Recruitment to posts that are graded SS1+

Senior Recruitment (June 22 – May 23)

Demographic	Applicants	Shortlisted	Appointed
Black, Asian & Minority Ethnicity	89 (22%)	9 (12%)	2 (9%)
Disabled	36 (9%)	4 (5%)	2 (9%)
Female	168 (42%)	33 (45%)	8 (36%)
Overall Total	397	74	22

Page 74

- Our senior recruitment process fails to attract Black, Asian & Minority Ethnicity Candidates at a rate representative of the population (41.3% representation of the population, Census 2021).
- Representation of Black, Asian & Minority Ethnicity Candidates reduces through the recruitment process: Application state (22%), Shortlisting (12%), Appointed (9%).
- Compared to non-senior recruitment rates Black, Asian & Minority Ethnicity Employees are appointed at a significantly lower rate (9% for senior and 43% for non-senior recruitment).
- Compared to non-senior recruitment rates Female Employees are hired at a lower rate (36% for senior and 57.6% for non-senior recruitment).
- It should be noted due to the low number of vacancies at this level significant variations in employment rates for demographic categories can occur.

Appendix 3, Item 5

Intersectionality



Intersectionality by Grade Bands

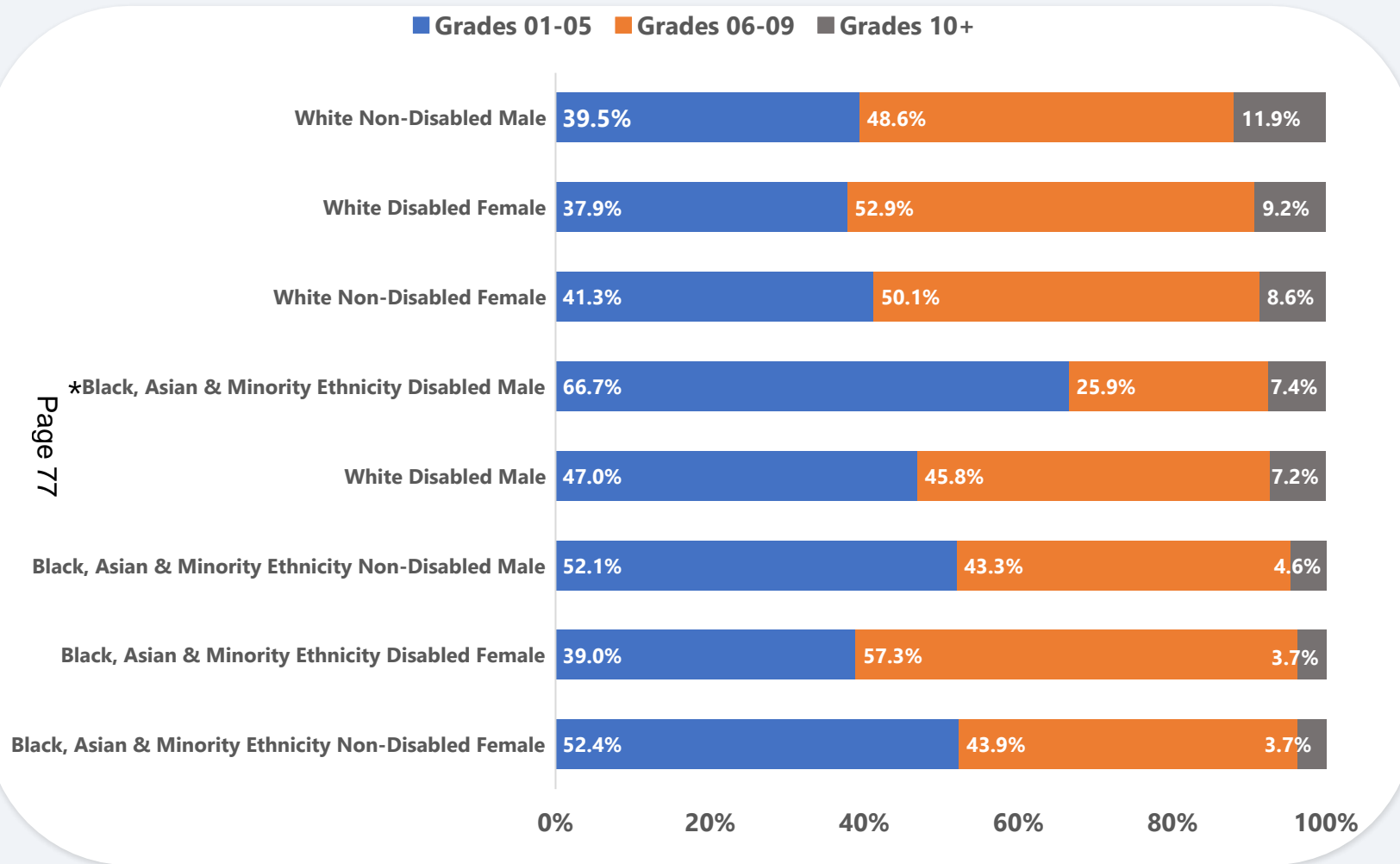
Intersectional Category	Count	% of overall workforce
White Non-Disabled Female	2,610	35.5%
White Non-Disabled Male	1,546	21.1%
Black, Asian, Minority Ethnicity Non-Disabled Female	936	12.7%
Black, Asian, Minority Ethnicity Non-Disabled Male	390	5.3%
White Disabled Female	293	4.0%
White Disabled Male	166	2.3%
Black, Asian, Minority Ethnicity Disabled Female	82	1.1%
Black, Asian, Minority Ethnicity Disabled Male	27	0.4%

Intersectionality refers to the various characteristics an individual may possess and the combined effect these characteristics can have on their lived experience.

White Non-disabled males and females make up the majority of the workforce with 35.5% females and 21.1% males.

Black, Asian & Minority Ethnicity Disabled males and females have the least representation with 1.1% females and 0.4% males.

Intersectionality by Grade Bands



The chart displays the grade distribution of our workforce grouped by intersectional characteristics.

Black, Asian and Minority Ethnicity Employees have lower representation at grades 10 and above ranging between 3.7% and 7.4%. White employees are represented at grade 10 and above ranging between 7.2% to 11.9%.

Further analysis is required to assess the effect of differences based upon disability and gender in terms of intersectionality.

*The low number of Black, Asian & Minority Ethnicity Disabled Males (27) prevents us from drawing any meaningful conclusions from the available data.

New Starters & Leavers

New Starters & Leavers by Race, Disability & Gender (June 2022 – May 2023)

Demographic Category	Starters		Leavers		Overall Net Change
	Count	Percentage	Count	Percentage	
Ethnicity					
White / White British	433	52.7%	502	65.4%	-0.9%
Black, Asian & Minority Ethnic	225	27.4%	155	20.2%	+1.0%
No Data	163	19.8%	90	11.7%	+1.0%
Gender					
Male	263	32%	299	39%	-0.5%
Female	558	68%	468	61%	+1.2%
No data					
Disability					
Yes	73	8.9%	46	6%	0.0%
No	338	41.1%	569	74.1%	-3.1%
No data	401	48.8%	148	19.2%	+3.4%
Total	821		767		+0.7%

The transition period between recruitment systems caused disruptions in the onboarding collection of EDI data leading to a large percentage of new starters with No data for Ethnicity (19.8%) and Disability (48.8%).

As we are missing disability related data on a large percentage of new starters (48.8%) we are unable to draw any meaningful conclusions from the data relating to the net change of Disabled Employees.

We hire Black, Asian & Minority Ethnic Candidates (225 new starters) at a higher rate to Black, Asian & Minority Ethnic Employees leaving the organisation (155) leading to a +1% increase in representation each year based on the current workforce population.

Training Attendance

Service	Inclusive Leadership		Let's Talk About Race	
	No. attended course	Percentage of total headcount attended course	No. attended course	Percentage of total headcount attended course
Adults	34	64.2%	156	10.1%
Chief Executive	69	56.1%	241	41.2%
Children's	39	53.4%	857	56.6%
Corporate Services	93	71%	832	58.6%
Growth & Development	37	50%	130	30.2%
Neighbourhoods	91	67.9%	403*	21.8%
Public Health	18	64.3%	10	17.2%
Total	381	61.8%	2,629	35.7%

Page 81

* The majority of Neighbourhoods directorate training attendees (360 of 403) completed the Let's Talk Racism training delivered by MAES in Feb/March 2021. These attendees have been included with the figures for the corporately delivered Let's Talk About Race training.

The Council has a number of courses designed to educate staff on EDI. The below table shows the number of staff who have attended each course as a proportion of the directorate population.

Inclusive Leadership training attendance is generally high. The following directorates are below the Council average (61.8%):

- Chief Executive (56.1%)
- Children's (53.4%)
- Growth & Development (50%)

Let's Talk About Race training attendance is generally high for Children's, Corporate Services and Chief Executive's. The following directorates are below the Council average (35.7%):

- Adults
- Growth & Development
- Neighbourhoods
- Public Health

Appendix 3, Item 5

Staff Survey Results



Staff Survey Summary (Nov 2022)

The purpose of the Staff Survey was to capture the feelings of the workforce in relation to improvements in Equality & Inclusion, Health & Wellbeing and Performance & Development.

The Staff Survey had a higher response rate than previous years with 59% of the Council workforce responding (compared to 52% for 2021).

Response rate by directorate was between 60-75% with Children's & Education being a notably low exception at 41%.

Equality monitoring questions on the survey are optional for respondents.

This year's survey expanded response options for gender identity and sexual orientation.

98%

Shared their
Gender

98%

Shared their
Age

96%

Shared their
Sexuality

97%

Shared their
Ethnicity

72%

Responded about
Disability

99%

Shared their
Sex

Staff Survey Summary (Nov 2022)

Disability

- Most staff felt improvements in relation to disability with 78% of Disabled staff responding positively.
- Staff with learning difficulties or speech related conditions had the most positive response with 30% strongly agreeing they could see improvement.
- Neurodiverse and Visually Impaired Employees were an exception with 60% reporting seeing improvements.
- Disabled staff reported receiving less recognition and support, less sense of belonging and less psychological safety.
- Disabled staff reported higher rated of their mental and physical wellbeing affecting them at work.
- Only 72% of respondents disclosed whether they have a disability compared to >97% for other equality monitoring questions. This is a large increase in non-respondents from 75 the previous year to 1180 on this survey.

Page 84

Race

- Most staff felt improvements in relation to race with 85% of White, Black and Asian staff responding positively.
- Middle Eastern/Arabic Employees reported polarising results with the highest percentage strongly agreeing to seeing improvements (22%) and highest disagreeing (30%).
- Black, Asian & Minority Ethnicity staff reported lower levels of belonging to the organisation.
- Black, Asian & Minority Ethnicity staff reported being less able to be themselves at work.

Gender

- Most staff felt improvements in relation to gender with 90% of Male and Female staff responding positively.
- Non-binary Employees were an exception with 58% reporting seeing improvements.
- Women reported being less able to be themselves at work.

Appendix 3, Item 5

Conduct Cases (2022/23)

Total number of cases 2019	% of Cases for Asian, Black, Mixed and Other staff 2019	Total number of cases 2022/23	Cases for Asian, Black, Mixed and Other staff 2022/23
123	38%	101	25 (24.3%)

21.8 % of the workforce are Black, Asian and Minority Ethnic whilst 24.3% of Conduct Cases are for Black, Asian and Minority Ethnic

There has been a reduction in the representation of Black, Asian and Minority Ethnic employees from 38% in 2019 to 24.3% in 2023

The overall conduct case numbers increased by 26% on the previous year (2021/22).

The four main factors leading to conduct cases are:

- General Behaviour (i.e. arguments, refusal to comply with instructions, time keeping etc)
- Discriminatory Behaviour
- Negligence/ Poor Work
- Safeguarding Professional Conduct

Employee Dispute Resolution Cases (2022/23)

There has been an increase in the total number of EDR cases from 49 in 2021/22 to 69 in 2022/23.

21.8 % of the workforce are Black, Asian and Minority Ethnic whilst 40.6% of Employee Dispute Resolution Cases are Black, Asian and Minority Ethnic employees.

Total number of cases 2022/23	Cases for Black, Asian and Minority Ethnic employees 2022/23
69	28 (40.6%)

The four main factors leading to Employee Dispute Resolution Cases are related to manager behaviour in the following areas:

- Bullying
- Lack of Support
- Disability Discrimination
- Race Discrimination

Summary Insights

Age

The average age of the workforce is **47** compared to **33** for the population of Manchester.

0.3% (26) of our workforce is aged 16-21.

33.6% (2469) of our workforce are eligible for early retirement (over 55)

3.9% (283) of our workforce are 65+

SAP Equality Monitoring

Religion, gender identity, and trans non-completion rates range from **60-90%**.

Race & Disability non-completion rates range from **9-20%**.

EDI response rates for new starters on the new recruitment system is **98.8%**.

Children's is the directorate with the highest non-completion rate across all categories.

Training

61.8% of grade 10 and above have completed Inclusive Leadership training including **79.8%** of SLG.

35.7% of the workforce completed Let's Talk About Race/Let's Talk Racism training.

Completion rates of equalities training is still low and should continue to be prioritised.

Summary Insights: Ethnicity

Representation

Black, Asian & Minority Ethnicity representation has increased by **1%** since June 2022.

Representation of Asian Employees is **6.7%** which is far below the representation in the population of Manchester (**20.9%**).

Black, Asian & Minority Ethnicity Employees are over represented at grades 1-5 which is a contributing factor to the organisation's ethnicity pay gap (**9.7%** mean difference in hourly pay).

Black, Asian & Minority Ethnicity Employees have the least representation at grades 10-12 (**11.8%**) and SS grades (**6.7%**), compared to representation in the overall organisation **21.8%**

Recruitment

Black, Asian & Minority Ethnicity Candidates represent **43.2%** of grades 1-12 appointees.

58.7% of Black, Asian & Minority Ethnicity Candidates are appointed at grades 1-5.

Black, Asian & Minority Ethnicity Candidates represent **9%** of senior recruitment.

Between Grade 6-9 Black, Asian & Minority Ethnicity representation reduces through the recruitment process: Application (**45.1%**), Shortlisting (**38.7%**) and Appointment (**27.7%**).

Recommendation

Recruitment rates are slightly higher than leavers, an evaluation of exit interview data through a race lens to find main reasons for leaving is required to improve retention.

Recruitment process should be evaluated to remove any systematic disadvantage for vacancies grade 6 and above.

The Council should work to attract more Black, Asian & Minority Ethnicity Candidates at grade 10 and above.

Summary Insights: Disability

Representation

Representation in the workforce of staff who identify as having a disability or long-term health condition is **8%** which is **9.5% below** Manchester's population.

Representation at Grades 10 and above is lowest for Black, Asian & Minority Ethnicity employees with a disability or long-term health condition (**3.7%**).

72% of staff survey responses answered disability related questions below the >95% average for other characteristics.

Recruitment

Disabled candidates represent **5.1%** of applications.

Disabled candidates represent **7.3%** of grades 1-12 appointees and **9%** of senior recruitment.

Recommendation

To improve levels of representation we need to attract disabled candidates at all levels.

Recruitment levels are equal to rate of leavers. An evaluation of main reasons for disabled employees leaving could improve retention rates.

Further work to gather data on the **15.7% (1,127)** staff members without disability related data would support future decision making.

Summary Insights: Gender

Representation

Female representation in the workforce is **65.1%** which is **14.8% above** Manchester's population.

Female employees are represented at higher rates at grades 1-9 (approx. **66%**) than grades 10 and above (**57.1%**) this is a contributing factor to the current gender pay gap (**4.6%** mean difference in pay).

Recruitment

Female candidates represent **57.6%** of grades 1-12 appointees and **36%** of senior recruitment.

Female Candidates represent **37.8%** of applicants although this is lower at grades 10-12 (**30.1%**)

Recommendation

The organisation should work to attract more Female Candidates at grade 10 and above. This would balance the level of representation between grade groups and contribute to reducing the organisation's gender pay gap.

Summary Insights: Casework

Conduct

24.3% of conduct cases are for Black, Asian and Minority Ethnicity staff (**25 cases**)

This is a reduction from **38%** in 2019

Conduct cases have increased by **26%** on the previous year (2021/22)

Employee Dispute Resolution

40.6% of Employee Dispute Resolution cases are from Black, Asian and Minority Ethnicity staff (**28 cases**)

There has been a **41%** increase in Employee Dispute Resolution Cases on the previous year (2021/22)

Responding to these findings

This pack highlights that the Workforce Equality Strategy has supported the Council to make progress towards becoming a diverse and inclusive employer.

However, we know we have more to do to achieve our ambition of becoming representative of the communities we serve at all levels. There are a number of strategies and interventions planned for 2023 onwards which will respond to these challenges and supports the Council to achieve its ambitions:

- **Refreshing the Workforce Equality Strategy:** we have delivered the majority of actions within the current strategy. The next iteration of the WES will focus on hardwiring equality, diversity and inclusion in workforce practice, responding to our emerging priorities/challenges and accelerating our journey of becoming a diverse and inclusive employer.
- **Launching a Talent Plan** which sets out how we will attract, develop and retain diverse talent at all levels. The plan focuses on 4 key areas:
 - Reviewing our approaches to recruitment and retention
 - Strengthening pathways into MCC employment and how we engage with our local communities
 - Strengthening internal pathways and supporting internal progression
 - Maximising Apprenticeships, Graduates, Work Experience & Internships.
- **Disability Action Plan & Workplace Adjustment Hub** to ensure employees with a disability and long-term health condition can progress and thrive in the Council
- **Directorate Equalities Plan:** Directorates are developing plans which are aligned to the WES, building on their local strengths and address local strengths whilst

Appendix 4 – EDI Training Overview

Training course name	No. Employees	Av. no. hours per course	Total no. hours
EL Awareness of Force Marriages	1	1.5	1.5
EL: Accessible Display Screen Equipment	81	1.5	121.5
EL: Autism Awareness	165	1.5	247.5
EL: Avoiding Violence	64	1.5	96
EL: Bullying and Cyberbullying	56	1.5	84
EL: Child Sexual Exploitation Level 1	34	1.5	51
EL: Child Sexual Exploitation Level 2	27	1.5	40.5
EL: Dementia Awareness	127	1.5	190.5
EL: Diabetes Awareness	83	1.5	124.5
EL: Digital Equality and SCULPT	373	1.5	559.5
EL: Domestic Abuse & Partner Violence	85	1.5	127.5
EL: Epilepsy Awareness	86	1.5	129
EL: Equality and Diversity	474	1.5	711
EL: Equality and Diversity in Healthcare	187	1.5	280.5
EL: Female Genital Mutilation	24	1.5	36
EL: Gypsy & Traveller Cultural Awareness	31	1.5	46.5
EL: Hate Crimes	60	1.5	90
EL: Hidden Harm	24	1.5	36
EL: Let's Talk about Race	261	1.5	391.5
EL: LGBT Awareness	37	1.5	55.5
EL: Loneliness and Isolation	59	1.5	88.5
EL: Loss and Bereavement	42	1.5	63
EL: Medication Awareness	243	1.5	364.5
EL: Menopause Awareness	48	1.5	72
EL: Mental Capacity Act	227	1.5	340.5
EL: Mental Health/Dementia/Learning Dis	109	1.5	163.5
EL: Moving & Positioning of Individuals	71	1.5	106.5
EL: Overview of Age Discrimination	35	1.5	52.5
EL: Palliative Care/End of Life Care	29	1.5	43.5
EL: Parkinson's Disease Awareness	24	1.5	36
EL: Physical Abuse Awareness	27	1.5	40.5
EL: Privacy and Dignity in Care	73	1.5	109.5
EL: Sexual Abuse & Recognising Grooming	19	1.5	28.5
EL: Understanding Unconscious Bias	1	1.5	1.5
EL: Honour Based Violence/Forced Marriage	35	1.5	52.5
Mental Health Awareness	45	7	315
Self Neglect & Hoarding	75	7	525
Self Neglect With a Focus on MCA	4	7	28
Self-Neglect	1	7	7

Unconscious Bias	6	7	42
Grand Total	3453		5900

Manchester City Council Report for Information

Report to: Resources and Governance Scrutiny Committee - 12 October 2023

Subject: Workforce Strategy

Report of: Director of Human Resources, Organisation Development and Transformation

Summary

This report provides the Committee with an overview of the Council's Workforce Strategy and the priorities we are delivering against which ensures the Council is in the best position to deliver the Corporate Plan, Our Manchester Strategy and to continue to deliver excellent services to residents.

Recommendations

The Committee is recommended to consider and comment on the Council's Workforce Strategy and priority areas.

Wards Affected: All

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

Our workforce strategy sets out five strategic priorities that will build a talented, diverse and thriving workforce that has the capacity and capability to deliver the Corporate Plan, Our Manchester Strategy and provide great services to residents.

The strategy ensures that our workforce has the capacity, skills and knowledge to support the Council's zero carbon ambitions. This is specifically demonstrated in training our workforce in Carbon Literacy.

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 Public Sector Equality Duty under the Equality Act 2010 requires public authorities to consider equality across their work. The Council's workforce strategy makes clear our commitment to ensuring our workforce is diverse at all levels and our workplace is inclusive. The Workforce Equality Strategy sets out specific activities and interventions which:

- Advance equalities and address inequalities.
- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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	As one of the largest employers in the city, the Council can contribute to this outcome through its workforce of whom the majority are also local residents. The workforce strategy will set out the Council's approach to providing jobs within the Council in an inclusive way that ensures a diverse workforce that reflects the communities served.
A highly skilled city: world class and home grown talent sustaining the city's economic success	As one of the largest employers in the city, the Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our workforce strategy will set out the Council's approach for ongoing development of skills and talent.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	As one of the largest employers in the city, the Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our workforce strategy will set out the Council's ambitions in this regard.
A liveable and low carbon city: a destination of choice to live, visit, work	Workforce strategy sets out the ambition for the Council's workforce in terms of skills, knowledge and ways of working. Initiatives detailed in our workforce strategy will have a positive impact on the Council's ability to achieve all of its priorities and thus should have a positive impact on achieving the zero-carbon target for the city.
A connected city: world class infrastructure and connectivity to drive growth	Workforce strategy demonstrates how the Council will support its employees to contribute to this outcome; ensure employees are properly equipped with the skills required to use technology effectively and deliver services appropriately in the future.

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Background documents (available for public inspection):

None

1.0 Introduction

- 1.1 This is Manchester, we do things differently here. At Manchester City Council, we're proud to do local government differently: as you'd expect from a city with our international reputation for diversity, creativity, culture and passion.
- 1.2 As one of the largest employers in the city, employing over 7,500 staff, and delivering over 100 different services, it is important that the Council has a workforce strategy that ensures that we have the right people, with the right skills, in the right place, at the right time, to deliver for the residents of Manchester.
- 1.3 The Our Manchester Strategy sets out our vision for Manchester to be in the top flight of world-class cities by 2025 and our Corporate Plan sets out what we must deliver to achieve our vision. Our workforce strategy is an exciting, bold and ambitious plan which sets out five strategic priorities that we will deliver against to build a talented, diverse and thriving workforce that has the capacity and capability to deliver great services to residents and enable the Council to meet its strategic objectives.
- 1.4 Our people are our biggest asset and crucial to bringing our strategic priorities to life and ensuring we deliver our objectives. As a Council, we have achieved great things, and we must celebrate our dedicated, hardworking and talented people who have supported the Council to make such progress and improvements:
- Awarded Council of the Year in 2022
 - Children's Services judged 'Good' by Ofsted.
 - Won the 'Innovation in Childrens and Adults Services' at MJ in 2023
 - In 2022, Adult Social Care took part in the Care Quality Commission national pilot and received an indicative rating of 'good'
 - The Council was the first local authority to achieve Silver accreditation from the Carbon Literacy Project
 - Corporate Finance won a Diversity and Inclusion award (public finance)
 - Corporate Procurement won a low carbon and sustainable procurement award
 - Accredited as a Good Employer by the Greater Manchester Good Employment Charter
 - Accredited as a Real Living Wage Employer
 - Achieved Disability Confident Leader Status
 - Hosted a Leadership Summit for the Top 500 leaders within the Council.
 - The 2023 Awards for Excellence Event received 1,060 nominations.
 - 59% engagement rate in the Staff Survey 2022
- 1.5 We must recognise that the local government workforce continues to face challenges in terms of reduced government funding, increased pressure on services, delivering more with less combined with talent and skills shortages and challenges with competing with the private sector. This makes the challenge even harder, however, we are confident that our bold and ambitious

strategy will ensure that the Council is an employer of choice and has the right capacity, capability and diversity to deliver for the residents of Manchester.

- 1.6 It is important our strategy also addresses the variety of factors that influence the Council and our people. These include changing priorities, increasing demands on our services, decreases in funding, new ways of working, emerging digital skills and technology, changes in the demography of residents and amendments to legislation which all require us to provide new or different services.

2.0 Workforce Strategy

- 2.1 Our workforce strategy is for all of us. It sets out our overall workforce vision, provides strategic direction, sets clear outcomes that we are aiming to achieve and is the 'golden thread' which aligns our workforce to the delivery of the Corporate Plan, Our Manchester Strategy and the residents of Manchester.

- 2.2 Ultimately, the workforce strategy ensures that we address our current and future challenges and opportunities and ensures that we have the right people, with the right skills, in the right place, at the right level and at the right cost.

- 2.3 The five strategic priorities within the workforce strategy are:

1. Attract, develop and retain diverse talent
2. An inclusive employer that represents the communities that we serve at all levels
3. Develop world-class leaders and managers
4. High performing workforce that delivers great services for our residents
5. Healthy, engaged and thriving workforce.

- 2.4 These priorities have been developed through understanding the challenges and opportunities that the Council faces, working with our Directorates to understand local priorities through annual workforce planning, understanding our workforce intelligence and staff survey findings and being clear about what we want the Council to look like in the future.

- 2.5 Whilst the workforce strategy sets the overall strategic priorities for the workforce; the priorities are collectively delivered through the following plans/strategies:

1. Talent Plan
2. Workforce Equalities Strategy
3. Organisation Development Plan
4. Health and Wellbeing Strategy

- 2.6 Each of the plans/strategies are interconnected and collectively deliver the strategic priorities set out within the workforce strategy (see Appendix A). The following section illustrates how this works in practice:

- The Health & Wellbeing Strategy will predominantly deliver priority 5 (healthy, engaged and thriving workforce) however, it will also contribute towards building a high performing workforce and inclusive workplace as we know that effective workplace wellbeing leads to improved performance & productivity and healthy & safe cultures improves inclusion and sense of belonging (CIPD, Wellbeing at work, 2023)
- The Workforce Equality Strategy will predominantly deliver priority 2 (inclusive employer that represents the communities that we serve at all levels). However, we know that by developing an inclusive workplace culture where our employees feel valued and respected that this leads to employees experiencing higher levels of wellbeing (therefore contributing to priority 5 – healthy, engaged and thriving workforce)
- The Organisation Development Plan takes a system wide approach to addressing the underpinning challenges and opportunities of the Council. This is done with a view to improving the performance of the council and its workforce. Key elements are improving the working experiences of staff, ensuring the Council has the skills and capabilities to be successful and adapt well to change, and the extent to which the values and behaviours are embedded which drive the strength-based way of working.

3.0 Workforce Priorities

3.0.1 This section provides an insight into the plans which will support the delivery of the priorities outlined in the workforce strategy.

3.1 Attract, develop and retain talent

3.1.1 This priority is primarily delivered through the Council's Talent Plan. The plan sets out how we will attract, develop and retain diverse talent at all levels of the Council and focuses on four key areas:

1. Improving approaches to recruitment and retention
2. Strengthening pathways into MCC employment
3. Strengthening internal pathway
4. Maximising Graduates, Apprenticeships, Work Experience and Internships.

3.1.2 Below is a list of some of the actions across the four areas:

- Developing an attractive employer brand and improving how we market the Council
- Continuing to review our approaches to inclusive recruitment
- Ensuring recruiting managers have the skills to recruit the right person, with the right skills, at the right time, in the best interests of the Council.
- Strengthening our relationships with Schools, Colleges and Universities to raise the awareness of the employment opportunities that the Council has.
- Strengthen our relationships with local communities so that we are able to attract more local diverse talent.
- Deliver targeted recruitment campaigns and events in our local communities

- Developing Talent Pools to enable us to fairly and transparently identify and develop talent.
- Establish organisational career pathways which drives internal progression.
- Continue to deliver positive action programme e.g. Black, Asian & Minority Ethnic leadership pathway.
- Increase the number of graduates (this year, we increased the corporate programme for 4 to 15)
- Increase the number of external apprenticeships
- Develop a coordinated approach to work experience and internships
- Set and monitor targets.

3.2 An inclusive employer that represents the communities that we serve at all levels

3.2.1 This priority is primarily delivered through the Council's Workforce Equality Strategy. The Workforce Equality Strategy which sets out a plan to be a place where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels and is a place where everyone can be themselves and thrive by 2025.

3.2.2 Our strategy sets out the importance of ensuring our diverse employees are protected from discrimination in any form, have access to development and can progress through the council's structures, are treated with respect, have good and fulfilling work to do and can bring their whole selves to work.

The strategy sets out six summary aims:

1. Our workforce fully reflects our communities at all levels
2. We talk openly and frequently about equality and inclusion
3. Staff have access to develop and fulfil their potential
4. Staff will feel free to bring their whole selves to work
5. Policies and processes are fair and do not discriminate against any group or community
6. Managers and leaders understand how to support their employees, monitor equality, and address any issues quickly

3.3 Develop world-class leaders and managers

3.3.1 Our leaders and managers play a critical role in ensuring that we deliver our ambitions and priorities.

3.3.2 The 'Good Managers Guide' launched earlier this year (May 2023) set out seven basics of being a good manager in Manchester. Developed with staff, for staff, the guide provides managers with the tools and support they need to create high performing teams that support our communities, residents and businesses.

3.3.3 The Good Manager Guide is centred on all line managers being clear on their role as a line manager in Manchester, that they are supported with training,

advice and the right guidance, and that they know when they're getting it right and support when things aren't going as planned.

3.3.4 Our Leaders help themselves and others to do the right things. They model the behaviours they expect of others and understand the importance of diversity and inclusion and health and wellbeing. They listen with attention and hold themselves and others to account for the impact and outcomes their teams, services and strategies are responsible for.

3.3.5 Building on the work that has been developed for our managers the refresh of the Organisation Development Plan 2023-25 (due this autumn) will prioritise how we further develop and support our leaders to deliver now and for the future. This will include defining what it means to specifically lead in our organisation, with clear expectations, with support, advice and the right guidance.

3.4 A high performing workforce that delivers great services to residents

3.4.1 One of the priorities of the Organisation Development Plan (2021-23) was creating an approach to performance development that is meaningful and authentic. Taking a human centred approach, our workforce helped to shape a set of principles focused on people being clear on what is expected of them, understanding when things are and aren't going well, and ensuring that everyone has the necessary support in place as required. As a result of this, a new one to one and annual appraisal process titled 'Our Conversations,' has been introduced into the organisation and forms part of the offer made available via the Good Managers Guide (rollout from May 2023). It is too soon to measure the impact of this work, however to date over 1200 managers (out of approx. 1500) have engaged in the briefings. Further work will be delivered over the next 6 months to look at the impact of this work alongside the 2023 staff survey.

3.5 A healthy, engaged and thriving workforce

3.5.1 This priority is primarily delivered through the newly refreshed Health & Wellbeing Strategy. The strategy is a key building block which sets out our vision, the things we will do to strengthen the support to staff and how we will transform so that wellbeing is:

- a central part of our strategic priorities
- essential to everything that we do
- Championed at all levels.

3.5.2 This strategy adopts a strategic approach to health and wellbeing – we have identified six priority areas that we will focus on to achieve our vision, address our biggest challenges and shift our approach to early intervention and prevention and that we are led by intelligence.

3.5.3 Our health and wellbeing vision is to create a healthy, engaged and thriving workforce by prioritising and promoting the health, safety and wellbeing of our diverse workforce.

3.5.4 The six health and wellbeing priorities are:

- Promote and encourage good mental health and wellbeing
- Empower staff to make good physical health and lifestyle choices
- Embed good wellbeing practices in our leadership and management
- Strengthen health and wellbeing communication and engagement
- Grow our inclusive and accessible financial wellbeing offer
- Support good work in a great organisation

3.5.5 Below is a list of some of the actions across the six priorities:

- Strengthen our mental health support, guidance and training for staff and line managers:
- Develop training and guides for managers on:
 - understanding Mental Health
 - Health & Safety Executive Stress Management Standards
 - spotting early signs, early intervention and prevention and facilitating a good return to work.
- Senior Leaders to have a workforce wellbeing performance objective which reflects the wellbeing level of their service
- To roll out 'Mental Health at Work' to raise awareness and understanding of mental health in the workplace.
- To provide targeted support to groups (e.g. men, Black, Asian & Minority Ethnic) with high levels of mental health related absence
- To provide targeted support to services with high levels of mental health related absence
- Establish a corporate health and wellbeing group to oversee the delivery of this strategy at a directorate and service level.
- Support our leaders and managers to embed, promote and prioritise wellbeing within services, service plans and delivery.
- Establish a network of ambassadors for Health and Wellbeing across all services who will advocate, promote and signpost wellbeing resources.
- Align our staff benefits and discounts to the cost of living crisis (e.g. discounted food and travel)
- Review our existing policies and practices to ensure wellbeing is embedded or that these support the delivery of our wellbeing aims.

4.0 Measuring our success

4.1 It is important that we understand if our workforce strategy is making a difference – we expect the strategies to make the following improvements:

- Improve recruitment and retention of talent
- Better workforce planning
- Reduce vacancy rates

- Reduce reliance on agency workers
- Increase diversity at all levels
- Improve inclusion and sense of belonging
- Improve manager and leadership capability
- Improve performance and productivity
- Improve workplace wellbeing
- Reduce sickness absence (with a focus on mental health absence)

4.2 We will monitor the progress and impact that we are making through the following arrangements:

- Workforce Intelligence – our workforce dashboard provides an overview of a range of measures which includes vacancies, turnover, agency, sickness absence, diversity levels.
- Staff Survey – to understand the feelings and experiences of our workforce across these outcomes.
- Compliments and Complaints – feedback from our residents and service users.

5.0 Recommendations

5.1 The Resources and Governance Scrutiny Committee is to consider and comment on the Council's workforce strategy.

6.0 Appendices

6.1 Appendix 1 – Workforce Strategy diagram

Page 107

Good work in a Great City Council

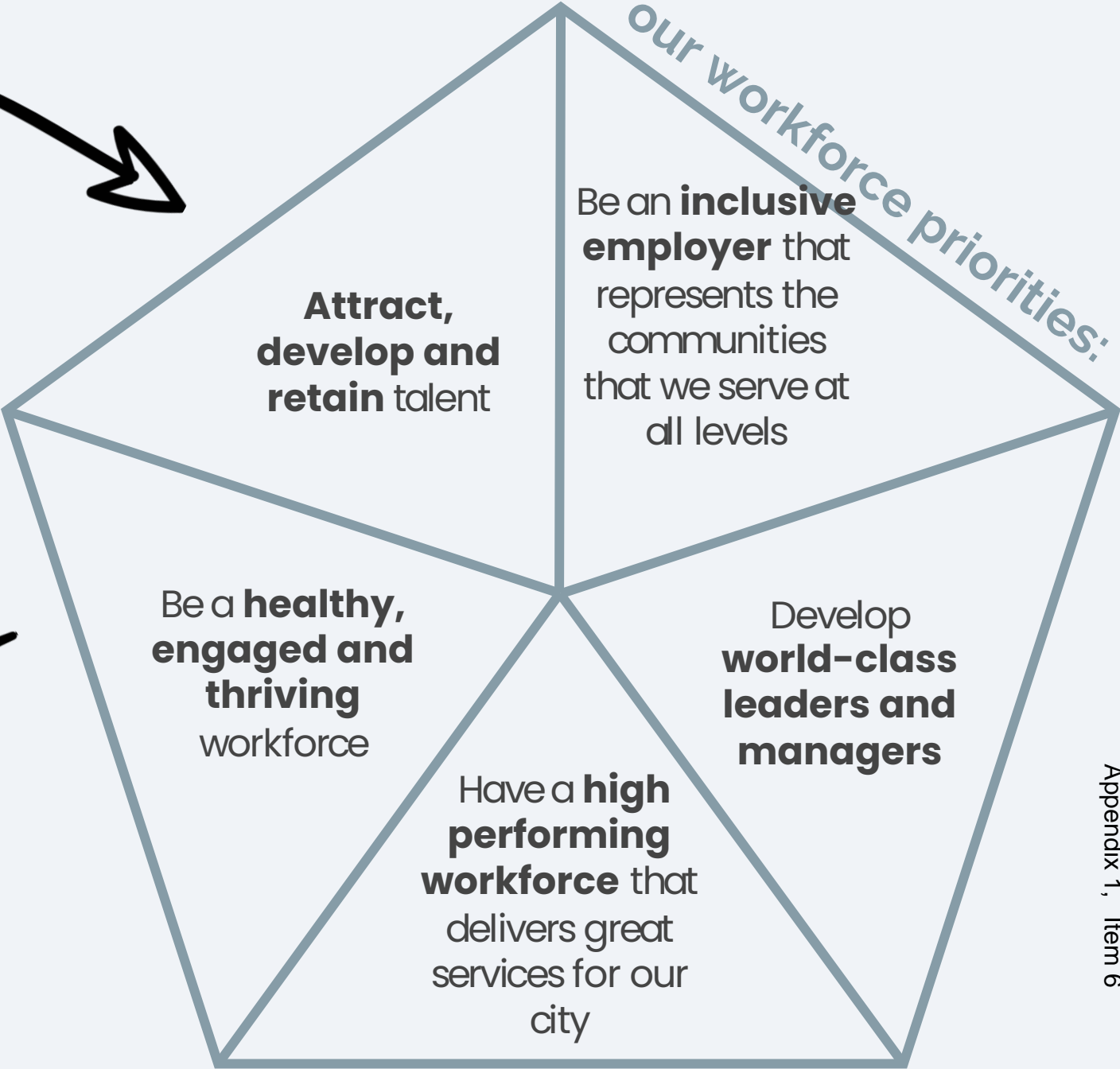
HOW OUR WORKFORCE PLANS SUPPORT OUR WORKFORCE
AMBITION

Our workforce strategies collectively deliver:



Page 108

to achieve our workforce vision:
Good work in a Great City Council



Workforce Strategy Overview

Health and Wellbeing Strategy	Health & Wellbeing Strategy (2018) has been refreshed and due to come to SMT	Link to new plan – Health and Wellbeing Plan 2023-26
Talent Plan	MCC does not have a Talent Plan. A new Plan is being finalised and due to come to SMT.	Link to new plan – Talent '26
Workforce Equality Strategy 2021-23	Current strategy due to be refreshed Autumn 2023	
Organisation Development Plan 2021-23	Currently being reset.	

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Manchester City Council Report for Information

Report to: Resources and Governance Scrutiny Committee - 12 October 2023

Subject: Annual S106 Monitoring Report

Report of: Strategic Director (Growth and Development)

Summary

The purpose of the report is to update the Committee on the Council's Section 106 (s106) activity for 2022/23 and to date.

This follows the report which was presented to Members at the meeting on 6 September 2022.

In noting the contents of that report, key points were raised in relation to the use of s278 money; whether s106 contributions could be used to support the Council's own housing delivery vehicle and clarification was sought in relation to certain terminology used in relation to viability.

Recommendations

The Committee is recommended to note the contents of the report.

Wards Affected: All

<p>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>The planning process seeks to deliver key Council Objectives and address its zero carbon agenda in the built environment.</p>
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<p>Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>

<p>The planning process seeks to deliver development and the wider place agenda that promotes social inclusion and helps eliminate discrimination by ensuring that the spatial needs of all Manchester's communities are addressed.</p>

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 planning system plays a key role in the delivery of outcomes to support economic growth to create employment opportunities for Manchester residents. This includes the use of s106 obligations.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	The planning system plays a key role in the delivery of outcomes to support economic growth and training opportunities for Manchester residents. This includes the use of s106 obligations.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Through supporting growth and new homes, the planning process seeks to provide opportunities for Manchester residents to raise individual and collective aspirations.
A liveable and low carbon city: a destination of choice to live, visit, work	The planning system strives to deliver environments and development that respond to the Council's climate change and quality agenda.
A connected city: world class infrastructure and connectivity to drive growth	The planning system strives to deliver the appropriate infrastructure to ensure that Manchester's residents are connected including digitally. This includes the use of s106 obligations.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

There are no specific financial revenue implications of this report.

Financial Consequences – Capital

The s106 funding provides a financial capital resource for funding specific identified issues (set out in the legal agreement themselves).

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Background documents (available for public inspection): None

1.0 Introduction

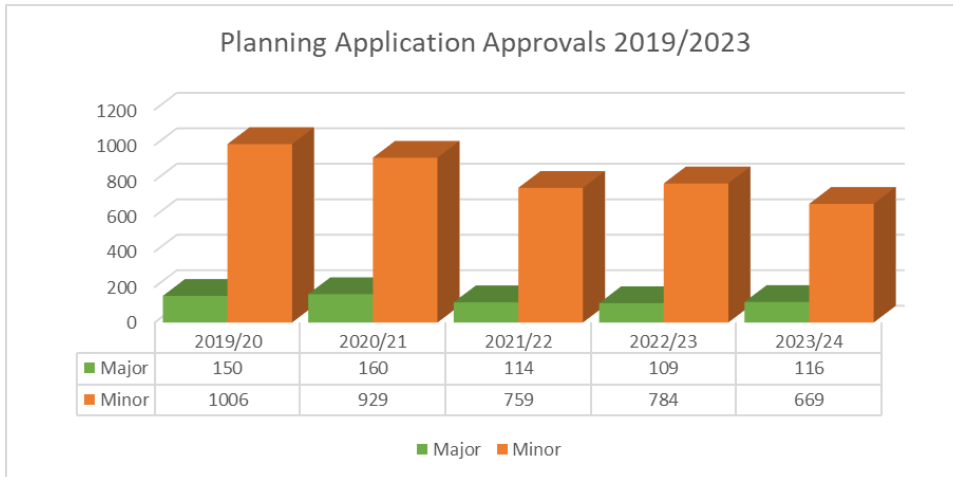
- 1.1 The Committee considered the annual S106 activity report at its meeting in September 2022. This report provides an update of activity for 2022/23.
- 1.2 In discussion on the previous report, Members asked that in the future reference is made about the extent to which section 278 monies can be utilised. This is covered in para 2.3 below.
- 1.3 Questions were also raised about whether S106 money could be used to fund the Councils wholly owned housing delivery vehicle and how members could be involved in the officer working group. These are covered in para 2.4 below. Definitions of the terms 'land value' and 'market forces' have also been requested. A glossary of these is attached in Appendix 1.

2.0 Background

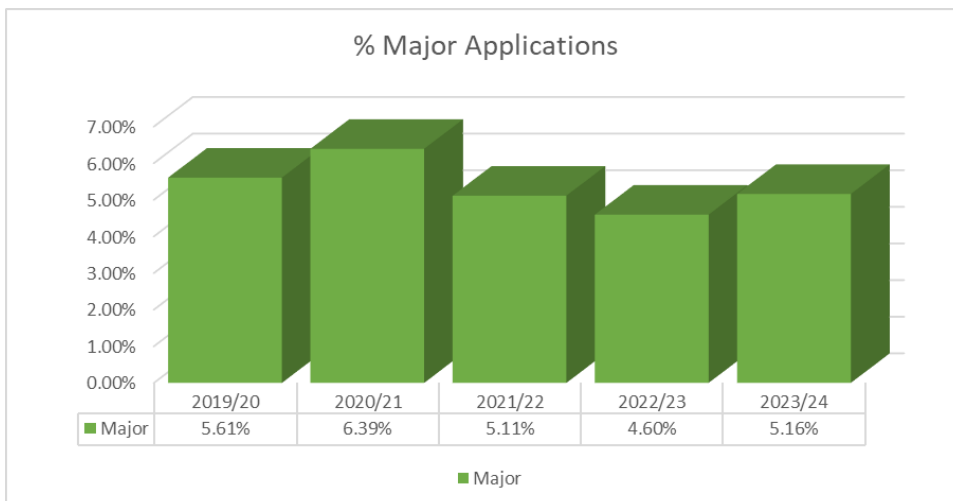
- 2.1 Members will recall that s106 agreements are legally binding and entered into between a local planning authority (Manchester City Council in our circumstance) and the owners and developers of land on which planning permission is granted. Such agreements may include obligations to undertake work and / or obligations to make a payment. The Council monitor compliance with these obligations.
- 2.2 It has also been noted previously that the planning process delivers significant environmental and other benefits which are not reliant on a s106 agreement as these benefits are embedded within the planning permission and conditions attached to a grant of permission.
- 2.3 At the previous Committee Members raised a question about s278 agreements. A section 278 agreement (or s278) of the Highways Act 1980 allows developers to enter into a legal agreement with the council (in our capacity as the Highway Authority) to make permanent alterations or improvements to a public highway, as part of a planning approval. S278 monies can only be spent on the highway works identified in the agreement and must relate to the development it is associated with (as with a s106 agreement).
- 2.4 Members also asked if S106 money could be used to fund the Council's wholly owned housing delivery vehicle. This would have to be considered on a case-by-case basis, but any financial contribution through the planning route would be restricted to physical development (ie it cannot be used for revenue funding of staff etc) for the provision of affordable homes as per the legal obligations. Regarding whether Members could be involved in the Officer Working Group, this would not be appropriate as this is a forum for specific procedural and legal matters.

3.0 Activity during 2022/23 and 2023/24 to date

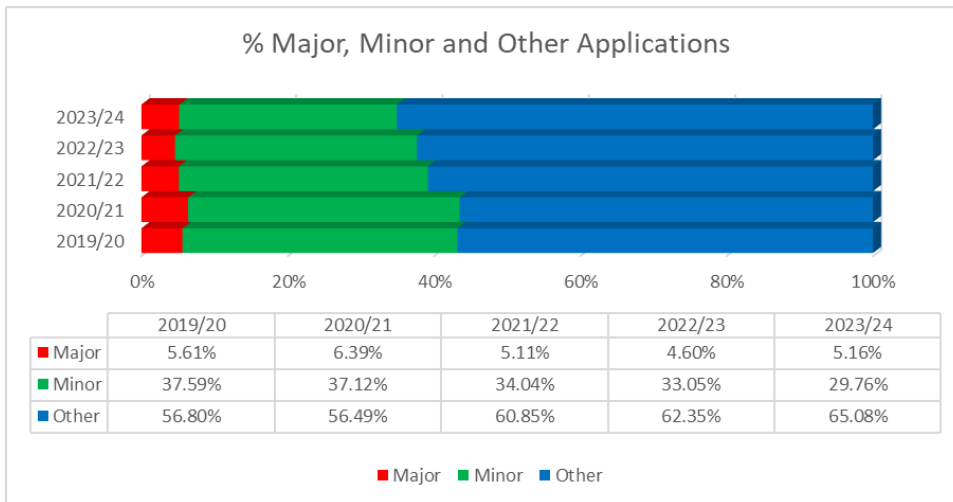
3.1 Planning application numbers have remained relatively stable over the last 5 years; however, we have seen an uplift this year on last year, back to similar levels to the start of the decade. But as we are only part way through the year it is too early to predict activity for the rest of this current financial year.



3.2 The uplift in the number of major applications (for the year so far already above the previous 2 years) is important as s106 agreements tend to relate to larger scale developments to mitigate their impacts.



3.3 The graph below provides information on applications by type received; the significance is that it is highly unusual for s106 agreements to be linked with minor or other planning applications.



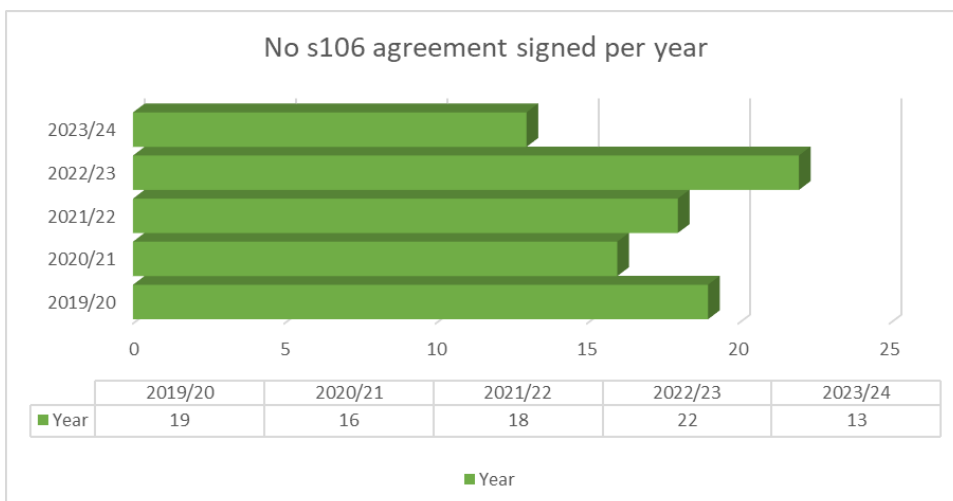
Major applications are where the number of residential units is 10 and over or where the floorspace is greater than 1000sqm.

Minor applications are those where the number of residential units is between 1 and 9 or where the floorspace is less than 1000sqm.

Other applications include householder applications, changes of use etc.

4.0 Planning permissions issued with s106 agreements

4.1 For the 4 financial years 2019/20 to 2022/23 the number of s106 agreements signed has been relatively consistent (16-19pa). For the current year 3 have already been signed with a number at an advanced stage of negotiation and signing.



4.2 The list below provides information of those agreements completed during the reporting period (2022/23 and 2023/24):

2022/2023					
Ancoats & Beswick	130394/FO/2021	Brunswick Place Bradford Road Manchester M40 7EZ	Affordable Housing	(reconciliation)	Apr-22
Ancoats & Beswick	133769/FO/2022	66 Jersey Street Manchester M4 6JW	Affordable Housing	(reconciliation)	Jan-23
Ardwick	133478/JO/2022	Vacant Plot North East Of The Vallance Centre Brunswick Street Manchester M13 9XF	Affordable Housing	(reconciliation)	Dec-22
			Transport & Car Parking	£10,000	
Ardwick	134504/FO/2022	Land At Bennett Street Manchester M12 5NL	Affordable Housing	(reconciliation)	Feb-23
Burnage	130098/OO/2021	Kingsway Business Centre 140 Kingsway Manchester M19 1BB	Affordable Housing	18 units	Aug-22
Cheetham	132416/FO/2021	Land Bounded By The Travelodge And Surface Level Carparking To The North, Further Surface Level Carparking To The East, Manchester College To The South And Bury New Road To The West Manchester	Affordable Housing	(reconciliation)	Jun-22
				23 Units	
Deansgate	122280/FO/2019	Land Bounded By Great Ducie Street And Mirabel Street Manchester M3 1PJ	Affordable Housing	(reconciliation)	Aug-22
				£615,000	
Deansgate	132088/FO/2021	Land To The North Of Renaissance Hotel Blackfriars Street Manchester M3 2EQ	Affordable Housing	(reconciliation)	Feb-23
Deansgate	132199/FO/2021	Plot F Great Jackson Street Manchester M15 4AX	Affordable Housing	(reconciliation)	Jul-22

				£99,000	
			Education	£450,000	
Deansgate	132429/FO/ 2021	Two Parcels Of Land Known As "Trinity Islands" Bounded By The River Irwell, Regent Road, Water Street, Trinity Way And The Railway Manchester M3 4JW	Affordable Housing	(reconciliation)	May -22
				£106,000	
			Education	£1,500,000	
Deansgate	134694/FO/ 2022	Bridgewater House Great Jackson Street Manchester M15 4WG	Affordable Housing	(reconciliation)	Feb- 23
Didsbury East	131722/JO/2 022	Former Manchester Metropolitan University Didsbury Campus Manchester M20 2RW	Other	Landscape Management	Jul- 22
Didsbury East	133746/FO/ 2022	Land Junction Of Parrs Wood Lane Manchester M20 5AA	Transport & Car Parking	£10,000	Aug- 22
				Non-financial	
			Highways	Non-financial	
			Affordable Housing	13 units	
Gorton & Abbey Hey	128864/OO/ 2020	Land Opposite 83-87 Vine Street Manchester M18 8SR	Affordable Housing	5 units	Mar- 23
Gorton & Abbey Hey	129852/FO/ 2021	Former Chatsworth Mill Williams Road Gorton Manchester M18 7AY	Affordable Housing	40 units	Apr- 22
Longsight	133792/JO/2 022	Vacant Land Bounded By Stockport Road, Swallow Street, Siddall Street And	Affordable Housing	(reconciliation)	Mar- 23

		Pennington Street Manchester			
Piccadilly	131634/JO/2 02	Victoria House Great Ancoats Street Manchester M4 7AB	Affordable Housing	(reconciliation)	Jul- 22
Piccadilly	132214/FO/ 2021	Land South Of Chapelton Street Manchester M1 2WH	Affordable Housing	(reconciliation)	Dec- 22
Piccadilly	132489/FO/ 2021	Port Street Manchester M1 2EQ	Affordable Housing	(reconciliation)	Oct- 22
				£1,000,000	
Piccadilly	132626/FO/ 2022	48 Store Street Manchester M1 2WA	Affordable Housing	(reconciliation)	Dec- 22
				£125,000	
Piccadilly	133908/JO/2 022	121 Princess Street Manchester M1 7AG	Other	Non-financial	Dec- 22
Piccadilly	134503/JO/2 022	Land Bounded By Thompson Street / Mason Street / Bendix Street And Rochdale Road Manchester	Affordable Housing	£550,000	Jan- 23
			Environmental Improvement		
			Public Realm		
			Highways		
2023/2024					
Cheetham	136813/JO/2 023	Land Off Elizabeth Street Cheetham Hill Manchester	Tree Planting	£70,000	Sep- 23
Deansgate	132952/JO/2 022	Water Street Manchester M3 4JQ	Other	Waste Management	Apr- 23

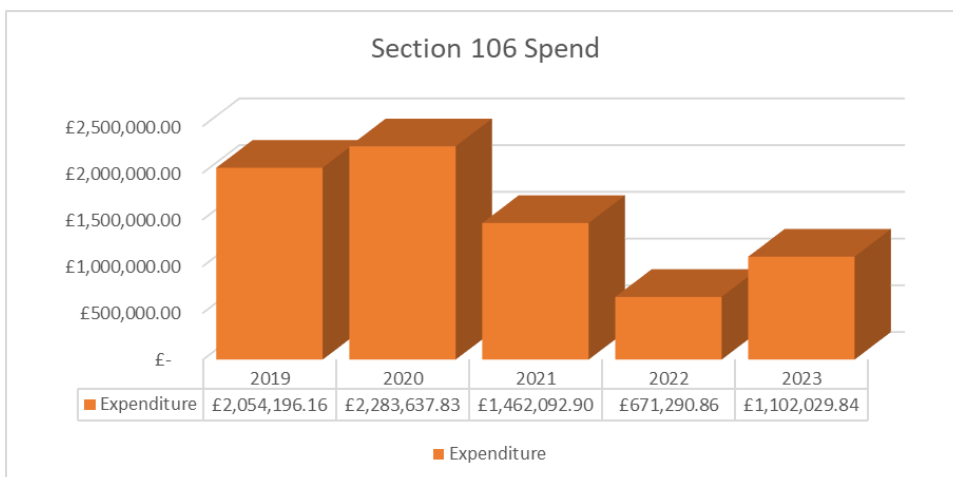
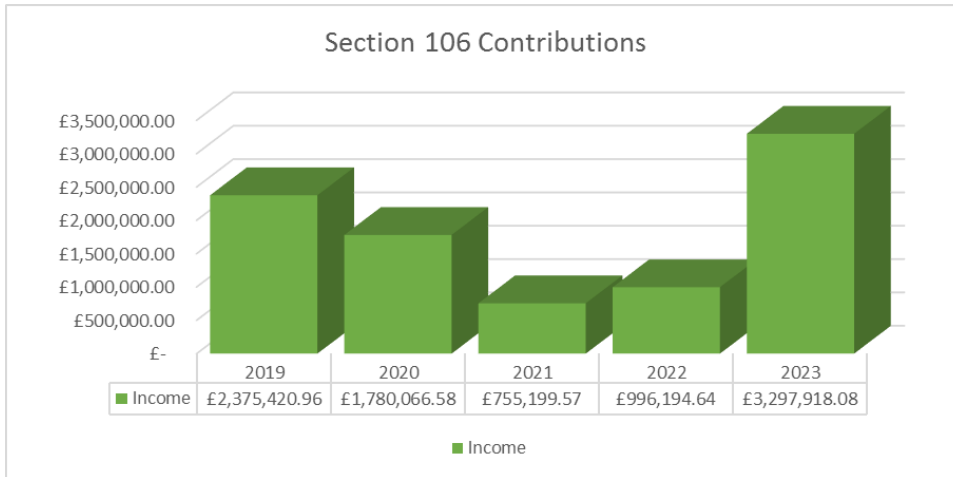
				Not permit Students	
				Discounted Rooms (10%)	
Deansgate	134039/JO/2022	Two Parcels Of Land Known As "Trinity Islands" Bounded By The River Irwell, Regent Road, Water Street, Trinity Way And The Railway Manchester M3 4JW	Affordable Housing	(reconciliation)	Apr-23
				£106,000	
			Education	£1,500,000	
Deansgate	135827/JO/2022	Land Bounded By Jacksons Row, Bootle Street, Southmill Street & 201 Deansgate Manchester M2 5GU	Affordable Housing	£2,230,000	Aug-23
Deansgate	136170/FO/2023	Land Bounded By River Street To The North, River Street And Vacant Lane To The East, Hulme Street To The South And Plot 10A Of The First Street Masterplan To The West Manchester	Other	Waste Management	Jul-23
				Discounted Student Rooms	
Didsbury East	128665/JO/2020	825 Wilmslow Road Manchester M20 2SN	Affordable Housing	(reconciliation)	Apr-23
				£300,000	
Didsbury West	134946/FO/2022	Jessiefield Spath Road Manchester M20 2TZ	Affordable Housing	(reconciliation)	Jul-23
Hulme	129127/FO/2021	Phoenix House 17 Ellesmere Street Manchester M15 4JY	Affordable Housing	£250,000	Aug-23
				(reconciliation)	

			Tree Planting	£56,000	
Hulme	134193/JO/2022	Talbot Mills 44 Ellesmere Street Manchester M15 4JY	Affordable Housing	£50,000	Apr-23
Miles Platting & Newton Heath	133700/FO/2022	Former Jacksons Brickworks Site Ten Acres Lane Manchester	Affordable Housing	(reconciliation)	May-23
Piccadilly	135675/FO/2022	Tariff Street Manchester	Affordable Housing	(reconciliation)	Jun-23
				£250,000	
Piccadilly	135818/JO/2022	Site Bound By Bendix Street To The North East, Chadderton Street To The South East, Goulden Street To The South West And Cross Keys Street To The North West Manchester	Affordable Housing	(reconciliation)	Jul-23
				£156,428	
			Highways	£12,000	
Piccadilly	136874/FO/2023	Echo Street Manchester M1 3QJ	Other	Discounted Student Accommodation Statemen	Sep-23
				Waste Management Strategy	

Further details can be found in Appendix 2, a schedule of agreements.

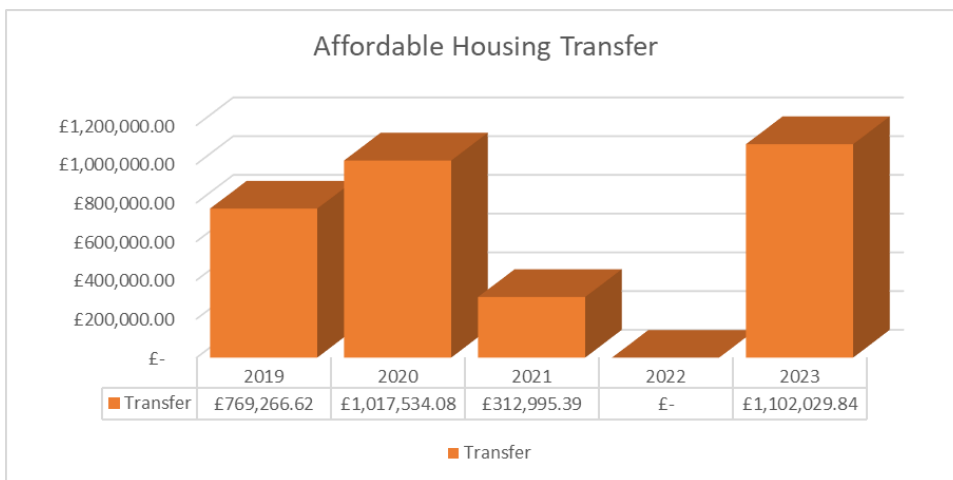
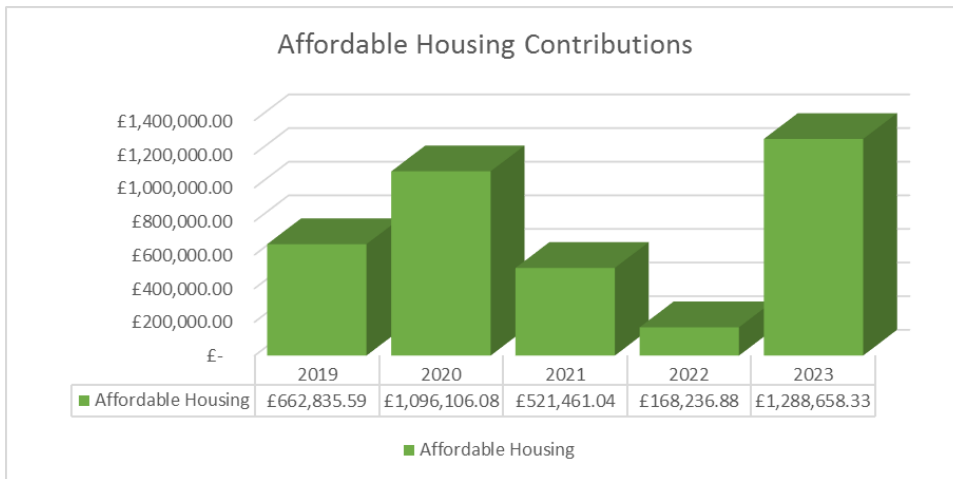
5.0 Contributions Received and Spend

5.1 The graphs below show how much s106 contributions have been received annually and plotted that against how much of the funding has been spent annually.



5.2 Members of the Committee were particularly interested in s106 obligations and the delivery of affordable housing (this is addressed in section 5 below). Below is a graph showing the annual contributions received by the Council through s106 obligations for affordable housing provision. It is noted that much of the affordable housing to be delivered is secured by condition for on-site provision where a registered provider is involved.

5.3 As previously advised where contributions are received towards affordable housing these are transferred into the Housing Affordability Fund (HAF) and the s106 balance adjusted accordingly. Any s106 funding transferred into the HAF is required to be spent in accordance with the terms set out within the individual legal agreement for the provision of new affordable homes. The money can be used City wide, but the Executive has previously identified certain areas as an initial focus.



5.4 As Members are aware a reconciliation clause is attached to s106 agreements as standard. Several agreements have now reached the trigger for their viability retesting assessments. These are:

- 121380/FO/2018: Erection of a part 31, part 13, part 5 storey building to form 373 residential apartments (Use Class C3a) and 12 serviced apartments (Use Class C1) together with a ground floor commercial unit (408 sqm) (Use Class A1, A2 or A3) with associated car parking, public realm and other associated works following demolition of existing buildings at Swan House Swan Street, Manchester M4 5DF

This is currently being assessed.

- 125686/FO/2019: Erection of a 12-storey residential building (Use Class C3) comprising 144 residential units, with ground floor commercial use (Use Class A1, A2, A3, B1, and /or D1 (excluding Places of Worship)) (144 sqm) or ancillary residents lounge, disabled car parking, with highways, landscaping and other associated works following demolition of existing buildings at Site Bound By Oldham Road To The South East, Marshall Street To The North East, Chadderton Street To The North West, And Addington Street To The South West Manchester

This has been assessed and could not support an additional contribution.

6.0 Affordable Housing

- 6.1 2022/23 represented the first year of the city's new Housing Strategy (2022-2032) which sets the ambitious target of delivering 10,000 new affordable homes by 2032. Whilst we remain committed to expanding the means by which we deliver affordable homes, our existing partnerships through the Manchester Housing Provider Partnership (MHPP) are expected to continue to play a significant part in meeting our delivery objectives.
- 6.2 Of the 415 affordable homes delivered in 2022/23, over 400 (96%) were delivered by MHPP partners – the overwhelming majority of which were (c.90%) delivered outside of Section 106 agreements (ie. utilising grant funding from Homes England's Affordable Homes Programme or programmes such as the Rough Sleepers Accommodation Programme).
- 6.3 Grant funded affordable housing proposed by a Registered Provider is usually secured through a condition of planning permission. Where an obligation within the legal agreement relates to affordable housing this could either be an on-site provision or an off-site contribution. Most on site new affordable homes are being secured where a registered provider is working in partnership with a developer. The funding for delivering affordable housing on site in these instances is from Homes England and is separate to that captured through the s106 route.
- 6.4 As noted above, Members have raised the question as to whether S106 money could be placed into the Council's wholly owned housing delivery vehicle. The spend of S106 money is governed by strict guidance set by Central Government. s106 monies for affordable housing are tied to capital delivery ie the monies have to be spent on the delivery of housing (it cannot be spent on revenue funding ie staffing costs etc). The funding must be linked to the delivery of specific properties and could not be placed into a general delivery fund.
- 6.5 Through the viability testing the developer is nevertheless still required to address the level of affordable housing that can be provided and there are examples of both a financial contribution from the developer (tied into a legal agreement and a reconciliation clause if necessary) with the commitment from the registered provider to secure Homes England funding to deliver an agreed level of affordable housing.

6.6 The Council's Housing Affordability Fund (HAF) delivers various housing projects across the city – examples are shown in the table below.

Scheme	Units/ Number of bedrooms delivered	Tenure type	Finance source				Total	Comments
			S106	1-4-1 capital receipts	Other capital receipts	One- off capital receipts (Siemens)		
Rent to Purchase pilot (Cheetham)	8	Rent to buy			£203,000		£203,000	New build homes targeted at working households who aspire to be homeowners but do not have the necessary deposit to access a high street mortgage. Scheme Completed
Chimebank property acquisitions (Crumpsall)	2	Affordable rent	£34,000				£34,000	Properties purchased (this was to prevent the sale of the properties to the private rented sector) and refurbished then let out to two young people through the House Project. Scheme Completed
Ancoats Dispensary (Ancoats)	39	Affordable rent			£352,000		£352,000	39 new build apartments being built by Great Places in Ancoats. Project is due to complete this year. Grant already paid as it was for a feasibility exercise.
Larger properties project (Citywide)	66	Affordable rent capped at LHA rates		£4,286,000	£714,000		£5,000,000	66 larger properties purchased and refurbished for families living in temporary accommodation Project Closed
Empty Homes project (Citywide)	16	Affordable home ownership	£1,000,000		£400,000	£600,000	£2,000,000	Purchase of empty properties, refurb and offer for affordable home ownership. 4 purchased so far. The initial target is 16 properties but as sale receipts will be recycled, it is anticipated that more than 16 properties will be achieved. Ongoing but grant already transferred to MSV
390 Princess Road (Moss Side)	8	Temporary accommodation (Homelessness)	£100,000				£100,000	One property refurbished to provide 8 bedrooms (3 double rooms and 5 single rooms), to use as move-on accommodation from the Longford Centre. Scheme Completed
Dalton Street (Moss Side)	8	Temporary Accommodation			£99,000			Purchase of 8 one bed flats for social rent. MSV RSAP. Expected to complete in March 2024

		(Homelessness)						
Total	147		£1,134,000	£4,286,000	£1,768,000	£600,000	£7,788,000	

7.0 Benchmarking

- 7.1 Members have raised the issue of benchmarking at the previous meeting. There have been several reach outs to other Core Cities and information has been received from Sheffield City Council and Liverpool City Council. Discussions have also taken place with Core City representatives at various meetings.
- 7.2 Sheffield operates an adopted policy which requires a contribution for affordable housing based on the percentage of gross internal floorspace created. This is subject to viability testing and has resulted in £8.9million being received in the last 5 years.
- 7.3 Liverpool have not operated an affordable housing policy until the adoption of the latest Local Plan within the past 12 months. The contribution for any given scheme has often relied on grant funding contributions through partnership working with Registered Providers. Liverpool do require contributions for other works such as open space and tree planting through adopted policies.
- 7.4 Other Core Cities have adopted policies for contributions across a range of requirements including open space, education and highway works for example. With reference to affordable housing viability testing is required across all comparable authorities but the policy requirements for affordable housing are not directly comparable. There are other localised factors such as land values that also mean that any comparison would not be meaningful. It has therefore proven difficult to provide accurate benchmarking. Each local authority has its own uniquely adopted policy criteria that individual planning applications are required to be assessed against and as stated above these policies require different contributions for a range of mitigations measures. These other required contributions must be taken into account in the viability assessments.
- 7.5 In Manchester there is a very clear Council imperative that quality drives design and this permeates throughout built form and place making, ensuring there is longevity and a sustainable approach to development. We also drive many other benefits from development in terms of environmental standards, inclusiveness and safety. These other benefits, ranging from the quality of the architectural form, materials to be used, energy efficiency and renewable energies, community facilities through to electric vehicle charging points as well as crime and safety issues are embedded into a planning permission and secured through appropriately worded conditions. Other benefits of a scheme are also often secured through conditions including local labour agreements and community use of sports facilities. The manner in which we capture these benefits does set Manchester apart from some other local planning authorities and means that direct comparisons are not possible.

8.0 Officer Working Group

- 8.1 The Working Group ensures that money received via s106 is available to spend and is spent in accordance with the legal requirements set out within the agreement. It also ensures that there are no unnecessary delays in the spending of those financial contributions.
- 8.2 The officers of the working group continue to meet regularly to deal with the monitoring of the agreements. The group meets with officers from associated service areas on a per agreement basis to deal with any issues.
- 8.3 The last full working group meeting was held in September 2023, with the next one planned before the end of the calendar year. At the last meeting the potential of members observing the officer working group was raised. As this is a working group for officers that is primarily concerned with ensuring that money received is available for spend, it is not felt that this would be the right medium for members to be involved (as noted at the start of the report).
- 8.4 The obligations contained within the agreements are clearly set and this includes what any financial contribution must be spent on; the focus of the group is on the process for ensuring the spend is available rather than the project details. However, the planning representatives must ensure spend is matched to the details in the agreement.
- 8.5 Members are involved in the planning application process during which the agreement is drafted and will be consulted as part of the capital approval process for any projects that are designed using s106 funds. Members also have access to any agreements in their wards through the Microsoft Team that has been created and can also send any questions, or raise any issues, direct to the service through the online form which has been setup for this purpose, or via the dedicated email address which has been created – Section.106@manchester.gov.uk.

9.0 Tree Planting and Landscaping

- 9.1 New tree planting and replacement planting can sometimes be dealt with through legal agreements. However, it is more often the case that this matter is dealt with through the conditions of a planning permission which regularly require street tree planting, off-site planting in an appropriate location, as part of a comprehensive landscaping scheme. Similarly, public realm works can also be delivered through the conditions of planning permission and will therefore not always be subject to a 106 agreement.
- 9.2 At the meeting last year Members asked for a record of tree planting and where trees had been planted. Each application approved has the possibility of including replacement and new tree planting, both on-site and off-site. These details are either agreed as part of the submitted details or are subject to exact details through the discharge of a relevant condition of planning permission. There are also different triggers for when trees are planted and

sometimes this is phased across a particular development site. Collating this information is challenging and is not routinely held. However, if a Member has a particular question in relation to a specific application site, then details can be extracted in order to provide as much information as possible.

10.0 Proposed Planning Reforms

- 10.1 As previously reported, the Planning for the Future White Paper consultation of August 2020 proposed “Community Infrastructure Levy and the current system of planning obligations” to be “reformed as a nationally set, value-based flat rate charge.” At this time there is still no certainty about this aspect of the reform and when it will be introduced. However, set out below are the details of what could be forthcoming:
- Set either variable or flat rates to raise more revenue while continuing to deliver at least as much, if not more, Affordable Housing;
 - Give local authorities greater powers to determine how developer contributions will be used;
 - Extend the scope of the consolidated Infrastructure Levy to remove its various exemptions.
- 10.2 The intention being that these reforms would achieve a “more engaging, equitable and effective system”.
- 10.3 Government’s aim has been to introduce the change through the Levelling up and Regeneration Bill introduced to Parliament on 11 May 2022. A technical consultation on the infrastructure levy closed on 9 June 2023; this was particularly complex and suggests there could be a significant amendment to the way contributions are secured and administered; this includes a raft of new measures on when the levy is paid and how affordable housing will be delivered.
- 10.4 The levy will be a locally set, mandatory charge – levied on the final value of completed development (rather than the existing system whereby a developer contribution is calculated when planning permission is granted). This means the value of the levy may increase but could also decrease in response to market conditions.
- 10.5 The proposal set out in the consultation is that there will be three routeways for the new levy:
1. The Core Routeway – a cash-based system where rates and thresholds apply. S106 agreements will remain but only for those matters that cannot be covered in a condition.
 2. The infrastructure in kind route – on the largest and most complex sites, S106 agreements can be used to deliver infrastructure as an in-kind payment of the levy. The value must equal or exceed what would have been secured in cash through a calculation of the levy.

3. The S106 route only – this is for sites where Gross Development Value (GDV) per m2 cannot be calculated or where buildings are not the main focus (eg waste sites) which will not be subject of the levy.
- 10.6 Where infrastructure cannot be secured through planning conditions, targeted obligations will be used and known as ‘delivery agreements’. S106 agreements will remain but only in limited circumstances.
- 10.7 The locally set Levy rates will be subject to consultation and public examination. It is understood levy liabilities will be based on GDV at the point of sale or completion and would be charged as a % of GDV.
- 10.8 Indicative calculations are to be submitted with an application and estimated payments are made after commencement. A final payment is made once the scheme is completed or sold which takes into account the GDV.
- 10.9 A charging authority will be required to produce an ‘Infrastructure Delivery Strategy’ which will set out spending priorities; this will also be subject to public examination. A new ‘right to require’ will allow local authorities to secure affordable homes as a proportion of the levy liabilities. Schemes that would deliver 100% affordable housing will not be charged. The levy will be implemented following a ‘test and learn’ process over several years. Sites granted permission before then will remain subject to existing S106 agreements.
- 10.10 The implementation of the levy in this form is likely to have significant and long-term impacts on future development proposals. This is a fundamental shift in how contributions will be secured and with the main impact being a more complex system this could lead to delays in development and a slowdown in delivery.
- 10.11 It is also notable that there are other issues likely to impact the timing of the changes. The Government guidance on its First Homes policy introduced in 2021, uses a standard S106 provision to guide developers and local authorities. It is not clear how this will fit with the new levy. The other clear example is Biodiversity Net Gain (BNG); from October 2023, this is a mandatory requirement for new development, but there is as yet no clarity on whether this will be secured through s106 agreements or emerging Conservation Covenants

11.0 Local Plan Update

- 11.1 In the context of emerging planning changes, it is important to note that the Local Plan is moving into a key stage with the completion of much of the key evidence base over the next few months. The draft Places for Everyone joint plan includes a general policy approach for planning contributions (Policy JP - D 1). Places for Everyone is reaching a final key milestone of consultation on the main modifications with adoption of the plan expected next year. The emerging Manchester Local Plan will look to set out the appropriate level of detail to ensure planning contributions capture key requirements expected to

be delivered via the process. The plan will be subject to viability testing which will test the soundness of emerging policies.

- 11.2 The challenge for the emerging Local Plan will be to balance the approach currently set out in national planning guidance around infrastructure delivery alongside the proposals outlined in section 4 with respect to any new approach to an infrastructure levy.

12.0 Conclusion

- 12.1 The Planning Service is continuing to negotiate s106 agreements in order to mitigate harm from individual developments and to also compensate for the loss of environmental features or open space in line with the tests set by National Guidance. Obligations will also be used to continue to add to the supply of affordable housing across the City subject to policy tests and viability.

13.0 Recommendations

- 13.1 That Members of the Committee note the contents of the report.

Appendix 1 - Glossary

“Land Value” – is the value of a piece of property including both the value of the land itself as well as any improvements that have been made to it.

“Market Forces” – the economic factors affecting the price of, demand for, and availability of a commodity.

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Appendix 2 – Schedule of Agreements

Table of Contents

Ancoats and Beswick.....	4
Ardwick.....	5
Baguley.....	6
Brooklands.....	7
Burnage.....	8
Charlestown.....	9
Cheetham.....	10
Chorlton.....	11
Chorlton Park.....	12
Clayton & Openshaw.....	13
Crumpsall.....	14
Deansgate.....	15
Didsbury East.....	18
Didsbury West.....	19
Fallowfield.....	20
Gorton and Abbey Hey.....	21
Harpurhey.....	22
Higher Blackley.....	23
Hulme.....	24
Levenshulme.....	26
Longsight.....	27
Miles Platting and Newton Heath.....	28
Moss Side.....	29
Moston.....	30
Northenden.....	31
Old Moat.....	32
Piccadilly.....	33
Rusholme.....	38
Sharston.....	39
Whalley Range.....	40
Withington.....	41
Woodhouse Park.....	42

Page 34

S106 Obligations Schedule 2022

Ancoats and Beswick

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
100991/OO/2012/N2	Milliners Wharf Phase 2 Munday Street Off Pollard Street Manchester M4 7BD	Public Realm (Facilities/Infrastructure), Highways, Environmental Improvement		£71,000	£71,950	£7,805	C/1195/0001/157	Balance of Funds Committed	New Islington 2020
104315/FO/2013/N2	Etihad Stadium Etihad Campus Manchester M11 3FF	Highways, Transport and Car Parking		£519,638	£519,638	£94,729	C/1195/0001/148, C/1195/0001/149, C/1195/0001/150	Funds Committed (Spend Commenced)	Spend - Car Parking Zone (CPZ) - Etihad Stadium Great Ancoats Street
120893/FO/2018	Land Bounded By Bengal Street, Primrose Street, Radium Street And Silk Street Manchester M4 6AQ	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Jun-2019
126261/FO/2020	Land At The Corner Of Pollard Street And Munday Street Manchester M4 7AN	Affordable Housing	Commencement	£51,000	n/a	n/a		Trigger not met	Signed Aug-2020
			Occupation	£51,000					
			(Clawback)	n/a				Viability Appraisal	
126431/FO/2020	Site South Of Sportcity Way, East Of Joe Mercer Way, West Of Alan Turing Way And North Of The Ashton Canal At The Etihad Campus Manchester	Highways, Transport and Car Parking	Other (first event)	£250,000	n/a	n/a		Trigger not met	Signed Oct-2020
133769/FO/2022	66 Jersey Street Manchester M4 6JW	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Jan-23

S106 Obligations Schedule 2022

Ardwick

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
063066/OO/NORTH2/01	Junction of Plymouth Grove, Upper Brook Street, Ardwick	Parks and Leisure		£20,000	£21,435	£3,452	C/1195/0001/23	Funds Committed (Spend Commenced)	Swinton Grove Park
081558/FO/2006/N2	Wilmslow Park Phase 3 Rusholme Place Rusholme Manchester	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£153,000	£186,967	£68,073	C/1195/0001/143	Funds Committed (Spend Commenced)	(work started on site)
096176/FO/2011/S1	Former Ducie Court Denmark Road Moss Side Manchester	Transport and Car Parking, Public Realm (Facilities/Infrastructure), Parks and Leisure, Highways		£600,000	£628,632	£173,648	C/1195/0001/131, C/1195/0001/142	Funds Committed (Spend Commenced)	(Highways and Park Improvements) £132k Whitworth Park - to install a new water and electric supply to an existing volunteer's cabin to help sustain the community growing programme in partnership with the Whitworth Gallery, improvements to the paths due to localised flooding, and installation of play equipment to go through CHEST to procure a design (all elements consulted upon and agreed with the Friends group)
122945/FO/2019	328-336 Stockport Road Manchester M13 0LE	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Oct-2019
133478/JO/2022	Vacant Plot North East Of The Vallance Centre Brunswick Street Manchester M13 9XF	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Dec-22
		Transport & Car Parking	Commencement	£5,000				Trigger Not Met	
			Completion (12 th dwelling)	£5,000					
134504/FO/2022	Land At Bennett Street Manchester M12 5NL	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Feb-23

S106 Obligations Schedule 2022

Baguley

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
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S106 Obligations Schedule 2022

Brooklands

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
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S106 Obligations Schedule 2022

Burnage

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
130098/OO/2021	Kingsway Business Centre 140 Kingsway Manchester M19 1BB	Affordable Housing		18 Units	n/a	n/a			Signed Aug-22

S106 Obligations Schedule 2022

Charlestown

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
080267/FO/2006/N1	Land At Victoria Avenue East Moston Victoria Avenue East Manchester M9 2HE	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£75,000	£89,279	£89,279	C/1195/0001/138	Funds Reserved	Visitors Centre and Changing Provision at Boggart Hole Clough

S106 Obligations Schedule 2022

Cheetham

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
078799/FO/2006/N1	Heath Street/St Marks Lane Cheetham Manchester	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£52,000	£57,160	£6,312	C/1195/0001/83	Funds Committed (Spend Commenced)	St Marks Churchyard and playground at Cheetwood
114860/FO/2016	Land To The South Of Dantzic Street Manchester	Public Realm (Facilities/Infrastructure) and Affordable Housing	Occupation	£375,000	n/a	n/a		Trigger Not Met	Signed Oct-2019
			50% Occupation	£187,500					
			75% Occupation	£187,500					
		Affordable Housing	(Clawback)						
118831/FO/2018	Former Boddingtons Brewery Site Dutton Street Manchester M3 1LE	Environmental Improvement, Highways, Affordable Housing	Commencement	£650,000	n/a	n/a		Trigger Not Met	Signed Feb-2019
			Occupation (80th dwelling)	£150,000					
			Occupation (126th dwelling)	£150,000					
126944/FO/2020	Land Bound By Dantzic Street, Gould Street, Williamson Street And Bromley Street (Known As Victoria Riverside) Manchester	Affordable Housing		32 units	n/a	n/a		Viability Appraisal	Signed Jan-2021
			(Clawback)	n/a	n/a	n/a			
132416/FO/2021	Land Bounded By The Travelodge And Surface Level Carparking To The North, Further Surface Level Carparking To The East, Manchester College To The South And Bury New Road To The West Manchester	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Jun-22
				23 Units	n/a	n/a			
136813/JO/2023	Land Off Elizabeth Street Cheetham Hill Manchester	Parks and Leisure	Commencement	£70,000	n/a	n/a		Trigger Not Met	Signed Sep-23 Tree Planting

S106 Obligations Schedule 2022

Chorlton

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
102530/JO/2013/S1	59 Keppel Road Chorlton Manchester M21 0BP	Transport and Car Parking		£1,920	£2,550	£2,550	C/1195/0001/218	Pending	

S106 Obligations Schedule 2022

Chorlton Park

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
116795/FO/2017	45 St Werburghs Road Whalley Range Manchester M21 0UN	Parks and Leisure		£23,847	£23,847	£23,847	C/1195/0001/179	Funds Committed	planting of 7 trees within the immediate vicinity of the land and maintaining those trees for the period of 5 years
124237/FO/2019	419 - 421 Barlow Moor Road Manchester M21 8ER	Affordable Housing		39 units	n/a	n/a			Signed Mar-2020

S106 Obligations Schedule 2022

Clayton & Openshaw

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
080557/FO/2006/N2	Former Kwik Save Ashton Old Road Bradford Manchester M11 1JG	Highways		£30,000	£30,000	£16,166	C/1195/0001/50	Funds Committed (Spend Commenced)	pedestrian crossing on Ashton Old Rd plus maintenance
081589/FO/2006/N2	Plot Of Land Commencing At Junction Of Mill Street And Ashton Old Road Running Towards Dawnay Street Beswick	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£22,000	£22,000	£1,983	C/1195/0001/59	Funds Committed (Spend Commenced)	project for tree planting on Galston St
125474/FO/2019	Land Adjacent To Mayton Street Manchester M11 2AN	Affordable Housing		5 units	n/a	n/a			Signed Nov-2020

S106 Obligations Schedule 2022

Crumpsall

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
073701/OO/2004/N1	Land Off Hazelbottom Road Blackley	Parks and Leisure		£358,600	£405,245	£283,781	C/1195/0001/75, C/1195/0001/76, C/1195/0001/77, C/1195/0001/78, C/1195/0001/79	Funds Committed (Spend Commenced)	Crumpsall Park Heaton Park Bowling Green Other
092648/FO/2010/N1	Land West Of Celia Street And Waterloo Street Crumpsall Manchester	Environmental Improvement, Parks and Leisure		£80,200	£83,571	£27,116	C/1195/0001/107, C/1195/0001/122	Funds Committed (Spend Commenced)	Harpurhey Reservoirs
099103/JO/2012/N1	Land to the east of 61 Crumpsall Lane and west of the tramlink Crumpsall Lane Manchester M8 5FB	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£5,000	£5,000	£5,000	C/1195/0001/123	Pending	
107259/FO/2014/N1	Land At Charminster Drive Crumpsall Manchester	Highways, Transport and Car Parking		£20,000	£20,047	£2,917	C/1195/0001/164	Funds Committed (Spend Commenced)	Crumpsall RPZ' extension
108559/FO/2015/N1	North Manchester General Hospital Delaunays Road Crumpsall Manchester M8 5RB	Transport and Car Parking		£60,000	£60,000	£23,428	C/1195/0001/172	Funds Committed (Spend Commenced)	NMGH RPZ Expansion
115468/OO/2017	Land To The Rear Of Whitehouse Club Middleton Road Manchester M8 4JZ	Parks and Leisure		£100,960	£100,960		C/1195/0001/205	Pending	Sports Facilities
			Commencement (Full element of development)	£100,960	n/a	£100,961		Trigger Not Met	
125961/FO/2020	Land To The Rear Of Crumpsall Constitutional Club Off Linn Street Manchester M8 5SN	Parks and Leisure	Commencement	£20,000	n/a	n/a		Trigger Not Met	Signed Jul-2020
123961/JO/2019	Bowker Bank Industrial Park Bowker Bank Avenue Manchester M8 4PD	Non-Financial							Signed Mar-22 Ecological Mitigation Strategy, Management Strategy Footpath Upgrade and Maintenance Scheme

S106 Obligations Schedule 2022

Deansgate

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
103665/FO/2013/C1	8 King Street Manchester M2 6AQ	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Commencement	£112,212	£111,964	£109,280	C/1195/0001/175	Funds Committed (Spend Commenced)	Medieval Quarter (Memorial Gardens)
110190/FO/2015/C2	Charlotte House 10 Charlotte Street Manchester M1 4FL	Environmental Improvement	Occupation	£70,000	n/a	n/a		Trigger Not Met	Checking for commencement
116850/FO/2017	Olympia Trading Estate Great Jackson Street Manchester M15 4NP	Affordable Housing	Commencement	£1,000,000	n/a	n/a		Trigger Not Met	Signed May-2019
			(Clawback)	n/a				Viability Appraisal	
119380/FO/2018	1-5 New Wakefield Street Manchester M1 5NP	Public Realm (Facilities/Infrastructure)		£500,000	£500,000	£500,000	C/1195/0001/201	Reserved	
119806/FO/2018	Land Bounded By Chester Road, Mancunian Way And Former Bridgewater Canal Offices Manchester	Affordable Housing, Public Realm (Facilities/Infrastructure)	Other	n/a	n/a	n/a		Trigger Not Met	Signed Jan-2019. Medical Facility or Affordable Housing £755k. Landscaping Scheme within 12 months of occupation or £585k
120635/FO/2018	Hotspur Press 2 Gloucester Street Manchester M1 5QR	Affordable Housing	Disposal of 25% of dwellings or 2 years from Commencement	£200,000	n/a	n/a		Trigger Not Met	Signed Oct-2020
			Disposal of 75% of dwellings	£200,000				Viability Appraisal	
			(Clawback)	n/a					
121252/FO/2018	Great Marlborough Street Car Park Great Marlborough Street Manchester M1 5NJ	Public Realm (Facilities/Infrastructure)	two years after the first Occupation of the Development	£707,300	n/a	n/a		Trigger Not Met	Signed Jul-2021
		Affordable Housing	two years after the first Occupation of the Development	£300,000					

S106 Obligations Schedule 2022

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
122280/FO/2019	Land Bounded By Great Ducie Street And Mirabel Street Manchester M3 1PJ	Affordable Housing	Commencement	£615,000	n/a	n/a		Trigger Not Met	Signed Aug-22
			(Clawback)	n/a				Viability Appraisal	
125573/FO/2019	Plot 11 First Street Comprising Land Bound By Hulme Street To The North, Wilmott Street To The East, The Unite Parkway Gate Development And Mancunian Way To The South, And Medlock Street To The West Manchester	Non-Financial	5 April each year	n/a	n/a	n/a			Signed Mar-2021. Pay council tax for each apartment occupied by a Medical and Allied Healthcare Student
			Within 12 months of Commencement						Discounted Co-Living Rooms Plan and Co-Living Rooms Management and Tenure Plan. 500 Discounted Co-Living Rooms at Discounted Rent 1 in perpetuity. 56 Discounted Co-Living Rooms at Discounted Rent 2 in perpetuity
		Transport and Car Parking	Commencement						Disabled Parking Spaces Strategy
125655/FO/2019	Water Street Manchester M3 4JQ	Affordable Housing	Other						. Signed Jul-2021. 10% of the Bedrooms (64) will be let at a Discounted Rent not permit the Development Bedrooms or the Studio Units to be Occupied by Students for the duration of then use
		Non Financial	Occupation						Waste Management Agreement
			Commencement						Disabled Parking Spaces Strategy
127944/FO/2020	8-8A St John Street Manchester M3 4DU	Public Realm (Facilities/Infrastructure)	Commencement	£70,000	n/a	n/a		Trigger Not Met	Signed Aug-2021
132088/FO/2021	Land To The North Of Renaissance Hotel Blackfriars Street Manchester M3 2EQ	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Feb-23
Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes

S106 Obligations Schedule 2022

132952/JO/2022	Water Street Manchester M3 4JQ	Non-Financial							Signed Apr-23 Waste Management Strategy and Not permit Students and Discounted Rooms (10%)
134039/JO/2022	Two Parcels Of Land Known As "Trinity Islands" Bounded By The River Irwell, Regent Road, Water Street, Trinity Way And The Railway Manchester M3 4JW	Affordable Housing		£106,000	£115,464	£0	C/1195/0001/217	Funds transferred to Housing Affordability Fund	Signed Apr-23 Educational Facility (which Shall Be A Building Measuring 1,300m2) To Be Provided As Part Of The Development At Crown Street
			(Clawback)	n/a	n/a	n/a		Viability Appraisal	
		Education	Commencement	£1,500,000	£1,633,936	£1,633,936		Pending	
134694/FO/2022	Bridgewater House Great Jackson Street Manchester M15 4WG	Affordable Housing	(Clawback)		n/a	n/a		Viability Appraisal	Signed Feb-23
135827/JO/2022	Land Bounded By Jacksons Row, Bootle Street, Southmill Street & 201 Deansgate Manchester M2 5GU	Affordable Housing	Commencement of construction of the tower element	£550,000	n/a	n/a		Trigger Not Met	Signed Aug-23
			Within 30 working days of the topping out (so that it is wind and watertight of the Tower Element	£550,000					
			Completion of the building containing the final Apartment to be constructed as part of the Development	£1,100,000					
136170/FO/2023	Land Bounded By River Street To The North, River Street And Vacant Lane To The East, Hulme Street To The South And Plot 10A Of The First Street Masterplan To The West Manchester	Non-Financial							Signed Jul-23 Waste Management Strategy and Discounted Student Rooms

S106 Obligations Schedule 2022

Didsbury East

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
059441/FO/SOUTH2/00	St. James Court, 2/4, Moorland Road, Didsbury	Environmental Improvement, Highways		£35,000	£35,000	£1,935	C/1195/0001/03	Funds Committed (Spend Commenced)	street trees, waste bins, highway works to Moorland Road
080340/FO/2006/S2	Former Petrol Station Fog Lane Didsbury	Highways		£15,000	£15,000	£15,000	C/1195/0001/70	Funds Committed	resurfacing carriageways on Fairfax Avenue and Mere Avenue off Fog Lane
108541/OO/2015/S2	Former Manchester Metropolitan University Campus And Broomhurst Halls Of Residence Wilmslow Road Didsbury Manchester M20 2RR	Highways, Parks and Leisure,		£200,000	£200,154	£1,233	C/1195/0001/166	Funds Committed (Spend Commenced)	tennis courts at Fletcher Moss and play equipment Didsbury Park
128665/JO/2020	825 Wilmslow Road Manchester M20 2SN	Affordable Housing		£150,000	£150,000	£0	C/1195/0001/184	Funds transferred to Housing Affordability Fund	Signed Apr-23
				£150,000	£156,483			Viability Appraisal	
			(Clawback)	Other	n/a				
131722/JO/2022	Former Manchester Metropolitan University Didsbury Campus Manchester M20 2RW	Non-Financial							Signed Jul-22 Landscape Management
133746/FO/2022	Land Junction Of Parrs Wood Lane Manchester M20 5AA	Transport & Car Parking	Other	£10,000	n/a	n/a			Signed Aug-22 Traffic Regulation Order
		Non-Financial							Car Parking Management Plan
		Affordable Housing		15 units	n/a	n/a			On-site Highway Works

S106 Obligations Schedule 2022

Didsbury West

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
060302/00/SOUTH2/00	Land bounded by Cavendish Road/Princess Road/ Nell Lane and part of Withington Hospital, West Didsbury	Parks and Leisure, Transport and Car Parking, Highways		£650,000	£418,000	£147,986	C/1195/0001/08	Funds Committed (Spend Commenced)	Cavendish Road Park play provision Metrolink - Burton Rd environmental scheme employment training Burton Rd shopping centre improvements
082214/FO/2007/S2	Former Needham Hall Palatine Road Didsbury Manchester M20 2TU	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways, Transport and Car Parking		£29,200	£29,200	£29,200	C/1195/0001/60	Funds Committed	Marie Louise Gardens and travel vouchers
083934/FO/2007/S2	22-24 Oak Road Didsbury Manchester M20 3DA	Transport and Car Parking		£7,150	£8,840	£8,840	C/1195/0001/146	Funds Committed	travel vouchers
105955/FO/2014/S2	Morris Feinmann House 178 Palatine Road Didsbury Manchester M20 2YW	Transport and Car Parking, Highways,		£15,000	£15,209	£15,209	C/1195/0001/169	Pending	Project initially identified but needs clarifying
115035/JO/2017	Spire Hospital Barlow Moor Road Manchester M20 2AF	Parks and Leisure		£15,625	£15,625	£180	C/1195/0001/186	Funds Committed (Spend Commenced)	planting of 28 trees trees within the Southern Cemetery and maintenance for 3 years
120849/FO/2018	The Limes 816 Wilmslow Road Manchester M20 2RN	Affordable Housing	Commencement	£85,000	£0	n/a		Trigger Not Met	Signed Oct-2020
134946/FO/2022	Jessiefield Spath Road Manchester M20 2TZ	Affordable Housing	(Clawback)	Other	n/a	n/a		Viability Appraisal	Signed Jul-23

S106 Obligations Schedule 2022

Fallowfield

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
092641/FO/2010/S1	Site Of St Crispins Church, Social Club And Scaffolding Yard Lloyd Street South Fallowfield Manchester M14 7LA	Other, Highways		£14,202	£14,202	£9,702	C/1195/0001/109	Funds Committed (Spend Commenced)	employment hub / learning and employment support triangle style treatment to public footpath in front of new Aldi 24 affordable housing (14 no. social rented flats & 4 no. social rented houses & 6 no. 'Intermediate Hsg' houses)
		Affordable Housing		24 units	n/a	n/a			

S106 Obligations Schedule 2022

Gorton and Abbey Hey

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
070820/FO/2004/N2	Land To The Rear Of 53 High Bank Gorton	Highways, Public Realm (Facilities/Infrastructure)		£5,550	£5,550	£5,550	C/1195/0001/96	Funds Committed	maintenance of open space
128864/OO/2020	Land Opposite 83-87 Vine Street Manchester M18 8SR	Affordable Housing		5 units	n/a	n/a			Signed Mar-23
129852/FO/2021	Former Chatsworth Mill Williams Road Gorton Manchester M18 7AY	Affordable Housing		40 units	n/a	n/a			Signed Apr-22

S106 Obligations Schedule 2022

Harpurhey

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
075914/OO/2005/N1	Land South Of Old Market Street Blackley	Highways		£230,300	£234,608	£17,783	C/1195/0001/112	Funds Committed (Spend Commenced)	Lawson Street / Quilter Grove / Dommett Street maintenance of the footpath and cycleway
126507/FO/2020	67 Old Market Street Manchester M9 8DX	Affordable Housing		18 units	n/a	n/a			

S106 Obligations Schedule 2022

Higher Blackley

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
095715/FO/2011/N1	Sainsburys Supermarket Ltd Heaton Park Road Blackley Manchester M9 0QS	Highways		£348,000	£362,487	£111,366	C/1195/0001/118	Funds Committed (Spend Commenced)	footpaths along the River Irk future maintenance - Spend Irk Valley Heaton Park Retail Park) Other

S106 Obligations Schedule 2022

Hulme

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
070788/FO/2004/C3	21 Worsley Street Hulme	Public Realm (Facilities/Infrastructure)		£9,000	£9,000	£9,000	C/1195/0001/18	Funds Committed	Brit Basin project
091730/FO/2009/C1	Booth Street East And Upper Brook Street Manchester M13 9RZ	Transport and Parking, Highways		£140,000	£140,000	£92,612	C/1195/0001/97	Funds Committed (Spend Commenced)	residential parking area within Grove Village
105611/FO/2014/C1	1 Water Street Manchester M3 4JU	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£307,000	£309,263	£191,377	C/1195/0001/161	Funds Committed (Spend Commenced)	Medieval Quarter (Memorial Gardens) / St Georges RPZ
107667/FO/2014/S1 (111735/JO/2016/S1)	Land Within The Asda Car Park Greenheys Lane West Hulme Manchester M15 5AS	Highways,		£60,000	£60,000	£60,000	C/1195/0001/165	Funds Committed	pedestrian crossing phase to the traffic lights at the junction at Hulme High Street & Greenheys Lane West
113473/FO/2016	Thorncross Close Off Ellesmere Street Manchester M15 4LU	Affordable Housing	Commencement	£250,000	n/a	n/a		Trigger Not Met	Signed July-2018
			Occupation	£250,000					
123261/FO/2019	Land Bounded By Arundel Street, Ellesmere Street, The A57 (M) Inner Ring Road (Mancunian Way) And Worsley Street Manchester	Affordable Housing	Commencement	£1,150,000	n/a	n/a		Trigger Not Met	Signed Aug-2019
			(Clawback)	n/a				Viability Appraisal	
124302/FO/2019	Land Bounded By Chester Road, Hulme Hall Road & Ellesmere Street Manchester M15 4JY	Parks and Leisure	Commencement (50%)	£40,000	n/a	n/a		Trigger Not Met	Signed Aug-2021. Parks contribution - upgrade of facilities in three public parks in the Hulme Ward
			Occupation (50%)	£40,000					
		Affordable Housing	Commencement (50%)	£125,000					
			Occupation (50%)	£125,000					
			(Clawback)	n/a				Viability Appraisal	

S106 Obligations Schedule 2022

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
129127/FO/2021	Phoenix House 17 Ellesmere Street Manchester M15 4JY	Affordable Housing	Commencement	£250,000	n/a	n/a		Trigger Not Met	Signed Aug-23 provision of tree planting in Hulme Ward
			(Clawback)	n/a				Viability Appraisal	
		Tree Planting	Completion (within 3 months)	£28,000	n/a	n/a		Trigger Not Met	
			Completion (within 6 months)	£28,000					
134193/JO/2022	Talbot Mills 44 Ellesmere Street Manchester M15 4JY	Affordable Housing	Signing	£50,000	n/a	n/a		Trigger Not Met	Signed Apr-23

S106 Obligations Schedule 2022

Levenshulme

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
101869/FO/2013/N2	Land To Rear Of GMPTE Social Club (former Sports Ground) Mount Road Gorton Manchester M19 3ET	Highways, Parks and Leisure		£200,000	£212,232	£42,647	C/1195/0001/155	Funds Committed (Spend Commenced)	Wright Robinson College, Green bank Park, GB pavillion, MUGA & Top Trek pathway at Debdale Park, Gorton Boxing Club programmes & internal upgrade, Abbey Hey football stadium
122042/OO/2018	Land Off Cringle Road Manchester	Parks and Leisure		£100,000	£104,930	£104,930	C/1195/0001/214	Pending	Signed Jun-2019 Improvements To The Highfield Country, Levenshulme
			Disposal (12 th dwelling)	£50,000	n/a	n/a		Trigger Not Met	
		Affordable Housing		11 units	n/a	n/a			

S106 Obligations Schedule 2022

Longsight

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
115299/FO/2017	Land North Of Melland Road Sports Field (Former Running Track) South Of Melland Road Manchester M18 7QR	Parks and Leisure		£750,000	£792,140	£53,552	C/1195/0001/187	Funds Committed (Spend Commenced)	
122160/FO/2018	Belle Vue Stadium Kirkmanshulme Lane Manchester M18 7BD	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Nov-2020
133792/JO/2022	Vacant Land Bounded By Stockport Road, Swallow Street, Siddall Street And Pennington Street Manchester	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Mar-23

S106 Obligations Schedule 2022

Miles Platting and Newton Heath

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
095431/REP/2011/N1	Rosedale Building Dulverton Street Manchester	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways	Occupation	£114,000	n/a	n/a		Trigger Not Met	Development Commenced
			Occupation 57th apartment	£114,000					
110486/JO/2015/N1	Riverpark Trading Estate Riverpark Road Newton Heath Manchester M40 2XP	Transport and Car Parking, Highways,	Commencement	£80,000	n/a	n/a		Trigger Not Met	Not Commenced - due to expire Dec 2019
125596/FO/2019	Land Bounded By Hulme Hall Lane, Varley Street, Iron Street, Coleshill Street And Rochdale Canal Manchester M40 8HH	Parks and Leisure	Commencement	£300,000	n/a	n/a		Trigger Not Met	Signed Nov-2020
		Transport and Car Parking	Commencement	£60,000					
		Affordable Housing	(Clawback)	n/a				Viability Appraisal	
127971/FO/2020	271 Oldham Road Manchester M40 7PS	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed May-2021
133700/FO/2022	Former Jacksons Brickworks Site Ten Acres Lane Manchester	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed May-2023

S106 Obligations Schedule 2022

Moss Side

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
080958/FO/2006/S1	297-339 Claremont Road Moss Side Manchester M14 7NB	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£40,000	£40,000	£37,994	C/1195/0001/144	Funds Committed (Spend Commenced)	gating the alleyways & incorporate street tree planting
093074/FO/2010/S1	482/506 Moss Lane East Moss Side Manchester M14 4PA	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways, Transport and Car Parking, Parks and Leisure,		£166,000	£166,000	£631	C/1195/0001/110	Funds Committed (Spend Commenced)	

S106 Obligations Schedule 2022

Moston

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
127669/FO/2020	Former Deanway DIY Store, 112 Kenyon Lane, Manchester, M40 9DH	Affordable Housing		7 units	n/a	n/a			Signed Nov-21

S106 Obligations Schedule 2022

Northenden

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
075007/FO/2005/S2	Former Ferrol House 6 Beechpark Avenue Northenden	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£20,000	£20,865	£16,163	C/1195/0001/69	Funds Committed (Spend Commenced)	Riverside Park projects Northenden Village public realm highways junction of Church / Palatine Rds
101366/FO/2013/S2	Land At Junction Of Church Road And Palatine Road Northenden Manchester	Transport and Car Parking, Highways		£62,500	£62,500	£62,500	C/1195/0001/31, C/1195/0001/141	Funds Committed	
102660/FO/2013/S2	Camperlands Ltd Mill Lane Northenden Manchester M22 4HR	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways, Affordable Housing, Transport and Car Parking		£20,000	£20,000	£201,467	C/1195/0001/154	Funds Committed (Spend Commenced)	improvement works for Allanson Road and the surrounding road network - Spend Riverside park Northenden Car Park,
				£115,000	£121,701				
				£115,000	£136,233 (payment plan)				
125635/FO/2019	Tatton Arms Boat Lane Northenden Manchester M22 4HR	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Apr-2021
131147/FO/2021	Manchester College Arden Centre Sale Road Manchester M23 0DD	Transport and Car Parking, Highways		£17,395	£18,320	£674,461	C/1195/0001/212	Funds Committed	Bus Shelter Contribution
		Highways		£125,000	£131,649				Provision Of A Pedestrian Crossing Facility On Sale Road
		Parks and Leisure		£498,000	£524,491				Replacement Pitch Provision

S106 Obligations Schedule 2022

Old Moat

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
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S106 Obligations Schedule 2022

Piccadilly

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
105885/FO/2014/C2	2 Harter Street Manchester M1 6HY	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£23,000	£25,720	£25,720	C/1195/0001/188	Funds Committed	
109096/JO/2015/C2	40 Laystall Street Ancoats Manchester M1 2JP	Highways,		£80,000	£80,000	£80,000	C/1195/0001/160	Pending	potential highways works on Great Ancoats Street
110074/FO/2015/C2	Land At 76 - 82 Oldham Street And Land Bounded By Spear Street, Warwick Street And Houldsworth Street Ancoats Manchester M4 1LF	Environmental Improvement,	Occupation	£75,000	n/a	n/a		Trigger Not Met	Signed Aug-2016
110351/FO/2015/N1	4 Angel Court Ancoats Manchester M4 4HT	Transport and Car Parking,		£64,000	£70,003	£70,003	C/1195/0001/191	Pending	
115178/FO/2017	Part Site Of Existing Car Park Bounded By Ducie Street, The Rochdale Canal, Peak Street, Tariff Street (Multi-Storey Car Park) And Remainder Of Surface Car Park Manchester M1 2JL	Affordable Housing	Commencement	£100,000	n/a	n/a		Trigger Not Met	Signed Jan-2018
117058/FU/2017	53 Marshall Street Manchester M4 5FU	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£40,000	£41,290	£41,290	C/1195/0001/194	Pending	
117059/FO/2017	32 Mason Street Manchester M4 5EY	Public Realm (Facilities/Infrastructure), Environmental Improvement, Highways		£37,500	£38,160	£38,160	C/1195/0001/189	Pending	
117749/JO/2017	4 Angel Court Manchester M4 4HT	Transport and Car Parking,	Occupation	£64,000	n/a	n/a		Trigger Not Met	Signed Mar-2018
118057/FO/2017	Land Bounded By Cable Street, Cross Keys Street, Addington Street And Mason Street Manchester M4 5FT	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£20,000	£20,000	£20,000	C/1195/0001/183	Funds Committed	

S106 Obligations Schedule 2022

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
120149/FO/2018	Car Park Between 57 And 59 Ducie Street Manchester M1 2JQ	Affordable Housing		£94,000	£103,622	£0	C/1195/0001/211	Funds transferred to Housing Affordability Fund	Signed Mar-2019
			Occupation	£94,000	n/a			Trigger Not Met	
121099/FO/2018	Land At Portugal Street East Manchester M1 2WX	Affordable Housing	(Clawback)	n/a	n/a	n/a			Signed Mar-2021
121375/FO/2018	20 - 36 High Street Including Church Street Market Stalls Manchester M4 1QB	Affordable Housing	Occupation	£1,000,000	n/a	n/a		Trigger Not Met	Signed Oct-2020
			(Clawback)	n/a				Viability Appraisal	
121380/FO/2018	Swan House Swan Street Manchester M4 5DF	Highways		£120,000	£124,752	£160,413	C/1195/0001/208	Pending	A Crossing On Swan Street And Traffic Regulation Orders Along Swan Street, Cable Street And Mason Street
				£30,000	£35,661				
		Affordable Housing		19 units	n/a	n/a			
		(Clawback)	n/a	n/a	n/a	Viability Appraisal			
122000/FO/2018	Victoria House Great Ancoats Street Manchester M4 7AB	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Aug-2020
122523/FO/2019	Land Bound By Back Turner Street, Shudehill, Soap Street And High Street Manchester M4 1EW	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Nov-2019
124888/FO/2019	Land Bound By Addington Street, Marshall Street, Cross Keys Street And Chadderton Street Manchester M4 4RJ	Environmental Improvement		£36,000	£36,000	£36,000	C/1195/0001/203	Pending	

S106 Obligations Schedule 2022

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
125681/FO/2019	Site Bound By Thompson Street To The North East, Oldham Road To The South, Bendix Street To The South West And A Building Occupied By Turning Point To The North West Manchester	Affordable Housing		£345,000	£374,595	£0	C/1195/0001/210	Funds transferred to Housing Affordability Fund	Creation Of A Loading Bay And Disabled Bay(s) In The Immediate Vicinity Of The Site
			(Clawback)	n/a	n/a	n/a		Viability Appraisal	
		Highways		£12,000	£13,029	£13,029		Pending	
125686/FO/2019	Site Bound By Oldham Road To The South East, Marshall Street To The North East, Chadderton Street To The North West, And Addington Street To The South West Manchester	Highways		£12,000	£12,000	£0	C/1195/0001/206	Pending	
		Affordable Housing		£308,572	£308,572	£0		Funds transferred to Housing Affordability Fund	
			(Clawback)	n/a	n/a	n/a		Viability Appraisal	
126608/FO/2020	Land To The South Of Store Street Manchester M1 2NE	Affordable Housing		13 units	n/a	n/a			Signed Nov-2020
127317/FO/2020	Land At Heyrod Street Manchester M1 2WW	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Feb-2021
128997/FO/2020	40 Swan Street Manchester M4 5JG	Highways	Commencement	£12,000	n/a	n/a		Trigger Not Met	Signed Sep-2021. Environmental Improvement payable if street trees cannot be delivered
		Environmental Improvements	Occupation	£53,000	n/a	n/a			
		Affordable Housing	(Clawback)	n/a	n/a	n/a			
131634/JO/2021	Victoria House Great Ancoats Street Manchester M4 7AB	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Jul-22
132214/FO/2021	Land South Of Chapelton Street Manchester M1 2WH	Affordable Housing	(Clawback)	n/a	n/a	n/a		Viability Appraisal	Signed Dec-22

S106 Obligations Schedule 2022

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
132489/FO/2021	Port Street Manchester M1 2EQ	Affordable Housing		£330,000	£346,676	£0	C/1195/0001/220	Funds transferred to Housing Affordability Fund	Signed Oct-22
			Construction (25% dwellings)	£330,000	n/a	n/a		Trigger Not Met	
			Construction (50% dwellings)	£340,000				Viability Appraisal	
			(Clawback)	n/a					
132626/FO/2022	48 Store Street Manchester M1 2WA	Affordable Housing	Commencement	£62,500	n/a	n/a		Trigger Not Met	Signed Dec-22
			Occupation	£62,500				Viability Appraisal	
			(Clawback)	n/a					
135675/FO/2022	Tariff Street Manchester	Affordable Housing	Commencement	£250,000	n/a	n/a		Trigger Not Met	Signed Jun-23
			(Clawback)	n/a				Viability Appraisal	
133908/JO/2022	121 Princess Street Manchester M1 7AG	Non-Financial							Signed Dec-22 Not To Occupy Or Permit The Occupation Of The Ground And Basement Floors Of The Property As A Nightclub, Live Entertainment Or Music Venue Or As A Public House, Wine Bar Or Drinking Establishment (with Or Without Expanded Food Provision).

S106 Obligations Schedule 2022

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
134503/JO/2022	Land Bounded By Thompson Street / Mason Street / Bendix Street And Rochdale Road Manchester	Affordable Housing		£550,000	£719,487	£719,487	C/1195/0001/213	Pending	Controlled Pedestrian Crossing Point Along Swan Street And The Cost Of Providing Improved Connectivity, Permeability And Public Realm Between The Land And Manchester City Centre Along Swan Street, Rochdale Road, Bendix Street, Thompson Street And Cross Keys Street
		Environmental Improvement							
		Public Realm							
		Highways							
135818/JO/2022	Site Bound By Bendix Street To The North East, Chadderton Street To The South East, Goulden Street To The South West And Cross Keys Street To The North West Manchester	Affordable Housing		£156,428	£162,237	£0	C/1195/0001/209	Funds transferred to Housing Affordability Fund	Off Site Highway Improvement Works Including The Creation Of A Loading Bay And Disabled Bay(s) In The Immediate Vicinity Of The Site
			(Clawback)	n/a	n/a	n/a		Viability Appraisal	
		Highways		£12,000	£12,906	£12,906		Pending	
136874/FO/2023	Echo Street Manchester M1 3QJ	Non-Financial							Signed Sep-23 Discounted Student Accommodation Statement and Waste Management Strategy

S106 Obligations Schedule 2022

Rusholme

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
091935/FO/2009/S1	Land Bounded By Meldon Road/ Copthorne Crescent And Beresford Road Rusholme	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£22,000	£24,331	£24,331	C/1195/0001/140	Funds Committed	
095274/FO/2011/S1	Manchester Grammar School Old Hall Lane Manchester M13 0XT	Highways		£3,170	£3,170	£3,170	C/1195/0001/113	Funds Committed	13 no new trees on Old Hall Lane

S106 Obligations Schedule 2022

Sharston

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
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S106 Obligations Schedule 2022

Whalley Range

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
068586/FO/2003/S1	Royston Court Carlton Road Whalley Range	Environmental Improvement		£40,000	£40,000	£29,000	C/1195/0001/47	Funds Committed (Spend Commenced)	Range Rd planting conservation street name plaques
110883/JO/2015/S1 (103149/FO/2013/S1)	52 College Road Whalley Range Manchester M16 8FH	Environmental Improvement, Highways, Public Realm (Facilities/Infrastructure)		£90,000	£92,181	£26,514	C/1195/0001/171	Funds Committed (Spend Commenced)	Alleygating, Resurfacing of local roads, Traffic calming, street trees on College Road, mini RPZ, Controlled crossing on Withington Road - Spend - Age Friendly Benches Whalley Grove
121945/FO/2018	English Martyrs Tennis Club Alness Road Manchester M16 8HW	Parks and Leisure		£5,900	£5,900	£5,900	C/1195/0001/193	Pending	Access Gate Into The Tennis Courts At Alexandra Park

S106 Obligations Schedule 2022

Withington

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
099190/FO/2012/S1	Site Adjacent To White Swan PH Green Street Ladybarn Manchester	Highways		£7,500	£7,788	£7,788	C/1195/0001/162	Pending	local request for highways works on Mauldeth Road Alleygating Scheme' to r/o dwellings on Rufus St & Beverley Rd & any works deemed necc by the Council in order to resolve pkg issues on Rufus St
117847/FO/2017	Existing Car Park Off Cotton Lane Christie Hospital Manchester M20 4UX	Transport and Car Parking		£1,000,000	£1,000,000	£599,024	C/1195/0001/195	Funds Committed (Spend Commenced)	Christies RPZ
123981/FO/2019	Former Nat West Bank 437 Wilmslow Road Manchester M20 4NW	Environmental Improvement		£5,000	£5,000	£5,000	C/1195/0001/198	Pending	
125126/FO/2019	Land To The Rear Of Melmar Court Heaton Road Manchester M20 4PU	Affordable Housing		1 unit	n/a	n/a			Signed Aug-2020

S106 Obligations Schedule 2022

Woodhouse Park

Application	Location	Obligations	Trigger	Required	Received	Balance	Account No	Status	Notes
090189/FO/2009/S2	Land Bounded By Portway And (former Painswick Flats) Painswick Road Woodhouse Park Manchester M22 1GG	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways, Parks and Leisure		£30,000	£30,205	£15	C/1195/0001/93	Spend Completed	Refurbishments to Lake and water body, Entrance and access improvements to link Wythenshawe Lifestyles Centre internally to the park site, Improvements to existing play facilities
		Affordable Housing		88 units	n/a	n/a			
092478/FO/2010/S2	Land Off Cornishway/ Ravenscar Crescent Woodhouse Park	Parks and Leisure		£10,000	£10,000	£1,908	C/1195/0001/108	Funds Committed (Spend Commenced)	Culmere Park - Play Equipment
099153/FO/2012/S2	Site Of Former Talisman Public House Corner Of Portway And Oatlands Road Wythenshawe Manchester M22 1BE	Environmental Improvement, Public Realm (Facilities/Infrastructure), Highways		£5,000	£5,000	£3,500	C/1195/0001/139	Funds Committed (Spend Commenced)	Painswick Park - works to pond

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 12 October 2023

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

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

Recommendation

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

Wards Affected: All

Contact Officer:

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

Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

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

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

Date	Item	Recommendation	Action	Contact Officer
22 June 2023	RGSC/23/31 Major Contracts	That a more substantial report on Major Contracts be provided at the next update and include an appendix with more detailed information on each major contract and whether insourcing would be viable.	A response to this recommendation has been requested.	Mark Leaver (Strategic Lead – Commissioning)
7 September 2023	RGSC/23/48 Update from the Revenues and Benefits Unit	That officers, in consultation with the Executive Member for Finance and Resources, undertake a feasibility study into ending the use of Enforcement Agents.	This recommendation has been accepted and officers will begin engagement with the relevant stakeholders. A report on the outcome of this will be brought to the committee in January 2024.	Carol Culley (DCE and City Treasurer) and Lee Owen (Head of Revenues, Benefits and Customer Services)
7 September 2023	RGSC/23/49 Artificial Intelligence and Automation	That, through the Joint Consultative Committee (JCC), the workforce be consulted on any proposed changes or implementation of AI and automation technologies.	The report received by Resources and Governance Committee will be included on the next JCC agenda.	Carol Culley (DCE and City Treasurer)

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 **2 October 2023**, 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
Corporate Core					
Award of Electricity Supply contracts from existing Framework Agreements (2022/08/22A) To award a contract for the	City Treasurer (Deputy Chief Executive)	Before 30 Sep 2022		Award Report	Peter Schofield, Head of Integrated Commissioning and Procurement peter.schofield@manchester.gov.uk, Walter Dooley, Group Manager - Energy

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
supply of Electricity from the Council's existing HH (large sites) and NHH (smaller sites) frameworks via direct award to the incumbent suppliers.					walter.dooley@manchester.gov.uk
<p>Adopting new powers to increase the Council Tax on some empty properties (2023/01/09A)</p> <p>To consider whether or not to charge double Council Tax on empty furnished properties (including second homes) and empty, unfurnished properties that have been empty for between 1 and 2 years from 1 April 2024 onwards.</p>	Executive	15 Feb 2023		Report to Executive	Charles Metcalfe, Head of Corporate Revenues charles.metcalfe@manchester.gov.uk
<p>TC435 - Provision of a Multifunctional Device and Print Management Service (2023/03/20A)</p> <p>To contract with a supply for the provision of multifunction print devices and print management</p>	City Treasurer (Deputy Chief Executive)	23 May 2023		Contract Report	Keith Hayes, ICT Project Manager keith.hayes@manchester.gov.uk

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
services					
<p>Irish World Heritage Centre - Loan re-financing and restructuring (2023/05/15A)</p> <p>To agree to the restructuring and refinancing of existing loan finance arrangements to ensure that there is an affordable and sustainable agreement in place between the Council and the Irish Diaspora Foundation Limited.</p>	Executive	13 Sep 2023		Part B report to the Executive	Sarah Narici, Head of Programme Office sarah.narici@manchester.gov.uk
<p>TC979 Archival Storage, Non-Archival Storage and Scanning Framework (2023/06/08C)</p> <p>To seek approval to appoint a supplier to provide TC979 Framework for Archival Storage, Non-Archival Storage and Scanning</p> <p>The framework is split into 3 Lots as follows:</p>	City Treasurer (Deputy Chief Executive)	Not before 8th Jul 2023		Report and recommendation	

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Lot 1: Archival Storage Lot 2: Semi Active Records (Non-Archival) Lot 3: Scanning and Storage of Planning and Building Control Records and other Council Departments					
<p>Power Purchase Agreement TC1162 (2023/07/04A)</p> <p>To appoint a developer for a long-term offsite virtual power purchase agreement with a wind or solar PV developer with a project that has REGOs that are valid for the Council's Scope 2 reporting (i.e. REGOs that are valid within Great Britain.</p>	City Treasurer (Deputy Chief Executive)	Not before 4th Aug 2023		Contract Report and Recommendation	Sarah Narici, Head of Programme Office sarah.narici@manchester.gov.uk
<p>TC936 - Nutanix On-Premise Hosting Platform Replacement (2023/10/02A)</p> <p>To provide hardware support and software</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Nov 2023		Contract Report	

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
subscription to replace the current Nutanix Platform before it reaches the end of its working life in March 2024.					
Development and Growth					
Strategic land and buildings acquisition 2019/06/03C The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework	City Treasurer (Deputy Chief Executive)	Not before 1st Dec 2022		Checkpoint 4 Business Case & Briefing Note	Richard Cohen, Strategic Lead - Development (South and East) richard.cohen@manchester.gov.uk
Disposal of site of former Chorlton Leisure Centre for residential development (21/05/13A) Approval to the terms for the leasehold disposal of the site of the former Chorlton Leisure Centre for residential development.	Strategic Director - (Growth and Development)	Not before 3rd Jul 2023		Report to the Strategic Director of Growth and Development	Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk
Restructure of existing	Strategic	Not before		Report and	Mike Robertson, Principal

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p>multiple ground leases at Manchester Science Park into a new overriding single head lease (2021/07/16A)</p> <p>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease.</p>	Director - (Growth and Development)	1st Sep 2023		recommendations	Development Surveyor mike.robertson@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,</p>	Strategic Director - (Growth and Development)	Not before 19th Jun 2022		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Rowlandsway, Manchester, M22 5RS.					
<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, Strategic Lead Development City Centre david.norbury@manchester.gov.uk
<p>Land at Kelbrook Road (2022/11/14A)</p> <p>Approval to dispose of land at Kelbrook Road for development</p>	Strategic Director - (Growth and Development)	4 Jan 2023		Report to the Strategic Director – Growth & Development	Thomas Pyatt, Senior Development Surveyor Tel: 0161 234 5469 thomas.pyatt@manchester.gov.uk
<p>Disposal of land at the back of Ancoats, Manchester (2023/03/23A)</p> <p>To approve the disposal of land bounded by Naval Street, Radium Street, Poland Street and Jersey Street</p>	Strategic Director - (Growth and Development)	23 Apr 2023		Briefing Note	Bhavesh Chauhan, Principal Development Surveyor bhavesh.chauhan@manchester.gov.uk
The disposal of land at	Strategic	Not before		Briefing Note	

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p>Store Street Manchester (2023/04/25A)</p> <p>To approve the disposal of land at Store Street, Manchester.</p>	<p>Director - (Growth and Development)</p>	<p>25th May 2023</p>			
<p>Factory International Works (2023/06/28A)</p> <p>To approve capital funding for Factory International for works to achieve static completion</p>	<p>Executive, City Treasurer (Deputy Chief Executive)</p>	<p>26 Jul 2023</p>		<p>Report to Executive</p>	<p>Rebecca Heron, Strategic Director (Growth and Development) rebecca.heron@manchester.gov.uk</p>
<p>Promotion Agreement for disposal of land (2023/06/29A)</p> <p>To approve the terms agreed for entering into a promotion agreement to dispose of land for residential development</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 28th Jul 2023</p>		<p>Delegated approval report to the Strategic Director of Growth and Development</p>	<p>Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk</p>
<p>Disposal of Elizabeth Yarwood Court, Kincardine Road, Manchester, M13 9SY (2023/07/24A)</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 22nd Aug 2023</p>		<p>Report to the Strategic Director of Growth and Development</p>	<p>Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk</p>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Approval of terms for disposal of site to facilitate commercial development					
<p>Disposal of land at Upper Brook Street, Manchester, M13 9XH (2023/07/24B)</p> <p>Approval of terms for disposal of land to facilitate mixed use development.</p>	Strategic Director - (Growth and Development)	Not before 22nd Aug 2023		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk
<p>Disposal of land at Hinchley Road, Charlestown, Manchester, M9 7FG (2023/08/21A)</p> <p>Approval to the freehold disposal of land at Hinchley Road for residential development.</p>	Strategic Director - (Growth and Development)	Not before 21st Sep 2023		Report and Recommendation	
<p>Land at 1-7 Gorton Road, M11 (22/08/2023A)</p> <p>Grant a Deed of Variation to the existing lease of land that will consent to subletting and change of use.</p>	Strategic Director - (Growth and Development)	Not before 22nd Sep 2023		Report & Heads of Terms	
Investment Property	City Treasurer	Not before		Delegated	Richard Cohen, Strategic Lead -

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p>Management Services contract (2023/09/01A)</p> <p>Approval not to re-tender the Investment Property Management Services contract following expiration of the existing contract</p>	<p>(Deputy Chief Executive)</p>	<p>29th Sep 2023</p>		<p>Approvals Report</p>	<p>Development (South and East) richard.cohen@manchester.gov.uk</p>
<p>Disposal of land at Carmoor Road, Manchester, M13 0FB (2023/09/13A)</p> <p>Approval of terms for disposal of land to facilitate development of Purpose Built Student Accommodation.</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 12th Oct 2023</p>		<p>Report to the Strategic Director of Growth and Development</p>	<p>Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk</p>

3. Resources and Governance Scrutiny Committee - Work Programme – October 2023

Thursday 12 October 2023, 10:00am (Report deadline Monday 2 October 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Workforce Equalities Strategy Progress Update	To receive an update on progress to date to increase diversity, ensure the Council is an inclusive employer and to challenge discrimination.	Cllr Akbar (Finance and Resources)	Carol Culley Mark Bennett	
Workforce Strategy Update	To receive the new Workforce Strategy.	Cllr Akbar (Finance and Resources)	Carol Culley Mark Bennett	
Future Shape of the Council Update	To receive an update on progress to date with the Future Shape of the Council programme, which is evolving the Council's ways of working in order to meet current challenges.	Cllr Rahman (Statutory Deputy Leader) Cllr Akbar (Finance and Resources)	Carol Culley Mark Bennett	
Section 106 Governance	To receive a report on the governance arrangements relating to Section 106.	Cllr Akbar (Finance and Resources) Cllr White (Housing and Development)	Julie Roscoe	Deferred from July 2023 with Chair's agreement.
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Thursday 9 November 2023, 10:00am (Report deadline Monday 30 October 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Update on New Procurement Regulations	To receive a report on the updated Procurement Regulations coming into effect and how the Council intends to implement them.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Peter Schofield	
Update on the Autumn Statement	To receive a short update on the impact of the Autumn Statement on the Council's Medium-Term Financial Plan and budget.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Sam McArdle	
Corporate Core Budget Proposals 2024/25	To receive a report outlining the budget position for 2024/25 and progress in reaching a balanced budget, including preliminary savings and investment options.	Councillor Craig Councillor Akbar	Carol Culley Tom Wilkinson Paul Hindle	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Thursday 7 December 2023, 10:00am (Report deadline Monday 27 November 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Review of Investments being made by the Council into its Capital Strategy in terms of delivering future value-for-money post-COVID19	To receive a report on the Council's capital investments being made through the Capital Strategy in terms of delivering future VFM.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Tim Seagrave Jared Allen	
Annual Property Report	To receive the annual update on the work of the Estates and Facilities service (Corporate Core directorate) and the Development team (Growth and Development directorate), with particular reference to the use of agency staff.	Cllr Rahman (Statutory Deputy Leader) Cllr White (Housing and Development)	Carol Culley Becca Heron David Lord Richard Munns	
Housing Revenue Account 2024/25 to 2026/27	To receive a report on the proposed Housing Revenue Account (HRA) budget process for 2024/25 and a refresh of the 30-year business plan.	Cllr White (Housing and Development)	Tom Wilkinson Dave Ashmore	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Thursday 11 January 2024, 10:00am (Report deadline Friday 29 December 2023 to account for Bank Holiday)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Budget Settlement 2024/25	To receive a report on the Provisional Local Government Finance Settlement to outline the impact on the Council's budget position for 2024/25.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Sam McArdle	
Council Tax Support Scheme Consultation Responses	To receive an update on the public consultation responses to the approved Council Tax Support Scheme recommendations.	Cllr Akbar (Finance and Resources)	Carol Culley Lee Owen Matthew Hassall Charles Metcalfe	
Sales Fees and Charges	To review the Council's commercial activities through trading operations and the setting of fees and charges.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Tim Seagrave	
Commercial Activity Update	To receive a report on the performance of the portfolio of Council commercial activities, including companies, Joint Ventures, loans, equity investments and development agreements.	Cllr Akbar (Finance and Resources) Cllr White (Housing and Development)	Carol Culley Tom Wilkinson Sarah Narici David Lynch David Lord	
Manchester Heat Network Business Plan Update	To receive a performance update and the 2023/24 business plan for the Manchester Heat Network Special Purpose Vehicle (SPV), which is wholly owned by the Council. This report will also outline the SPV's approach to securing new customers to the network and the decarbonisation of the asset.	Cllr Akbar (Finance and Resources) Cllr Rawlins (Environment and Transport)	Carol Culley Tom Wilkinson Sarah Narici	
Outcome of Feasibility Study	To receive a report that presents the outcome of a Feasibility Study into the use of Enforcement	Cllr Akbar (Finance and Resources)	Carol Culley Lee Owen	See minutes of 7 Sept 2023 meeting.

into the use of Enforcement Agents	Agents, as recommended by the Committee.	Resources)		
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Thursday 8 February 2024, 10:00am (Report deadline Monday 29 January 2024)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Corporate Core Budget Proposals 2024/25	To receive the final 2024/25 budget proposals that will go onto February's Budget Executive and Scrutiny and March's Council.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Paul Hindle	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Monday 26 February 2024, 10:00am – BUDGET (Report deadline Wednesday 14 February 2024)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
The Council's Budget 2024/25	To receive an update on the Council's financial position following scrutiny of the draft budget proposals and Directorate budget plans by all Scrutiny Committees.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson	

Thursday 7 March 2024, 10:00am (Report deadline Monday 26 February 2024)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Manchester City Council Connections with the Greater Manchester Combined Authority (GMCA)	To update the committee on Manchester's connections with GMCA in terms of partnerships, governance, and financial arrangements.	Cllr Craig (Leader) Cllr Akbar (Finance and Resources)	Carol Culley James Binks Tom Wilkinson	
Manchester City Council Connections with the Greater Manchester Integrated Care System and the Manchester Locality	To update the committee on Manchester's links with the Greater Manchester Integrated Care System, including governance and financial arrangements.	Cllr Akbar (Finance and Resources) Cllr T Robinson (Healthy Manchester and Adult Social Care)	Carol Culley James Binks Tom Wilkinson	
Progress on Council Motions over last 12 months	To receive an update on the progress made in respect of motions that have been passed before Manchester City Council since the last update in March 2023.	Councillor Craig Councillor Rahman	Fiona Ledden	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

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