



Workstream	Issues and challenges	Key planning and recovery activities
<b>Phased Return</b>	<p>Scale of risk assessment required for our workforce. At the moment work has focused on returning staff who are “at home and unable to work”. When this is complete there will be a larger number required for staff who are able to work from home but will return to onsite working for part of the week in September.</p> <p>Developing future ways of working based on increased flexibility, reducing our corporate state and embedding high performance</p>	<p>Building-by-building work is in progress to review adherence to corporate guidelines. Of 158 premises (excluding assessments being done in parks), 108 risk assessments have been completed (up from 40 at the last report) and 30 have been signed off as Covid19 secure. This work is ongoing with a tracker in place to show the position for each site which will be developed into a summary dashboard for assurance purposes.</p> <p>359 staff fall within the ‘vulnerable’ or ‘living with shield’ categories who are now able to return to work. 170 of these staff care term time only and their risk assessment will be completed before they return to work in September. Of the remaining 189, 140 have now returned to work and the remaining 49 are currently going through the risk assessment process and will return to working onsite over the next few weeks.</p> <p>66 staff fall within the ‘shield’ category and HR are now working with the relevant managers to understand numbers who are likely to be able to return to the workplace in August (in line with government guidance). A number of staff will remain at home on sickness absence as they are ill and/or going through treatment. An update on this group can be provided in the next sitrep.</p> <p>Workforce dashboard is being updated to include progress on individual risk assessments.</p> <p>Future ways of working proposals have been updated since the last meeting with Executive Members. Directorate Management Teams are being consulted about when, how and where employees need to work at a workplace to ensure that we have a coherent and deliverable approach.</p>
<b>Our Transformation</b>	<p>Our Transformation pre-dates the covid-19 response and has been rescoped to ensure it supports delivery of our wider Future Council objectives, and enables us to</p>	<p>Draft milestone plans are now in place for all programmes/projects within Our Transformation ensuring understanding of dependencies between projects and critical path. Update from the last report:</p>

	<p>respond at pace to the unprecedented change in our ways of working, as well as to plan longer term.</p>	<p><b>Our Ways of Working - workforce</b></p> <p>User acceptance testing has now started for the <u>intranet</u> (most recent more detailed update with good progress to date. Pilot on schedule for mid August. Issues around forms and logins, however groups working on these</p> <p><u>Future ways of working</u> presentation taken through SMT and Members. Feedback has been incorporated and this is going through DMTs to develop in detail in time for the end of August Review point. Potential ongoing challenges for staff with caring responsibilities, particularly children. Work is also underway to ensure the coordination with other projects including digital enablers (e.g. end user device)</p> <p>This will enable our workforce to work much more flexibly, many using their home (with appropriate kit) as their base for the majority of time, support a rationalisation of office accommodation and build on the learning from C-19.</p> <p>The work has been informed by feedback in the staff survey and engagement events and is being supported by development of clear guidelines to ensure effective support and performance management. As previously reported an all staff survey has been carried out and results have been shared at overall and Directorate level. Broadly those currently working at home would be happy to continue with a mixed model of home and office working but there are also some well being concerns. It is recognised that this provides a snapshot and further intelligence will be gathered from engagement events and Directorate work. Further engagement options are also being considered.</p> <p><u>Change leads and change champions</u> “recruited” from across the organisation so we now have c250 supporting on intranet and will support on other change projects</p> <p><b>Strengthening Accountability</b></p> <p><u>Accountability Framework</u> - work has started to develop a set of management standards. Will be in the overall context of the developing Organisational Development framework. This work will report through Our Transformation workstream to SMT in August.</p>
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		<p>reporting has been successful with further reports being developed.</p> <p><u>Website Contract</u> - Currently finalising with procurement to ensure maintenance and support contract with incumbent supplier continues for the next 3 years.</p> <p><b>Information Governance and Management</b></p> <p><u>Email retention</u> policy options paper has been finalised for CIARG. Work has commenced on approach to <u>collaboration</u> (internal and external) within Microsoft Teams</p> <p>Aligned to the budget work as described below, work is now complete on the <b>updated Corporate Plan for 2020-21</b> (and associated Council Business Plan) including an activity by activity review to understand work that has paused, continues or has accelerated. The more fundamental reset of both documents to be aligned to the Medium Term Financial Strategy and the delivery of the reset Our Manchester Strategy in 2021.</p>
<p><b>ICT</b></p>	<p>Current ICT Position:</p> <ul style="list-style-type: none"> <li>● 5200 staff working remotely with c. 200 remote telephony users</li> <li>● 200 new machines a month being rolled out</li> <li>● Part way through data centre migration</li> <li>● Focused on ten key projects</li> </ul> <p>Challenges:</p> <ul style="list-style-type: none"> <li>● Infrastructure at capacity</li> <li>● Balance between additional services that need bringing online including contact centre telephony and public computer access in Libraries, and not putting at risk current live services</li> </ul>	<p><b>Our Ways of Working - digital enablers</b></p> <p><u>Microsoft 365</u> - 50 ICT Staff due to move by 3rd August, which will enable us to model the migration plan for the rest of the Council. Migrations for most users likely September / October. Discussions on going with google on licensing post September. Adoption and change workstream well underway with champions recruited, survey completed with heads of service, learning platform being finalised, comms plan being finalised</p> <p><u>End User Device</u> - Specification to go out to tender agreed. Tender process to start imminently. Challenge of supply chain availability since Covid incident.</p> <p><u>Data Centre Migration/Additional direct access capacity</u> - Plan for additional Direct Access in new data centre agreed involving ongoing migration of services. Expected to be live by early August and migration of all but Telephony complete by September.</p>

	<ul style="list-style-type: none"> <li>Capacity in key areas (servers and networks) is a particular issue.</li> </ul>	<p><u>Telephony</u> - Over 200 staff answering calls from home. Remaining frontline services live by the end of July. Migration of all users over the next 11 months.</p>										
<p><b>Finance and Budget</b></p>	<p><b>Overview as at MHCLG June Return data</b></p> <ul style="list-style-type: none"> <li>Financial position - Impact of COVID-19 <ul style="list-style-type: none"> <li>- £31.7m in costs (Council only inc £0.4m in 2019/20)</li> <li>- £134.5m income loss (Council only)</li> <li>- £2m HRA</li> </ul> </li> <li>Budget Impact £31m in 2020/21; £162m in 2021/22.</li> <li>P2 (pre July announcements) - Overspend of £5.5m. Expected to be met from Government funding for S, F &amp; C income loss (see below).</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>Uncertainty of funding from Government, immediate and longer term</li> <li>Assumes that the lockdown has ended at 31 July and that there is a return to pre COVID-19 position with regard to access to services etc</li> <li>Does not assume there is any 'second spike' in infection rates</li> <li>Number of assumptions regarding impact based on the best information available at the time, including announcements of changes to lockdown restrictions, social distancing requirements and other requirements of Local Government inc Population Health to support businesses, residents and</li> </ul>	<p>Next COVID-19 return is due to be submitted to MHCLG on 31 July</p> <p>These are now becoming significant returns each month. The main changes since June are:</p> <ul style="list-style-type: none"> <li>Section A has been updated to take into account the additional £500m of un-ringfenced funding announced on 2<sup>nd</sup> July</li> <li>Additional service lines in questions A1 and B1 to separately capture spend on: <ul style="list-style-type: none"> <li>Testing, contact tracing and outbreak planning</li> <li>Increasing enforcement or other activities to support the safe reopening of the economy and local lockdowns</li> <li>Any additional spend on domestic abuse services not being captured elsewhere on the form</li> </ul> </li> <li>Additional detail on ASC and homelessness spend in Section B</li> <li>Additional detail on irrecoverable income losses in Section C</li> <li>Changes to the reserves questions in Section F to improve the consistency of data being provided</li> </ul> <p><u>Revenue and Capital Budget - Review and Reset</u></p> <p>Government Support - To date the Government support which is included in the budget is:</p> <table border="1" data-bbox="1070 1129 1989 1382"> <thead> <tr> <th>Funding Source</th> <th>£000</th> </tr> </thead> <tbody> <tr> <td>COVID-19 Emergency Funding for Local Government - (£1.6bn nationally) - first allocation</td> <td>18,589</td> </tr> <tr> <td>COVID-19 Emergency Funding for Local Government - (£1.6bn nationally) - second allocation</td> <td>15,167</td> </tr> <tr> <td>Council Tax Hardship Fund (£500m nationally)</td> <td>7,458</td> </tr> <tr> <td>Emergency Support for Rough Sleepers (£3.2m nationally)</td> <td>68</td> </tr> </tbody> </table>	Funding Source	£000	COVID-19 Emergency Funding for Local Government - (£1.6bn nationally) - first allocation	18,589	COVID-19 Emergency Funding for Local Government - (£1.6bn nationally) - second allocation	15,167	Council Tax Hardship Fund (£500m nationally)	7,458	Emergency Support for Rough Sleepers (£3.2m nationally)	68
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- the wider control and monitoring of the pandemic.
- Prioritisation of constrained resources eg support for capital schemes
  - Further funding announcements for which LA allocations are awaited:
    - 24 June the government announced funding of £105 million nationally to be used to **support rough sleepers** taken off the streets during the pandemic. This is intended to be used to support rough sleepers and those at risk of homelessness into tenancies of their own, including through help with deposits for accommodation and securing alternative rooms for rent. Made up of £85 million new funding from the Treasury and £20 million from refocusing existing homelessness and rough sleeping budgets.
    - £16 million so that vulnerable people currently in emergency accommodation can access specialist help needed for **substance misuse issues**. This has already been announced but has been brought forward due to the pandemic.
    - **Support for income loss also announced on 6 July** - will not cover all income losses. Relates only to sales, fees and charges (does not cover rents). A sum equivalent to 5% of budgeted

Care Home Infection Control Fund (£600m nationally)	3,342
Reopening High Streets Safely Fund (£50m nationally)	489
Track and trace	4,837
Local Welfare Fund (£63m nationally)	957
Local Business Rates Grants (new burdens)	225
<u>Support for Businesses</u>	
Expanded Retail Discount 2020/21(excludes 1% for Fire Authorities)	138,477
Small Business Grant Fund and Retail, Hospitality and Leisure Grant Fund (£12.3bn nationally)	121,032
Local Authority Discretionary Grants Fund	5,432

**Revenue** - All Directorates have undertaken a review of their revenue budget and have identified immediate cost reductions/efficiencies from business as usual - indicating whether these will be in-year only or impact into 2021/22. This has been confirmed as part of the P2 monitoring exercise. Excluding the July announcements as per column opposite, there remains a gap of £5.5m.

Work commencing on 2021/22 including modelling 20%-30% cost reduction. Look across services as will be more in some areas than others, but need to consider the need to meet statutory services as a minimum. This work is going to SMT on 24 July and Executive Members on 29 July.

All financial numbers will be subject to further Government announcements and continuing analysis of costs and income losses. No announcement on 2021/22 budget until certainty of funding. This is not expected until the SR (October / November) and the Settlement (November / December).

**Capital** - Full review of capital programme and pipeline undertaken. Analysed over link to corporate and recovery plans. RAG rated and consideration given to projects which may be deferred and the implications. Pipeline set out and indicate where projects are "shovel ready".

	<p>income is to be offset; of the remainder the government will fund 75p for each £1 lost. To be signed off by S151. Further detail awaited.</p>	<p>Full assessment of investment benefits required prior to investment, including focus on revenue - business rates, council tax, savings, rental etc (eg seek rental rather than sell for capital receipt). Further work undertaken on prioritisation of pipeline to include revenue benefits, indicative jobs, growth (ie Gross Value Added if known) and carbon reduction impact - this supplements the existing criteria for the capital checkpoint process of strategic fit, economic impact, financial implications and risk.</p> <p>Key next steps are to agree the future investment priorities and to determine the budgets and timelines for these, which can then be built into the capital programme planning. This will indicate whether a further review of the existing approved programme is required, to make the capital programme affordable in the short to medium term. Cessation of any projects which have incurred feasibility costs will require those costs to be met from revenue budgets.</p> <p>Continuing focus on looking at alternative delivery methods/funding arrangements to offset the risk against council budgets.</p> <p>Where projects are not contractually committed then they are to be deferred/held unless deemed necessary to continue and are able to be delivered. Delay or deferring may result in a negative impact on cost and delivery from inflation or supply chain.</p> <p>Update to July Executive including release of existing projects due to commence this year.</p> <p><b>Contracts</b> - pipeline of contracts for review over the next 2 years drawn up for discussion at DMTs to look for opportunities to redesign/retender and to align to any savings proposals. Work ongoing.</p> <p><b>Work with Others</b> - continued work with Core Cities and GM regarding position statements and lobbying of Government.</p> <p><b>Budget timeline</b></p> <p><b>The next steps are:</b></p>
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		<p>Strand 1 - Budget Update 2020/21</p> <p>Strand 2 - Budget 2021/22 - MCC/MHCC/MLCO</p> <p>Relevant Key Dates (work to align to MHCC/MLCO timelines and approvals):</p> <ul style="list-style-type: none"><li>● July - September - Budget Process with consultation to be determined</li><li>● 29 July - Budget Monitoring 2020/21 budget to Executive; Update of Capital Programme to Executive</li><li>● 29 July - Executive Member meeting - further discussions on 2021/22 - inc more in depth analysis of proposals and look across re: cross cutting impact</li><li>● 21 August - External Benchmarking Report due</li><li>● 21 September - Financial Trajectory output from Impower ASC Demand work</li><li>● 16 October - final report from Impower on demand modelling</li><li>● Autumn - continuing work on any further corrective actions for 2020/21 and internal work on the implications of setting the budget for 2021/22 and beyond to 2024/25 to support Government lobbying and inform S114 risks.</li><li>● Autumn-December - Government's Spending Review expected in Autumn followed by the 2021/22 settlement to inform the Council's 2021/22 budget setting. No announcements of 2021/22 budget until greater certainty on funding</li><li>● January-March - Council Budget (and precept) setting process.</li></ul>
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