

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 5 November 2019

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 the information provided and agree any changes to the work programme that are necessary.

Wards Affected: All

Contact Officer:

Name: Mike Williamson
Position: Team Leader- Scrutiny Support
Telephone: 0161 234 3071
E-mail: m.williamson@manchester.gov.uk

Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

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

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

| Date | Item | Recommendation | Action | Contact Officer |
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| 7 March 2019 | RGSC/19/20 Our Manchester - financial impact on decision making and business planning | To recommend that analysis of the development and empowerment of those front line staff who regularly engage with residents, across a range of services is undertaken. | A response to this recommendation is included as an Item for Information in this Overview Report. | James Binks |
| 3 Sept 2019 | RGSC/19/44 Revenue and Benefits Annual Report | To request that the Members be provided with a briefing note on the number of properties that existed where the Council was unaware of who the owner was and the action it could take to obtain this information | A response to this recommendation is included as an Item for Information in this Overview Report. | Julie Price |
| 3 Sept 2019 | RGSC/19/44 Revenue and Benefits Annual Report | To request the Director of Homelessness provide a briefing note on the level of debt owed to the Council through the use of dispersed temporary accommodation and that this includes a comparison with Local | The Director of Homelessness has confirmed he will produce a response for the November meeting of the Committee | Mike Wright |

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| | | Housing Allowance rates on a ward basis. | | |
| 3 Sept 2019 | RGSC/19/45 The impact of the Welfare Reform agenda on the Council's finances and its ability to provide support to residents of Manchester | To request that the Director of Customer Services and Transactions contacts Registered Providers for more information on how they can maximise direct rental payments for those tenants on UC | <p>The Director has contacted the Head of Housing Services, Strategic Housing who acts as a conduit between the Council and registered providers in the city.</p> <p>The Head of Housing has confirmed that there are regular meetings with our registered provider partners that cover a whole range of issues. None have suggested any issues with helping customers claim benefits or seeking APPAs when required.</p> <p>The RPs do complain about delays in getting Alternative Payment arrangements (where payments are paid direct to the housing provider) approved by DWP. This issue is picked up with the local DWP liaison link.</p> | Julie Price |
| 3 Sept 2019 | RGSC19/48&50 Domestic Violence and Abuse Review | <p>To request that the Director of Homelessness provides Members with information on:-</p> <ul style="list-style-type: none"> • how quickly support was accessible by individuals placed in dispersed accommodation; • when the strategic review was intended to be fully scoped; and • the projected timescale for | The Director of Homelessness has confirmed he will produce a response for the November meeting of the Committee | Mike Wright Fiona Worrall Nicola Rea |

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| | | <p>the strategic review to be completed and anticipated costs.</p> <ul style="list-style-type: none"> • Who will be involved in the review; and • The budget provision afforded to the review | | |
| 8 Oct 2019 | RGSC/19/54 ICT update | To request that the Interim Director of ICT provide a briefing note on the replacement of the Council's telephony system | <p>The telephony system was upgraded in 2015 to the latest software level (V7.6), which comes with a guaranteed bug fix and patch support to 2020.</p> <p>The upgrade was undertaken following a workshop with BT in 2014 as part of the telephony installation programme, at which point we were made aware that the system would be out of support in 2020.</p> <p>In November 2018 BT confirmed that we were on the latest software release and no further action would be possible in terms of hardware and software updates.</p> | Ian Grant |
| 8 Oct 2019 | RGSC/19/54 ICT update | To request that the Interim Director of ICT provide information on the gender profile and BAME split of staff within ICT | <p>Demographics for the whole Service: -</p> <p>BAME - 15.75%</p> <p>Gender split is 23.6% women, 76.4% men</p> <p>Demographics for Apprentices</p> <p>7 apprentices within ICT, the breakdown of these is as follows;</p> <p>BAME - 50%</p> <p>Gender split is 40% women 60% men.</p> | Ian Grant |

2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **28 October 2019**, 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.

Chief Executive

| Corporate Core | | | | | |
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| Subject/Decision | Decision Maker | Decision Due Date | Consultation | Background Documents | Officer Contact |
| National Taekwondo Centre 2018/10/19A Enter into a 39 year lease with Sport Taekwondo UK | Chief Executive | Not before 1st Nov 2018 | | Briefing Note and Heads of Terms | Richard Cohen r.cohen@manchester.gov.uk |

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| Ltd for areas within the building. | | | | | |
| TC821 - Framework for the supply of Desktop Hardware 2019/03/01A The Council is looking for a supplier not only for the supply of desktop hardware and peripherals but to also support in the development and deployment of the ongoing end user device strategy. | City Treasurer (Deputy Chief Executive) | Not before 1st Apr 2019 | | Report and Recommendation | Mike Worsley mike.worsley@manchester.gov.uk |
| Collyhurst Regeneration Ref: 15/005 The approval of capital expenditure for land and buildings in Collyhurst. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Business Case | Eddie Smith, Strategic Director (Development) e.smith@manchester.gov.uk |
| Leisure Services - External Ref: 2016/02/01C The approval of capital expenditure on external Leisure Services land and buildings. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Business Case | Lee Preston l.preston2@manchester.gov.uk |
| Capital Investment in schools Ref: 2016/02/01D | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Business Case | Amanda Corcoran, Director of Education a.corcoran@manchester.gov.uk |

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| The approval of capital expenditure in relation to the creation of school places through new builds or expansions. | | | | | |
| Carbon Reduction Programme Ref:2017/06/30C The Approval of Capital Spend in order to achieve a reduction in carbon emissions. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Business Case | Richard Munns r.munns@manchester.gov.uk |
| Estates Transformation Ref:2017/06/30D The approval of capital spend to ensure that the operational estate is fit for purpose. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Business Case | Richard Munns r.munns@manchester.gov.uk |
| Silver Offices Refurbishment (located at One Central Park) Ref: 2017/07/18B Capital expenditure approval for the cost of refurbishment works at part of the facility. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Reports to the Executive and Full Council dated 28 June 2017 | Ken Richards k.richards@manchester.gov.uk |

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| TC969 - Provision of LAN AND WLAN 2019/03/01E MCC requires a delivery partner to refresh the hardware in the Comms Rooms and to design, test and implement a fit for purpose Software Defined LAN and Wifi. | City Treasurer (Deputy Chief Executive) | Not before 1st May 2019 | | Report and Recommendation | Andrew Blore a.blore@manchester.gov.uk |
| TC986 - SAP support and maintenance (2019/03/01F) To provide support to the SAP team in order to resolve incidents. | City Treasurer (Deputy Chief Executive) | Not before 1st May 2019 | | Report and Recommendation | Mike Worsley mike.worsley@manchester.gov.uk |
| Provision of Telephony / Unified Communications 2019/03/01G To seek approval to award a contract to a single supplier for the provision of Telephony / Unified Communications across the Council. | City Treasurer (Deputy Chief Executive) | Not before 1st May 2019 | | Confidential Contract Report with Recommendations | Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk |
| Wide Area Network provision 2019/03/01L | City Treasurer (Deputy Chief Executive) | Not before 29th Mar 2019 | | Report and Recommendation. | Ian Grant, Interim Director of ICT ian.grant@manchester.gov.uk |

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| To appoint a supplier to provide our Wide Area Network Solution. | | | | | |
| Heron House 2019/03/01P Disposal by Leasehold of office accommodation at Heron House. | Chief Executive | Not before 1st Apr 2019 | | Briefing Note and Heads of Terms | Richard Cohen r.cohen@manchester.gov.uk |
| Manchester Active Annual Contract Renewal 2020 2019/04/02B To consider the renewal of the contract for the delivery of the Manchester Sport and Leisure Strategy. | City Treasurer (Deputy Chief Executive) | Not before 1st Jan 2020 | | Contract report and performance report for the 2019/20 annual contract. | Rebecca Livesey r.livesey@mcractive.com |
| TC447 - Contract for a Bill Payment Service via Post Office Counters (and other Outlets) 2019/04/12B To appoint a supplier to provide a Bill Payment Service via Post Office Counters (and other Outlets). | City Treasurer (Deputy Chief Executive), Deputy Chief Executive | Not before 12th May 2019 | | Report and Recommendation | Julie Price j.price2@manchester.gov.uk, |
| To report on changes to the Council's Allocations Scheme. 2019/04/25D | Executive | 16 Oct 2019 | | Revised Allocations Scheme | Martin Oldfield m.oldfield@manchester.gov.uk |

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| To agree the changes to the Allocations Scheme. | | | | | |
| The Manchester College property, Ashley Lane, Moston. 2019/05/21A Approval of Capital Expenditure for the acquisition of the property and future demolition. | City Treasurer (Deputy Chief Executive) | Not before 21st Jun 2019 | | Checkpoint 4 Business Case | Nick Mason n.mason@manchester.gov.uk |
| Strategic land and buildings acquisition 2019/06/03B The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework. | City Treasurer (Deputy Chief Executive) | Not before 3rd Jul 2019 | | Checkpoint 4 Business Case & Briefing Note | Richard Cohen r.cohen@manchester.gov.uk |
| Strategic land and buildings acquisition 2019/06/03C The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2020 | | Checkpoint 4 Business Case & Briefing Note | Richard Cohen r.cohen@manchester.gov.uk |

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| House of Sport (2019/07/26A) Remodelling of the Regional Athletics Arena/National Squash Centre to incorporate and accommodate the relocation of sports and related institutions to be known as the House of Sport. | City Treasurer (Deputy Chief Executive) | Not before 3rd Oct 2019 | | Report to Executive (Eastlands Regeneration Framework – 13.12.17, 25.07.18 (update), 25.07.19) Eastlands Update Executive Report – 11.09.19 & Full Council 02.10.19 | Richard Cohen r.cohen@manchester.gov.uk |
| Hammerstone Road Depot refurbishment (2019/07/30A) The approval of capital expenditure to refurbish the depot to increase utilisation, reduce carbon emissions and improve the accommodation. | City Treasurer (Deputy Chief Executive) | Not before 2nd Sep 2019 | | Checkpoint 4 Business Case | Georgia Cayton, Estates Service Lead Tel: 0161 234 4659 g.cayton@manchester.gov.uk |
| Manchester Regional Arena - Indoor & Outdoor Athletics Track Replacement (2019/08/01A) The approval of capital expenditure for the refurbishment works on | City Treasurer (Deputy Chief Executive) | Not before 30th Sep 2019 | | Checkpoint 4 Business Case | Neil Fairlamb N.Fairlamb@manchester.gov.uk |

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| both the indoor and outdoor athletics tracks at Manchester Regional Arena. | | | | | |
| CCTV System Replacement (2019/08/19A) To appoint a supplier to replace the Council's CCTV operating system and associated storage servers. | City Treasurer (Deputy Chief Executive) | Not before 1st Nov 2019 | | Confidential Contract Report with recommendation | Danny Holden d.holden1@manchester.gov.uk |
| Fire Risk Assessment (FRA) in Low Rise Properties, retirement properties and offices (2019/09/12A) The approval of capital expenditure for works identified from FRAs completed by consultants on low rise flats and low rise retirement blocks managed by Northwards Housing, as well as office accommodation. | City Treasurer (Deputy Chief Executive) | Not before 11th Oct 2019 | | Checkpoint 4 Business Case | Martin Oldfield m.oldfield@manchester.gov.uk |
| OTH - Early Works (3) prior to Notice to Proceed (2019/09/12B) | City Treasurer (Deputy Chief Executive) | Not before 11th Oct 2019 | | Business Case Early Works (3) prior to Notice To Proceed | Jared Allen j.allen4@manchester.gov.uk |

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| Approval to spend Capital Budget on Early Works | | | | | |
| Section 22 Empty Homes Pilot Agreement with Mosscares St Vincent's Housing Group (2019/09/23A) The approval of £2m capital expenditure from the Housing Affordability Fund for Section 22 Empty Homes Pilot Agreement with Mosscares St Vincent's, to acquire, refurbish and sell empty homes/stock surplus to requirement to first time buyers/owner occupiers. | City Treasurer (Deputy Chief Executive) | Not before 22nd Oct 2019 | | Checkpoint 4 | Martin Oldfield m.oldfield@manchester.gov.uk |
| Commercial Wharf Lease and Refurbishment (2019/09/24A) To enter into a lease for a term of 5 years and to complete a refurbishment of the property | City Treasurer (Deputy Chief Executive) | Not before 31st Oct 2019 | | Draft Lease document and Checkpoint application | Julie Heslop julie.heslop@manchester.gov.uk |
| Highways Structures Improvements (Ref:2019/10/23A) | City Treasurer (Deputy Chief Executive) | Not before 23rd Nov 2019 | | Checkpoint 4 Business Case | Colin Butterworth c.butterworth@manchester.gov.uk |

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| The approval of capital expenditure to undertake remedial works on highway structures identified from Principal Bridge Inspections | | | | | |
| Great Ancoats Street Improvement Works (Ref:2019/10/23B) The approval of capital expenditure for the purpose of highway improvement works to Great Ancoats Street. | City Treasurer (Deputy Chief Executive) | Not before 23rd Nov 2019 | | Checkpoint 4 Business Case | Steve Robinson, Director of Operations (Highways) steve.robinson@manchester.gov.uk |
| Development and Growth | | | | | |
| The Courtyard, Royal Mills (2019/07/26B) Release of capital to acquire the Long Leasehold interest of 'The Courtyard', Royal Mills. | City Treasurer (Deputy Chief Executive) | Not before 28th Aug 2019 | | Briefing Note and Heads of Terms | Richard Cohen r.cohen@manchester.gov.uk |

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| <p>Delivering Manchester's Affordable Homes to 2025 - Disposal of sites (2019/09/05B)</p> <p>To agree the disposal of sites in Council ownership for the provision of affordable homes</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 4th Oct 2019</p> | <p>In consultation with Strategic Director (Growth and Development) and Executive Members for Housing and Regeneration and Finance and HR</p> | <p>Report and Recommendations</p> | <p>Steve Sheen s.sheen@manchester.gov.uk</p> |
| <p>Land Disposal at Blackrock Street, Beswick (2019/09/11C)</p> <p>To agree the disposal of land at Blackrock Street, Beswick to One Manchester to facilitate the delivery of 25 social rent homes.</p> | <p>City Treasurer (Deputy Chief Executive)</p> | <p>Not before 10th Oct 2019</p> | | <p>Executive report - 16.10.19 Executive Report - Eastlands Regeneration Framework 13.12.17 and 13.03.19 Economy Scrutiny and Executive Report – Delivering Manchester's Affordable Homes to 2025 06.09.19 & 11.09.19</p> | <p>Richard Cohen r.cohen@manchester.gov.uk</p> |

| Neighbourhoods | | | | | |
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| Provision of Neighbourhood Services Case Management System TC1024 (2019/09/10A) To appoint a supplier to provide a Neighbourhood Services Case Management System . This is a Software case management application for public protection and licensing services. | City Treasurer (Deputy Chief Executive) | Not before 3rd Feb 2020 | | Confidential Report with Recommendation | Rachel Williams rachael.williams@manchester.gov.uk |
| Highways | | | | | |
| A6 Stockport Road 2019/03/01K The approval of capital expenditure to provide additional lane width to the A6 Stockport Road and a cycle bus stop bypass. | City Treasurer (Deputy Chief Executive) | Not before 29th Mar 2019 | | Checkpoint 4 Business Case | Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk |
| Hyde Road A57 Pinch Point Widening 0 2019/06/19A The approval of capital | City Treasurer (Deputy Chief Executive) | Not before 19th Jul 2019 | | Checkpoint 4 Business Case | Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk |

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| expenditure for the purpose of removing a pinch point in traffic flow on Hyde Road. The width of the carriageway will increase to accommodate two lanes of traffic. | | | | | |
| Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/08/07B) To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment. | City Treasurer (Deputy Chief Executive) | Not before 1st Nov 2019 | | Confidential Contract Report with recommendation | Brendan Taylor b.taylor1@manchester.gov.uk |
| Framework for The Supply of Dense Bituminous Macadam (DBM) & Associated Products TC012 (2019/08/29B) To appoint more than one supplier to a framework for the supply Dense Bituminous Macadam (DBM) & Associated Products | City Treasurer (Deputy Chief Executive) | Not before 1st Nov 2019 | | Confidential Report and Recommendation | Robert Kelk, Procurement Manager r.kelk@manchester.gov.uk |

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| Hire of Highways Maintenance Plant Vehicles and Equipment TC1010 (2019/09/03B) To seek approval to award a Framework to multiple suppliers who can deliver Highways Maintenance Plant Vehicles and equipment. | City Treasurer (Deputy Chief Executive) | Not before 1st Nov 2019 | | Confidential contract report with recommendation | Brendan Taylor b.taylor1@manchester.gov.uk |
| Highways Investment Programme - Large Patching Programme (2019/10/02A) The approval of capital expenditure for the purpose of Highways Investment Programme Patching Programme 2019/20 & 2020/21 | City Treasurer (Deputy Chief Executive) | Not before 30th Oct 2019 | | Checkpoint 4 Business Case | Kevin Gillham k.gillham@manchester.gov.uk |
| Highways Maintenance Defect Repairs TC1039 (2019/09/03C) To seek approval to award a Contract to one supplier to undertake a backlog of all current highway defect repairs | City Treasurer (Deputy Chief Executive) | Not before 1st Nov 2019 | | Confidential contract report with recommendation | Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk |

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| Surfacing of Carriageways - TC040 (2019/09/11B) To seek approval to award a Framework agreement to 3 suppliers to undertake the re-surfacing of carriageways within the Manchester boundaries. | City Treasurer (Deputy Chief Executive) | Not before 2nd Dec 2019 | | Confidential Contract Report with Recommendation | Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk |
| Proprietary treatments to Carriageways & Footways TC041 (2019/09/11D) To seek approval to award a Framework agreement to 4 suppliers to provide proprietary treatments to carriageways and footways within the Manchester boundaries. | City Treasurer (Deputy Chief Executive) | Not before 2nd Dec 2019 | | Confidential contract report and recommendation | Steve Robinson, Director of Highways steve.robinson@manchester.gov.uk |
| Children and Families | | | | | |
| Extra Care - Russell Road LGBT Project 2019/03/01H The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Checkpoint 4 Business Case | Steve Sheen s.sheen@manchester.gov.uk |

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| Extra Care - Millwright Street Project 2018/03/01I The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC. | City Treasurer (Deputy Chief Executive) | Not before 1st Mar 2019 | | Checkpoint 4 Business Case | Steve Sheen s.sheen@manchester.gov.uk |
| Adults Social Care and Health | | | | | |
| TC1041 - TEC Phase 1 - Falls protection / Panic Alarm and GPS Tracking (2019/08/23A) To appoint a supplier to provide falls protection / panic alarms with GPS Tracking. | City Treasurer (Deputy Chief Executive) | Not before 1st Oct 2019 | | Report and Recommendation | Nicky Parker n.parker@manchester.gov.uk |
| TC1042 - TEC Phase 1 - Movement and Environmental Sensors that analyse and sense those at risk of falling (2019/08/23B) To appoint a supplier to provide movement and environmental sensors that analyse and sense those at risk of falling | City Treasurer (Deputy Chief Executive) | Not before 1st Oct 2019 | | Report and Recommendation | Nicky Parker n.parker@manchester.gov.uk |

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| TC1043 - TEC Phase 1 - Movement and Environmental Sensors that analyse movement patterns (2019/08/23C) To appoint a supplier to provide movement and environmental sensors that analyse movement patterns. | City Treasurer (Deputy Chief Executive) | Not before 1st Oct 2019 | | Report and Recommendation | Nicky Parker n.parker@manchester.gov.uk |
| TC1044 - TEC Phase 1 - Movement and sensors that allows remote physio (2019/08/23D) To appoint a supplier to provide movement sensors to allow remote physio | City Treasurer (Deputy Chief Executive) | Not before 1st Oct 2019 | | Report and Recommendation | Nicky Parker n.parker@manchester.gov.uk |
| TC1045 - TEC Phase 1 - Falls Prevention (2019/08/23E) To appoint a supplier to provide specialist ICT equipment that prevents falls in the home | City Treasurer (Deputy Chief Executive) | Not before 1st Oct 2019 | | Report and Recommendation | Nicky Parker n.parker@manchester.gov.uk |
| TC1046 - TEC Phase 1 - TEC Digital Platform (2019/08/23F) | City Treasurer (Deputy Chief Executive) | Not before 1st Oct 2019 | | Report and Recommendation | Nicky Parker n.parker@manchester.gov.uk |

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| To appoint a supplier to create a central database to collate and analyse the data received from the TEC devices. | | | | | |
| Adult Social Care Commissioned Service Fees Uplift (2019/10/11A) To approve uplifts to fees for adult social care providers for financial year 2019/20. | Executive Director of Adult Social Services | Not before 11th Nov 2019 | | Report and recommendation | David Roberts david.roberts28@nhs.net |
| Education and Skills | | | | | |
| Q20347 Consultant for EYES data Migration. 2019/04/25A Contract is to support Manchester City Council with the migration of their Education Management System away from Capita One towards the Liquidlogic EYES solution. | City Treasurer (Deputy Chief Executive) | Not before 1st Jun 2019 | | Report and Recommendation | Jon Nickson j.nickson@manchester.gov.uk |

Decisions that were taken before the publication of this report are marked * (none)

3. Item for Information

Subject Response to recommendation: RGSC/19/20
Our Manchester - financial impact on decision making and business planning

Contact Officers Helen Grantham
Interim Director of HR/OD
Telephone: 0161 600 8380
E-mail: helen.grantham@manchester.gov.uk

Jennifer Green
Director of Strategic Communications
Telephone: 0161 234 4420
E-mail: j.green1@manchester.gov.uk

James Binks
Director of Policy, Performance and Reform
Telephone: 0161 234 1146
E-mail: j.binks@manchester.gov.uk

Peter Kelly
Head of Organisational Development
Tel: 0161 245 7174
E-mail: peter.kelly@manchester.gov.uk

Summary

At its meeting in March 2019, the Committee made the following recommendation:
To recommend that analysis of the development and empowerment of those front line staff who regularly engage with residents, across a range of services is undertaken.

Response

1. Introduction

1.1 The purpose of this report is to update members on the work to support and empower our workforce, in particular front line staff, to engage with residents effectively, using Our Manchester approaches. This is part of the Our Manchester Campaigning Engagement Framework that has recently been developed.

2. Background

2.1 The objectives of the Campaigning Engagement Framework are to:

- Raise the visibility of the Our Manchester approach
- Encourage our workforce to work differently and try something new, and our communities to get more involved

- Share examples of Our Manchester in action, such as:
 - West Gorton GP surgery, where Manchester Active have helped patients with COPD (Chronic Obstructive Pulmonary Disease) to become more active and confident managing their own health
 - 'The Bread and Butter Thing', a charity that provides discounted grocery products to residents in poverty through a network of community centres, funded through Our Manchester

2.2 Work is also under way with partner organisations across the city to better join up our resident engagement activities. This is part of the Bringing Services Together for People in Places (BST) programme.

2.3 The insight gained from resident engagement activities will influence policy and practice across the organisation, with clear communications back to residents to set out what has changed and how.

2.4 The four key objectives are:

1. To build capacity in communities to support people who need it
2. To improve trust and how we work with residents
3. To support our front line staff with the skills to work effectively with residents
4. To inspire communities to get involved

2.5 This update sets out progress and plans for objective 3 above which will:

- Increase understanding of the Our Manchester approach
- Empower front line staff and ensure they have the skills to engage effectively with people
- Help our workforces to get the basics right, do what we say we will, listen to and understand residents' lives, and help people to fix things themselves.
- Support staff to engage with diverse communities across the city, recognising that communities are changing all the time

3. Current training and development

3.1 The recent Our Manchester Self Assessment has demonstrated that there is an inconsistent approach to resident engagement across the council. This is being addressed with a range of tools and support across the Council and with partners. There is a range of learning and development opportunities including support for on the job learning, shadowing, hot desking with front line teams and volunteering days.

3.2 Specific engagement skills

3.2.1 Strengths Based Development Programme (SBDP). This course helps staff to understand the strengths in a resident's life, what matters to them, how to 'work with, not do to' people, and shape support around what is really important to people, rather than deliver a standard service.

3.2.2 SBDP is a one day course that has been co-designed with health and social care partners. The programme was launched in April 2019 after being tested with 70 staff from across health and social care. A total of over 250 people have participated and 25 staff have volunteered and been trained as facilitators. It is open to anyone who works in the public or voluntary sector in the city.

3.2.3 The course aims to:

- Enable staff to understand what we mean by Our Manchester and strengths based approach
- To create an emotional connection and buy-in to it
- To provide some practical tools and techniques to put this way of working into practice
- To enable an understanding of the strengths of communities

3.2.4 Priority groups of staff for this programme are:

- Adults social care assessment staff - to help them apply the new strengths based model of assessment
- Staff working on Learning Disabilities New Builds Project - to encourage and enable staff to approach support to residents with learning difficulties differently
- Neighbourhood Managers
- Health Development Co-ordinators and their managers as part of Integrated Neighbourhood Teams (INTs)
- Our Manchester voluntary sector partners & parent champions
- Staff from the Contact Centre

3.2.5 Person, Partner and Place Training Programme (PPP). This is a two-day programme to help staff apply asset-based approaches to conversations with residents. The programme is open to health and social care staff who have a one-to-one consulting, advising or supporting role and are working in the public or voluntary sector in Manchester.

3.2.6 The course aims to:

- Support staff to provide the best possible person-centred care through the use of asset-based approaches
- Support staff to use a range of approaches, techniques and practical skills in person-centred coaching, motivational interviewing and care and support planning.
- Offer skill practice & development

3.3 Directorate/service specific training

3.3.1 There are also specific programmes that are aligned to distinct roles within directorates. For example:

3.3.2 Children's Locality Leaders Programme. This programme will be launched in December 2019. It aims to improve outcomes for children through, restorative

approaches, asset-based based approaches, trust, system working, system leadership. Our Manchester approaches to resident engagement are a core part of the programme. The programme will be offered to 52 children's services staff from the Council and partners who have a leadership role in localities

3.3.3 Signs of Safety. The Signs of Safety practice model used by Children's Social Workers and Early Help Practitioners is an approach which enables staff to take strengths-based approaches when working with residents. This is embedding Our Manchester approaches throughout social work practice. All children's services practitioners attend a two-day course.

3.4 Support available to managers and staff across the Council

3.4.1 Leadership and Management Programmes. The Our Manchester Leadership and Management Programmes, Raising the Bar and Aspiring Managers courses are designed to support managers develop the skills needed to become great managers. This includes learning skills to improve resident engagement.

3.4.2 MCRVIP (Manchester Volunteer Inspire Programme). This is a new volunteering platform that offers staff opportunities to undertake more people-focused volunteering work. This is not traditional training, but supports staff to connect and engage with residents, and learn first hand by immersing themselves in our communities.

4. Next steps

4.1 Building the capacity of our workforce to work in Our Manchester is a key priority of the Our People Strategy, which will be refreshed in early 2020. In addition there is ongoing work with key partner organisations to align the support offer where possible and maximise the impact of the programmes offered.

4.2 Further areas for development include

4.3 Universal support for all staff:

- Universal tools, guidance, training for staff working across different neighbourhoods, localities and services. This could include, for example, the development of a 'conversation toolkit' for staff, and an easy to access database of community assets across the city
- Volunteering support: Building on the MCR VIP, Hour Manchester and the Council's Employee Volunteering Days policy to strengthen this capacity

4.4 Specialist support for staff with particular responsibilities for resident engagement:

- Tools to support staff in how to engage with diverse communities across the city, recognising that communities are changing all the time
- Broaden the offer of the strengths-based development programme to neighbourhood leads from children's, neighbourhoods, policing and community safety, work and skills and housing provider staff, through the

Bringing Services Together for People in Places programme. Also identify those services where there is the greatest need from the Our Manchester self-assessments of Council services

- Consider a leadership and management development offer as part of the next phase of the strengths-based development programme
- Build the Our Manchester approach to engagement into job profiles as appropriate
- Build the approach into career pathways, for example including induction for new staff, and into established progression routes such as those for social workers
- Build the approach into the project management methodology and training for staff across the Council
- Encourage social forms of learning about Our Manchester, for example through greater use of mentoring, shadowing and buddying

5. Conclusion

5.1 This report sets out the existing development offer for staff to engage more effectively with residents. The next steps set out the work to improve this offer over time, creating a more coherent framework with more consistent standards. The review of provision will take place alongside the refresh of the Our People Strategy.

3. Item for Information

Subject Response to recommendation: RGSC/19/44
Revenue and Benefits Annual Report

Contact Officers Julie Price
Director of Customer Services and Transactions
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Summary

At its meeting in September 2019, the Committee made the following recommendation: To request that the Members be provided with a briefing note on the number of properties that existed where the Council was unaware of who the owner was and the action it could take to obtain this information

Response

The question raised was in relation to the ownership and Council Tax liability for those properties where the Council Tax long term empty (LTE) premium is being charged, doubling the amount of Council Tax payable.

Ownership

At the time of writing, there are 393 properties where the LTE premium is being charged. The table below breaks down those properties between those owned by the Council, those owned by Registered Social Landlords (RSLs) and those privately owned.

| | Number of empty properties | % of empty properties |
|-----------------|----------------------------|-----------------------|
| Council owned | 104 | 26 |
| RSL owned | 39 | 10 |
| Privately owned | 260 | 64 |

In all cases, someone or some organisation had been identified as liable to pay Council Tax and was being appropriately billed.

Within this group there were 27 cases where no one was identified as the owner of the property, however, this may just mean that the owner has not been recorded on the Council Tax billing system. An exercise will be undertaken to check all these properties against The Land Registry to identify the owners.

4. Resources and Governance Scrutiny Committee - Work Programme – November 2019

| Tuesday 5 November 2019, 10.00am (Report deadline Friday 25 October 2019) | | | | |
|--|---|--|-----------------------------------|----------|
| Theme – Property and Asset Management | | | | |
| Item | Purpose | Executive Member | Strategic Director / Lead Officer | Comments |
| Corporate Property Annual Report | To receive the Corporate Property Annual Report, which is to include:- <ul style="list-style-type: none"> • Scrutiny of the Council's Asset Management strategy (whole life cycle cost and maintenance including public real) • Governance of land transfers and Community Asset Transfers | Cllr Ollerhead (Exec Member for Finance and HR) | Eddie Smith Richard Munns | |
| Section 106 and the Councils associated financial obligations - update | To receive a report that provides an update on:- <ul style="list-style-type: none"> • The governance arrangements in the delivery of S106 agreements; • Progress made following the Council motion passed in March 2018 on Transparent Viability Assessments; • Practical examples of the delivery and spend of S106 funding | Cllr Stogia (Exec Member for Environment, Planning and Transport) | Eddie Smith Julie Roscoe | |

| | | | | |
|---|---|--|------------------------------|--|
| | <ul style="list-style-type: none"> • The structure of consultation with Ward Councillors; • Consideration of the use of CIL within the City Centre | | | |
| The Factory Project – update | To receive an update on the progress of The Factory project against the agreed costs | Councillor Leese (Leader) | Eddie Smith Jared Allen | |
| Progress of spend against the Northern Gateway and Eastern Gateway programmes | To receive a report on the progress of spend against the Northern Gateway and Eastern Gateway programmes | Councillor Leese (Leader) Cllr Ollerhead (Exec Member for Finance and HR) | Eddie Smith Carol Culley | |
| Capital Requirements and Anticipated Borrowing | <p>To receive a report on how much the Council has self- borrowed over the last 3 years to fund the capital programme.</p> <p>The report will cover:-</p> <ul style="list-style-type: none"> • What our annual repayments to ourselves have been; • What our current expectations are for capital borrowing going forward; • What the approximate interest rate expectations are; • What the durations of the loans are | Cllr Ollerhead (Exec Member for Finance and HR) | Carol Culley Janice Gotts | |

| | | | | |
|-----------------|--|--|-----------------|--|
| | likely to be; and • How those repayments are likely to look for the next 5-10 years | | | |
| Overview Report | The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information. | | Mike Williamson | |

Tuesday 3 December 2019, 10.00am **PLEASE NOTE NEW DATE AND TIME OF THE MEETING
(Report deadline Friday 22 November 2019)

Theme – To be determined

| Item | Purpose | Executive Member | Strategic Director / Lead Officer | Comments |
|---|--|---|--|-------------------------|
| Northwards Housing Repairs and Maintenance Contract | To receive a report on the Northwards Housing Repairs and Maintenance Contract. | Cllr Ollerhead (Exec Member for Finance and HR) Cllr Richards (Exec Member for Housing and Regeneration) | Carol Culley | Part B Executive Report |
| Overview Report | The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information. | | Mike Williamson | |

Tuesday 7 January 2020, 10.00am
(Report deadline Friday 20 December 2019) ** PLEASE NOTE DEADLINE DUE TO CHRISTMAS HOLIDAYS

Theme – To be determined

| Item | Purpose | Executive Member | Strategic Director / Lead Officer | Comments |
|------------------------------------|--|---|--|---|
| Budget 2020/21 – Officer proposals | The Committee will receive a report outlining the main changes to delivery and funding arrangements. Savings included as officer options to be debated. | Councillor Ollerhead (Exec Member for Finance and HR) | Carol Culley | There will be no detailed business plans for Directorates included in this report |
| | | | | |
| | | | | |
| Overview Report | The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information. | | Mike Williamson | |

Items to be Scheduled
 (Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings.
 New items added are highlighted in blue)

| Item | Purpose | Executive Member | Strategic Director / Lead Officer | Comments |
|--------------------------------------|---|--|-----------------------------------|---|
| Implementation of Liquid Logic | To receive a report on how the implementation of Liquid Logic has gone, including how it is being utilised and the benefits that are being derived from its use | Cllr Ollerhead (Exec Member for Finance and Human Resources) | Ian Grant | Date to be confirmed |
| Our Transformation – progress update | To receive progress report which will include practical examples of the difference being made as part of this piece of work | Cllr Ollerhead (Exec Member for Finance and Human Resources) | Carol Culley Fiona Ledden | Date to be confirmed |
| Income Generation | <p>To receive a more detailed report on income generation across key areas of the Council and include:-</p> <ul style="list-style-type: none"> • responses to queries around the shortfall in actual income for 2018/19 and the projected level of income to be generated in 2019/20 for Legal and Democratic Services; • future opportunities connected to innovative income opportunities; • distinctions between the amount of income generated from cores services the Council | Cllr Ollerhead (Exec Member for Finance and Human Resources) | Carol Culley Fiona Ledden | <p>Date to be confirmed</p> <p>Requested at RGSC meeting on 16 July 2019</p> <p>(see minute RGSC/19/40)</p> |

| | | | | |
|---|--|---|---|--|
| | <p>provides for social reasons and those it provides solely to make profit; and</p> <ul style="list-style-type: none"> • what other local authorities are doing around income generation which the Council could possibly look to emulate | | | |
| Council Communications themed meeting | <p>To include:-</p> <ul style="list-style-type: none"> • Review of the Council's communications plan for 2019/20; • Review of the Council's Christmas 2019 Communications plan; • The Council's approach to consultation with Manchester residents; • The Council's approach to consultation with Manchester residents on its budget process for 2020 and beyond; and • Update on how successful the Council has been communicating with staff on the requirements of GDPR. | <p>Councillor Nigel Murphy (Deputy Leader)</p> <p>Cllr Ollerhead (Exec Member for Finance and HR)</p> | <p>Jen Green Fiona Ledden Carol Culley Janice Gotts Kate Waterhouse</p> | <p>Date to be confirmed</p> <p>Potentially December 2019</p> |
| HR Workforce themed meeting | <p>To include:-</p> <ul style="list-style-type: none"> • Scrutiny of equalities within the workforce; • BHeard survey 2018 results and outcomes; and • Case and performance management (including the management of staff suspension) | <p>Cllr Ollerhead (Exec Member for Finance and HR)</p> | <p>Helen Grantham</p> | <p>Date to be confirmed</p> <p>Potentially February 2020</p> |
| The Council's Budget and Business Planning Process for 2020/21 and beyond | <p>To include:-</p> <ul style="list-style-type: none"> • An update on national process (Spending Review, Autumn Statement and Finance Settlement, Fairer Funding and Business Rates Reform); • Lobbying work carried out by the council; | <p>Cllr Ollerhead (Exec Member for Finance and HR)</p> | <p>Carol Culley Janice Gotts</p> | <p>December 2019/January 2020</p> |

| | | | | |
|--|---|---------------------|-----|----------------------|
| | <ul style="list-style-type: none"> • Review of business plans/proposals under the committee's remit, • The Council Tax and Business Rates key decision reports; and • The equalities impact of council budget decisions. | | | |
| State of the City 2019 | To receive the State of the City report 2019 | Cllr Leese (Leader) | TBC | Date to be confirmed |
| GMCA Governance and Public Sector Reform | To receive an update on what is being delivered for the City through these arrangements | Cllr Leese (Leader) | TBC | Date to be confirmed |