

**Manchester City Council
Report for Resolution**

Report to: Resources and Governance Overview and Scrutiny Committee –
21 October

Subject: Information and Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

To provide information about relevant issues affecting the Committee's remit to aid members to manage and develop the work programme.

Recommendation

1. The Committee is requested to consider the topics highlighted in the report and either:
 - Note the information
 - Request a briefing note to provide further details
 - Add the item to the Committee's Work Programme
2. The Committee is asked to agree the work programme attached at Appendix 2.

Contact Officer:

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Background documents (available for public inspection):

None

1. Suggestions for the Work Programme

No suggestions have been received this month.

2. Forward Planning

The Executive Forward Plan lists key decisions to be taken by the City Council within the next four months.

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 £500,000 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. Relevant extracts from the Executive Forward Plan are included below to this report to enable members to incorporate scrutiny of key decisions into its work programme.

Subject Area for Decision	Key Decision Objective /Consultation arrangements /Point of Contact	Anticipated date of decision Documents to be considered	Decision Taker (Executive or Chief Officer)
<p>CHIEF EXECUTIVE Draft scheme of Governance for City Region</p>	<p>Key Decision Objective: Consideration of a draft scheme of Governance for the City Region Consultees: All Stakeholders Contact Officer: Sir Howard Bernstein, 0161 234 3006</p>	<p>October 2010 – February 2011 Report</p>	<p>Executive</p>
<p>CHIEF EXECUTIVE Modesole Governance Arrangements</p>	<p>Key Decision Objectives: Revised governance arrangements and associated resource implications Consultees: Other stakeholders Contact Officer: Des Gardner 0161 234 3013</p>	<p>October 2010 – February 2011 Report</p>	<p>Executive</p>
<p>CORPORATE SERVICES Approval of schemes in the Capital Programme</p>	<p>Key Decision Objective: To obtain approval to commit expenditure on schemes included in the approved capital programme, thus providing departments with the authority to place orders and accept tenders for capital projects:</p> <ul style="list-style-type: none"> • Corporate Asset Management and DDA works • Spend to Save Schemes • Sure Start Children’s Centre Programme • Building Schools for the Future, including Academies • NDS Devolved Capital 2010/11 • Housing Market Renewal • Primary School Rebuilding Programme 2010/11 <ul style="list-style-type: none"> ○ Old Moat ○ Pike Fold ○ Varna Street • Wythenshawe Town Centre • Maine Road Remediation 	<p>October 2010 – February 2011 Formal capital expenditure approval requests, including pro formas</p>	<p>City Treasurer (in consultation with the Executive Members for Finance and Human Resources)</p>

	<ul style="list-style-type: none"> • Cheetham District Centre • Customer Service Centre • Sustainability • Local Transport Plan – Maintenance (bridges, assessment and strengthening, strategic road and footway maintenance) • Transport NFS (Neighbourhood Funding Strategy) • Retained HRA and Northwards Housing Programmes 2010/11 • Private Sector Housing Programme 2010/11 • CRM/Information Strategy/SAP Roll-Out • Corporate Contact Centre • Manchester Partnership Programme • Transformation Partnership Programme • Town Hall Complex Transformation Programme - CAPEXs • West Gorton Land Assembly • Closed school and other demolitions • ICT infrastructure • Miles Platting Community Hub • Strategic Land Acquisition • Proposed acquisition of Manchester Wholesale Flowers building, New Smithfield Markets • National Football Museum – Relocation to Urbis • Oxford Road Corridor Public Realm • Cooperative Estate Redevelopment • Footpath at Manchester Business Park • Theatre Royal, Peter Street • Higher Blackley Library fit Out • Recent additions to the Capital Budget <p>Consultees: This is one of the final parts of the scheme procurement procedure. Departments have previously consulted with stakeholders during (a) budget preparation and (b) detailed scheme formulation</p>		
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	stages. All capital expenditure proposals are considered in consultation with the Executive Member for Finance and Human Resources.		
CORPORATE SERVICES Revenue Budget - allocations from the Central Contingency	Key Decision Objective: To fund currently unplanned expenditure or expenditure the exact amount of which has yet to be determined. Consultees: City Treasurer, Executive Member for Finance and Human Resources	October 2010 – February 2011 Report to Executive Committee as part of Global Monitoring Report	Executive
CORPORATE SERVICES Development Fund – requests for funding	Key Decision Objective: To fund expenditure by means of internal loan in accordance with the criteria for use of the Development Fund Consultees: City Treasurer Executive Member for Finance and Human Resources	October 2010 – February 2011 Report to Executive Committee as part of Global Monitoring Report	Executive (or City Treasurer where specific delegation has been given)
CORPORATE SERVICES Allocations from the Service Improvement Fund	Key Decision Objective: Approval of allocations from the Fund Consultees: Chair of the Executive and Executive Member for Finance and Human Resources	October 2010 – February 2011 Description of scheme(s) to be supported by the Fund, providing justification in accordance with the aim of the Fund and identify outcome to be achieved.	City Treasurer and Chief Executive
CORPORATE SERVICES	Key Decision Objective: Agreement of payment dates	December 2010 Report to	Council

Timing of Precept Payments for 2010/11	Consultees: Other GM authorities; Police and Fire Authorities	Executive in November	
CORPORATE SERVICES Approval of Medium Term Financial Strategy	Key Decision Objective: Approval of Strategy	December 2010 Report	Executive
CORPORATE SERVICES Setting the Council Tax Base and determining the Collection Fund year end surplus or deficit	Key Decision Objective: To determine the council tax base and the forecast collection fund surplus/deficit at 31.3.2011 to be used for setting the 2011/12 council tax level Consultees: Executive Member for Finance and Human Resources	January 2011	City Treasurer
CORPORATE SERVICES Disposal of Council land: land at Coupland Street, Hulme; Crown Square, Manchester (Spinningfields), Birley Fields, Land at First Street and Little Peter Street, Land at Rondin Road, Land at Grimshaw Lane/Briscoe Lane, Newton Heath following acquisition from HCA, Ashton Old Road/Pottery Lane,	Key Decision Objective: Regeneration/capital receipt Consultees: Ward Councillors at the time of marketing Executive Member for Finance and Human Resources City Treasurer, Head of Valuation and Property Contact Officer: Helen Jones 0161 234 1202, Malcolm Murray 0161 234 1284	October 2010 – February 2011 Memo advising of proposed sale, details of transaction together with a recommendation from Head of Valuation and Property	Chief Executive

Gorton			
CORPORATE SERVICES Acquisition of lease – Victoria Mill	Key Decision Objective: Council occupation Consultees: Stakeholders in writing to Corporate Property	October 2010 – February 2011 Draft lease and supporting documents.	Chief Executive/ City Treasurer
CORPORATE SERVICES Acquisition of lease - Deepstore Cheshire	Key Decision Objective: Storage in connection with Town Hall Project Consultees: Stakeholders in writing to Corporate Property	October 2010 – February 2011 Lease terms and supporting documents	Chief Executive/ City Treasurer
CORPORATE SERVICES Proposed acquisition of lease at St. Joseph's Religious Centre	Key Decision Objective: Relocation of Manchester Learning Disability Partnership (MLDP) to provide better provision and capital savings within Asset Management Programme Consultees: Staff and service users in writing to Corporate Property	October 2010 – February 2011 Chapman Place & St Joseph's briefing note from Corporate Property	Chief Executive/ City Treasurer
CORPORATE SERVICES Amendment to Sport City Stadium Lease – financial terms	Key Decision Objective: Financial terms of Stadium lease Consultees: Chief Executive, Head of Leisure, Head of Corporate Property, City Treasurer, City Solicitor, in writing to City Treasurer	October 2010 – February 2011 Report	Executive
CORPORATE SERVICES Great Bridgewater Street – Castlefield Strategy Project	Key Decision Objective: To assist regeneration around Manchester Central - Castlefield Strategy Project Consultees: Stakeholders, in writing to Corporate Property	October 2010-- February 2011 Heads of Terms and draft documentation	City Treasurer/ Chief Executive
CORPORATE SERVICES Acquisition of Mackintosh Mill	Key Decision Objective: Acquisition of Mackintosh Mill Consultees: Stakeholders, in writing to Corporate Property	October 2010-- February 2011 Heads of Terms and draft	City Treasurer/ Chief Executive

		documentation	
CORPORATE SERVICES Lease of Higher Blackley Library and Learning Centre	Key Decision Objective: Acquisition of lease of Higher Blackley Library & Learning Centre Consultees: Stakeholders, in writing to Corporate Property	October 2010-- February 2011 Heads of Terms and draft documentation	City Treasurer/ Chief Executive
CORPORATE SERVICES Town Hall Complex Transformation Programme – Refurbishment Projects and Public Realm (including Town Hall Extension, Central Library, St. Peters Square, Library Walk and Lloyd Street)	Key Decision Objective: To approve funding and procurement arrangements for the provision of enabling works and main contractor appointment to carryout the refurbishment of the central Library, Town Hall Extension and the completion of the St. Peters Sq. public realm. Consultees: Scrutiny, Committee Members, Members Panel Contact Officer: Dave Carty d.carty@manchester.gov.uk Dawn Royle, d.royle@manchester.gov.uk	October 2010 – February 2011 Report to Scrutiny Committee and decision makers for Leases and Construction works Formal capital expenditure approval requests, including pro formas, for the construction works through Capital Programme Gateway	Chief Executive/ City Treasurer and Director of Transformation, in consultation with the Executive Member for Finance and Human Resources
CORPORATE SERVICES Town Hall Complex Transformation Programme – Main projects (including	Key Decision Objective: To approve funding and procurement arrangements for the provision of temporary property facilities and the associated construction works Consultees: Scrutiny, Committee Members, Members Panel Contact Officer: Dave Carty d.carty@manchester.gov.uk Dawn Royle, d.royle@manchester.gov.uk	October 2010 – February 2011 Report to Scrutiny Committee and decision makers for Leases and	Chief Executive/ City Treasurer in consultation with the

<p>First Street, Elliot House, Sharp Building, Overseas House, Zion Centre, Universal Square, Maple Wood Street and Piccadilly Tower)</p>		<p>Construction works Formal capital expenditure approval requests, including pro formas, for the construction works through Capital Programme Gateway</p>	<p>Executive Member for Finance and Human Resources for construction works</p>
<p>CORPORATE SERVICES Hire of Small Plant</p>	<p>Key Decision Objective: Framework of providers for the hire of small plant equipment Consultees: OJEU Open Tender Process Contact Officer: Colin Butterworth, Senior Procurement Manager, tel: 234 3434 or Gary Campin. Transport and Plant Manager, tel: 957 8300</p>	<p>October 2010 – February 2011 December 2010 Recommendations following the tender process</p>	<p>Director of Neighbourhood Services</p>
<p>CORPORATE SERVICES Supply of Mechanical Sweepers</p>	<p>Key Decision Objective: Hire of fleet to begin in April 2010 to replace present fleet. Maintenance will be carried out in house. The tender will give an option for 3, 6, or 9 years. Annual spend is circa £500k Consultees: Stakeholders Contact Officer: Steve Power – Street Scene Services Project manager 0161 908 5820, Gary Campin, Transport and Plant Manager 0161 957 8300 or Sue Albecker 234 3253</p>	<p>October 2010 – February 2011 Contract report and recommendation</p>	<p>Director of Neighbourhood Services</p>
<p>CORPORATE SERVICES North West Construction Hub Frameworks</p>	<p>Key Decision Objective: Seek approval to appoint new partners to a number of regional framework contracts of four years' duration (3 years with option of 1 year extension), following a full OJEU procurement process. Consultees: Manchester City Council is the NWIEP Construction Hub</p>	<p>October 2010 – February 2011 Framework tender reports requesting</p>	<p>Chief Executive/ City Treasurer</p>

	lead authority. Capital Programme Division Management are stakeholders in the use of these services, together with client / sub regional representatives including Cumbria, Lancashire, Greater Manchester, Cheshire and Merseyside. Also MCC Corporate Procurement Team and MCC Legal.	approval to appoint new partners onto new Framework Agreements	
CORPORATE SERVICES The Supply, delivery and collection of concrete	Key Decision Objective: The supply, delivery and collection of concrete following a tender exercise. The contract is for a two year period with an option to extend for up to a further two years with an annual value of £500,000 Consultees: Stakeholders Contact Officer: Mike Brogan, Operations Manager, Trading Services Tel: 0161 908 5840, Stacey McNamee, Procurement Officer, Corporate Services	October 2010 – February 2011 Contract report with recommendation	Director of Neighbourhood Services
CORPORATE SERVICES The Provision of Event Security, Stewarding & Taxi Marshalling	Key Decision Objective: The provision of event security, stewarding and taxi marshalling following a tender exercise. The contract is for a two year period with an option to extend for up to a further two years with an annual value of £500,000 Consultees: Stakeholders Contact Officer: Mike Parrott, Senior Events Manager, Trading Services Tel: 0161 234 5242, Yvonne Winskill, Procurement Officer, Corporate Services Tel 234 3273	October 2010 – February 2011 Contract report with recommendation	City Treasurer
CORPORATE SERVICES The supply of office furniture – Corporate Contract	Key Decision Objective: Renewal of the Corporate Contract for the supply of office furniture for a two year period commencing November 2010 with an option to extend for up to an additional two years Consultees: Stakeholders Contact Officer: Chris Johnson, Corporate Procurement Service, Tel 234 308 5	October 2010 – February 2011 Contract report and recommendation	Chief Executive/ City Treasurer
CORPORATE SERVICES Regeneration	Key Decision Objective: To establish a framework to help support the development and delivery of the council's regeneration objectives	October 2010 – February 2011 Framework	City Treasurer

<p>Consultancy Services Framework</p>	<p>Consultees: Head of Regeneration Contact Officer: Cheryl Arthur, Senior Support Services Officer, Tel 0161 219 6644 Peter Woodward, Programme Manager, Tel 0161 219 6550, Stacey McNamee, Procurement Officer, Tel 0161 234 4070</p>	<p>Contract report</p>	
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3. Monitoring Previous Recommendations

Date	Item	Recommendation	Action	Contact Officer
<p>24 June 2010</p>	<p>RG/10/40 Revenue and Benefits – Annual Performance Update</p>	<p>To recommend that the service carry out ‘mystery shopper’ exercises to test the performance of bailiff companies operating on the Council’s behalf.</p>	<p>A response to this recommendation and a more general update on the operation of bailiffs companies is included in part 4 of this report.</p>	<p>Julie Price, Head of Revenues and Benefits</p>
<p>24 June 2010</p>	<p>RG/10/41 Work Programme 2010/11 – Development and Support</p>	<p>To request that the Committee’s support officer explores options for commissioning external seminars on best practice techniques in scrutiny investigations, questioning and listening skills and prioritizing topics for the work programme for the Committee.</p> <p>To request that the risk management seminar which the Committee has requested is organised to take place in the near future.</p>	<p>Seminars have been commissioned from Mr. David McGrath (LINK UK Limited) focusing on the following subjects.</p> <p>Raising the Bar – best practice in overview and scrutiny (October 13th) Questioning and Listening Skills (November 11th 2:00 PM) Community Engagement (December 8th 2:00 PM) Finance and Partnerships (January 13th 2:00 PM)</p> <p>The Committee’s support officer is</p>	<p>Courtney Brightwell, Team Leader, Scrutiny Support</p> <p>Tom Powell, Head of</p>

			speaking with the Head of Internal Audit to arrange a seminar on risk management.	Internal Audit
22 July 2010	RG/10/49 Section 106 Annual Monitoring Report	To request that the Head of Planning produces information for circulation to committee members which shows the level and key details of section 106 contributions in the different wards represented by committee members.	This information will be circulated shortly.	Peter Babb, Head of Planning
9 September 2010	RG/10/54 Information and Overview Report	To request that all Councillors receive the briefing on the impact of the 2010 budget on benefits and council tax in Manchester so that they have the most up-to-date information regarding potential changes to the council tax and benefits system. To request that the Council's response to the consultation paper '21 st Century Welfare' is included in the Committee's next Information and Overview Report.	This briefing has been circulated to all members. The response is included as an item for information in part 4 of this report.	Courtney Brightwell, Team Leader, Scrutiny Support Courtney Brightwell, Team Leader, Scrutiny Support
9 September 2010	RG/10/55 Town Hall Transformation Programme	To support the progress made to date in the deliver of the Town Hall Transformation Programme, and to request that the next update on the programme	This has been added to the Committee's work programme.	Elaine Bowker, Strategic Director of Transformation

		<p>include details of how council services will be accessed remotely more easily and how the energy efficiency of the Town Hall Extension can be improved.</p> <p>To request that information about how many members of the public got involved in the consultation on the St Peter's Square design competition and where customers were visiting the customer service centre from be included in the next Information and Overview report for the Committee.</p> <p>To recommend that the Strategic Director of Transformation look into how to publicise better that residents can use the free city-centre shuttle bus to visit the Customer Service Centre at One First Street.</p> <p>To recommend to the Strategy Leader, Area Co-ordination that members are supported to look at information about what services customers are requesting through the Customer Service Centre in ward co-</p>	<p>Information regarding the location of customers is included in part 4 of this report. The information regarding the St Peters Square Design Competition will be reported to a future meeting.</p> <p>A response to this recommendation will be reported to a future meeting.</p> <p>A response to this recommendation will be reported to a future meeting.</p>	<p>Elaine Bowker, Strategic Director of Transformation</p> <p>Elaine Bowker, Strategic Director of Transformation</p> <p>Maria Boylan, Strategy Leader, Area Co-ordination</p>
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		ordination meetings if they wish to do so.		
9 September 2010	RG/10/56 Review of Community Facilities	To request that the Deputy Head of Corporate Property provide all Councillors with the review of community facilities for comments, so that their local knowledge of the ward they represent can identify further opportunities to maximise the benefit from council-owned buildings. The Committee agreed that amendments to the document following this process should be reported back to the Committee in January in its information and overview report.	A note for information will be included in the Information and Overview report submitted to the Committee in January so that members can see what amendments have taken place.	Lydia Morrison, Deputy Head of Corporate Property
9 September 2010	RG/10/57 Review of AGMA Scrutiny Arrangements	To submit the Committee's views to AGMA so that they may be taken into account in the review of AGMA scrutiny.	The Committee's views have been submitted to AGMA to be taken into consideration in the review.	Courtney Brightwell, Team Leader, Scrutiny Support
9 September 2010	RG/10/58 Neighbourhood Funding Strategy (NFS)	To request that the Committee's support officer provide some advice on the recommendations of the Committee about limiting the number of proposals per ward.	The recommendation of the NFS Subgroup was as follows <i>"Last year the number of proposals submitted by each ward ranged from one to fourteen. This year it is suggested by the Sub Group that the number of proposals from each</i>	Courtney Brightwell, Team Leader, Scrutiny Support

			<p><i>ward is limited to five. This should promote a focus on the submission for proposals that will have the most impact in wards.”</i></p> <p>The recommendations of the Subgroup were endorsed by this Committee on 18 June 2009. In the meeting members made the following comment:</p> <p><i>“Members stressed that the suggested limit of proposals should be treated as such and that in certain cases consideration should be given to allowing additional submissions.”</i></p>	
9 September 2010	RG/10/60 Eastlands Stadium and Sportcity Funding Arrangements	To commend the recommendations in the report to the Executive.	The Executive agreed the recommendations in the report on 15 September 2010.	Richard Paver, City Treasurer

5. Items for Information Only

Subject	Council's Response to the Consultation Paper '21st Century Welfare'
Contact Officer	Jane McKelvey, Team Leader, City Policy Tel: 0161 234 3665 E-mail: j.mckelvey@manchester.gov.uk

The City Council response to the Government consultation on welfare reform was submitted by the deadline of 1 October (copy attached as appendix one to this report). The response stresses the link between ensuring economic growth and job creation, and ensuring that our residents are best equipped to take up those jobs by effectively tackling the key barriers that people face on the path towards employment. A primary concern expressed is the potential for increased centralisation and the loss of local responsiveness to local needs.

Within this response, we have also stressed the need for local authorities to be more effectively engaged in the development and delivery of the Work Programme. At present, there is little allowance for local flexibility within the planned reforms. The Government has made a strong commitment to localism, and this needs to be better reflected as the proposals are shaped and developed.

Since the response was submitted, further detail has emerged that the Government intends to progress the welfare reform plans through introduction of a Universal Credit that brings together all key current benefits. Benefit recipients will be gradually moved onto the new system over the next two parliaments. The shift will begin in 2013, and full details will be set out in a white paper later this autumn, before a Welfare Reform Bill is published next year. A cap on the overall level of benefits is planned, which will be at around £500 per week (based on median earned income). Until the Universal Credit comes into place, the cap will be delivered by local authorities through Housing Benefit. Plans to reform child benefit have also been announced as part of the means by which welfare reform will be financed.

This is a rapidly moving agenda, with the White Paper outlining clearer details of the agreed changes expected shortly. Officers will take action where required to assess the potential impact of planned reforms both for residents and for our own services.

Subject	Customer Service Centre – Analysis of Customers by Geographic Location
Contact Officer	Elaine Bowker, Strategic Director, Transformation Tel: 0161 800 6958 E-mail: e.bowker@manchester.gov.uk

Summary

This note provides information and analysis based on the geographical breakdown of Customer Service Centre customers since it opened on 1 June 2010 through to 30 September 2010.

The data has been extracted from the recently implemented Customer Relationship

Management system and cross-referenced with the Strategic Regeneration Framework regions defined by the Council to establish any regional variations.

1.0 Introduction

1.1 The purpose of this report is to:

- Provide information about the geographical spread of the customers for the Customer Service Centre (CSC) during its first 4 months of operation.
- Establish the relative percentages of customers for each Strategic Regeneration Framework (SRF) region.
- Provide detailed analysis of the top five services used by customers and how these relate to each SRF region.

2.0 Data Sources

2.1 The customer data has been extracted from the Council's Customer Relationship Management (CRM) system.

2.2 The Strategic Regeneration Framework regions have been used to bring together geographically associated Wards into appropriate groups.

2.3 Population figures have been extracted from the "Manchester's State of the Ward report 2009/2010".

3.0 Data Analysis Method

3.1 Data was extracted from the CRM system for all users of the CSC. This data does not include those CSC customers who used the Housing Options, Cashier or the City Library at One First Street services, all of which are hosted within the CSC space but who are not currently using the CRM system to record their interactions.

3.2 Each customer was mapped against their Ward and subsequently against their relevant Strategic Regeneration Framework region. The breakdown of the SRF regions and the wards within them is shown in Appendix A.

3.3 The resultant analysis of the regional spread of users of the CSC by SRF is presented in Chart 1.

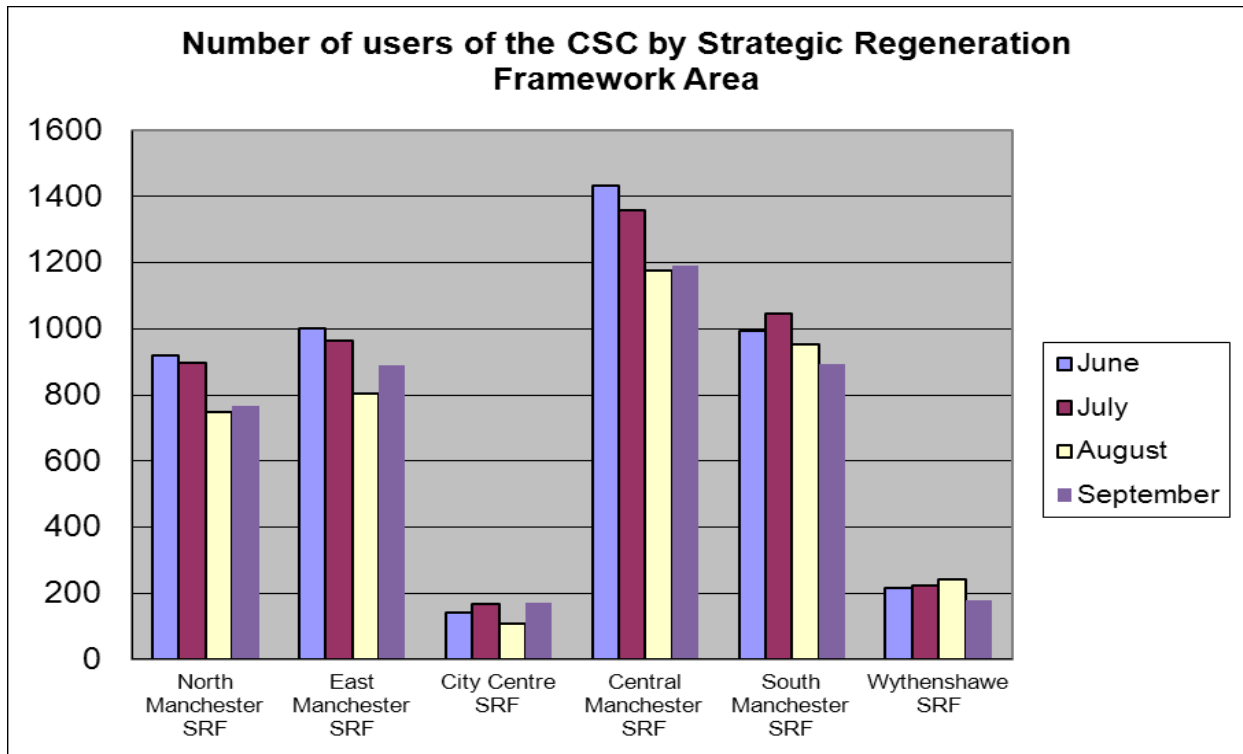


Chart 1

- 3.4 Within each SRF, the number of customers of the CSC was compared to the population information for that SRF to establish a more representative comparative figure.
- 3.5 The resultant analysis of the regional spread of customers of the CSC as a percentage of the population within the relevant SRF is presented in Chart 2.

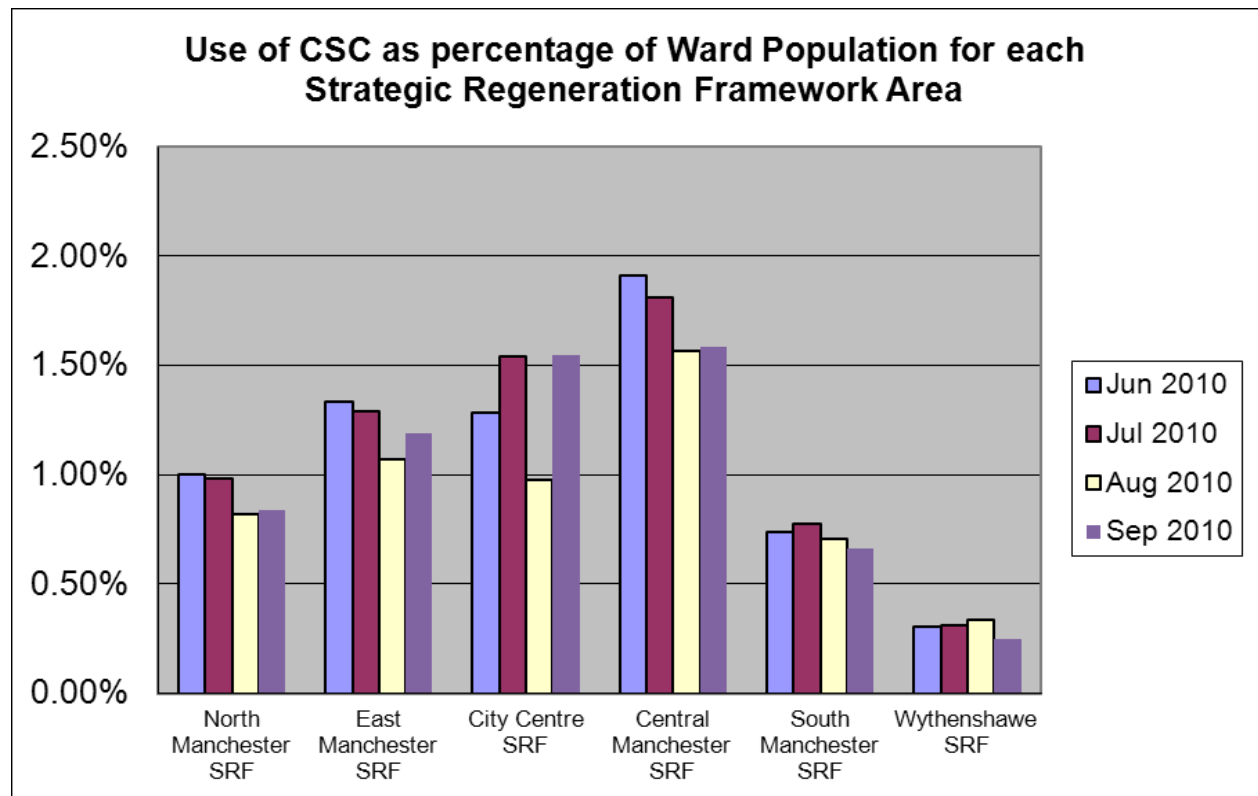


Chart 2

- 3.6 This indicates that, as a percentage of their population, for those customers located further away from the CSC (i.e. the North Manchester, South Manchester and Wythenshawe SRF regions), there is a lower use of the services in the CSC.
- 3.7 The “Top Five” services were determined from the CRM data and these are shown in Appendix B.
- 3.8 For each of the “Top Five” services, the numbers of customers from each SRF region were plotted as a percentage of the population within the SRF and this is shown in Chart 3.

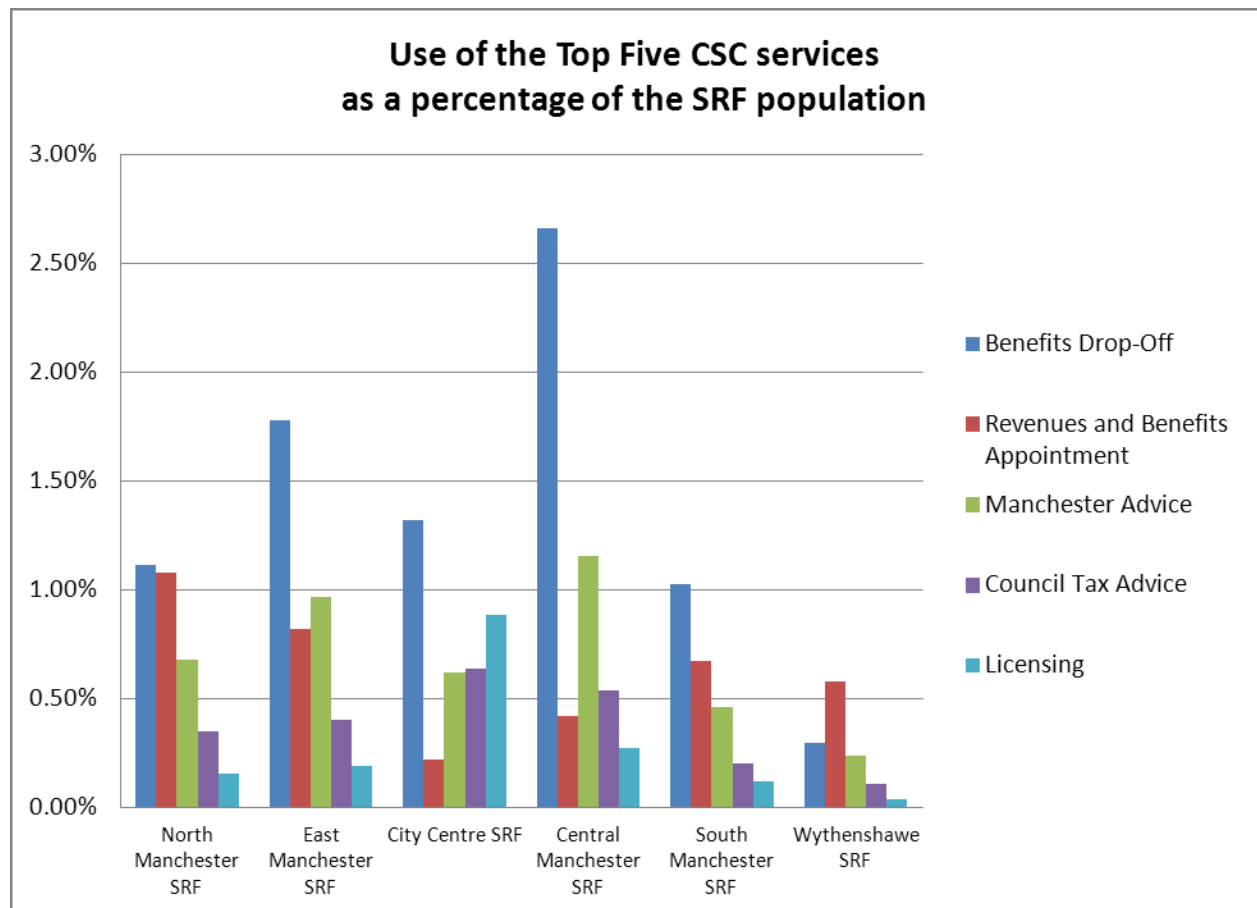


Chart 3

3.9 It should be noted that for all SRF regions, with the exception of Wythenshawe SRF, the Benefits Drop Off service was the most used. For Wythenshawe SRF the most used service was the Revenues and Benefits Appointments service.

3.10 The Wythenshawe SRF region use of the Revenues and Benefits Appointments service is significantly higher than the use of any of the other “Top Five” services in that SRF region. This indicates that the customers from this SRF region appear to be more likely to arrange appointments rather than “drop-in” to the CSC. This could be due to the distance required to travel to it or they are gaining access to the other services through locations more conveniently located to them. This could include telephone or web-based access.

4.0 Findings

4.1 There is apparent less use of the CSC by customers living in the Wythenshawe SRF, South Manchester SRF and North Manchester SRF regions.

4.2 It may be that these customers are being served through other local neighbourhood hubs (e.g. The Forum in Wythenshawe) and until the CRM

system is expanded to be used by the regional hubs, it will be difficult to establish if this is the case or not.

5.0 Conclusion

- 5.1 It is recommended that the committee note the information supplied.
- 5.2 The committee is requested to clarify what further analysis of data, if any, they would wish to have presented to them.

Appendix A

Strategic Regeneration Framework – Ward allocation (Population figures in brackets)

North Manchester SRF	Charlestown (13,012) Cheetham (18,229) Crumpsall (15,025) Harpurhey (16,949) Higher Blackley (13,931) Moston (14,322)
East Manchester SRF	Ancoats and Clayton (14,779) Bradford (13,108) Gorton North (14,741) Gorton South (16,335) Miles Platting and Newton Heath (15,855)
City Centre SRF	City Centre (10,965)
Central Manchester SRF	Ardwick (15,862) Hulme (13,377) Longsight (14,568) Moss Side (17,537) Rusholme (13,768)
South Manchester SRF	Burnage (14,577) Chorlton (12,874) Chorlton Park (12,806) Didsbury East (13,686) Didsbury West (12,104) Fallowfield (14,571) Levenshulme (14,258) Old Moat (13,838) Whalley Range (14,083) Withington (11,629)
Wythenshawe SRF	Baguley (14,467) Brooklands (12,813) Northenden (14,614)

Sharston (15,484)
Woodhouse Park (13,969)

Appendix B

“Top Five” services used by customers of the CSC (June – September 2010)

Service	Percentage of all Customers
Benefits Drop-Off	34.8%
Revenues and Benefits Appointment	18.7%
Manchester Advice	17.6%
Council Tax Advice	8.3%
Licensing	5.0%
Representing	84.4%

Subject	Working Families Tax Credits
Contact Officer	Neela Mody, DWP Strategic Financial Inclusion Champion Tel: 0161 223 1155 E-mail: Neela.mody@manchester.gov.uk

1.0 Introduction

Working Tax Credit and Child Tax Credit are significant financial entitlements designed to supplement the incomes of those in work (particularly low paid work) and those with children.

Tax credits are designed to be a flexible system of financial support offering help to people depending on their specific circumstances. They are administered by Her Majesty’s Revenue & Customs (HMRC). The system, although intended to be flexible to reflect individual and family circumstances, is in operation extremely complex and entitlement can change on a daily basis. The impact of the retrospective calculation of tax credits leads to an annual review where people can face an increase or decrease in their awards, and letters from HMRC demanding the recovery of any overpayment from the previous tax year. Tax credits also have a part to play in subsidising low pay.

2.0 Current Position

Entitlement is based on household circumstances and can be claimed jointly by members of a couple, civil partnership or by single people. Qualification for tax credits is based on the following factors:

- Age of applicant
- Income
- Hours worked
- Number and age of children
- Childcare costs (for registered/approved childcare only)
- Disability

Any changes to any of the factors above can trigger an over or under payment.

Because of the range of possible eligibility and interactions between the elements of Child and Working Tax Credits, the award will be different for every household with different circumstances.

3.0 Awards of tax credits and overpayments

Awards are provisional until finalised at the end of each tax year, when it is checked retrospectively against the final income for the year. The Revenue then undertakes an annual review and makes a final decision based on the previous years' income. The award may go up or down, depending on circumstances, and the final calculation may lead to an end of year over (or under) payment of tax credits. An overpayment can be recovered in year, by adjusting the amount of tax credits payable for the rest of the tax year, or at the end of the year, by adjusting the provisional award made at the beginning of the year. The basic rule is that the Revenue can recover overpayments although there is a duty to exercise discretion and there are hardship provisions.

The most likely causes of overpayments are as follows:

- A child reaches 16
- The Revenue was not notified in time about a change of circumstances affecting entitlement
- Incorrect information was given to the Revenue
- Income rose by more than £25k
- The Revenue made a mistake (an official error)

4.0 Impact of over/underpayments on Manchester Families in receipt of tax credits

Figures are available from HMRC for Manchester for the tax year 2008-2009. They indicate that during 2008-09, 51,950 Manchester families benefited from Working Tax Credit or Child Tax Credit with an average annual value to each recipient of £5,280.

At 5 April 2009, 12,100 awards were identified as underpaid (for example because the recipient had not worked/earned as much during the year as estimated in the provisional evaluation). This amounted to £7.7m.

A total of 11,500 cases were overpaid (for example because the recipient worked/earned more than estimated in the provisional evaluation). This amounted to £9.9m.

From the figures above, this means that just over 45% of awards needed to be adjusted at the end of the year, giving an indication of the complexity of the tax credit system as well as the administrative resources required to pay tax credits. And of course this does not take into account the financial hardship caused both by the recovery of overpaid tax credits and the under-payment of tax credits and the disincentive to engage in low paid work this may cause.

5.0 Impact of budget and other changes

A number of direct changes to the tax and benefits system are to be introduced over the next four years, including reforms to Housing Benefit, Disability Living Allowance and tax credits, although it is not possible to directly model the effects of these changes. These are separate from the changes to be identified by the Department for Work and Pensions wholesale review of the welfare system outlined in the consultation paper 21st Century Welfare, to which the Council's Policy Unit has co-coordinated a response. Although this briefing note focuses on tax credits, further changes have been, and continue to be announced in respect of the whole system of welfare support and it is the cumulative effect of all the changes which will impact on Manchester families. From the Budget announcements in June 2010, changes include:

- An increase in the child element of the Child Tax Credit in both April 2011 and April 2012
- Withdrawing the family element of the Child Tax Credit from higher income families
- Increasing the taper rate at which tax credits are withdrawn from 39% to 41%
- Removing the baby element of the Child Tax Credit
- Freezing Child Benefit rates for 3 years
- Abolition of Government contributions to the Child Trust Fund
- Restriction of Social Fund Maternity Grants – will only be payable for the first child
- Abolition of the Health in Pregnancy Grant of £190 from January 2011.
- Using the Consumer Price Index (CPI) rather than the Retail Price Index (RPI) or Rossi to uprate all benefits. Using the CPI measure rather than RPI will lead to a lower level of uprating.
- Setting local housing allowance rates at the 30th percentile of local rents rather than the 50th percentile. This means that Local Housing Allowance (LHA) claimants will only be able to choose from the cheapest 30% of properties in the area rather than the cheapest 50% of the appropriate size for their family.
- There will be caps on the total amount of rent claimed under LHA and rents will be capped at the 4 bedroom rate.

- Changes to the way in which in-year changes are made to tax credit awards, so that increases in income of more than £10,000 rather than £25,000 (as now) will reduce tax credit payments. Falls in income of up to £2,500 will not increase tax credit payments. Also, claimants will have to inform HMRC about changes in their circumstances more quickly, leading to a greater risk of overpayment.

6.0 Conclusion and recommendation

There are also changes announced by the previous and current governments which are due to take effect during 2013 and 2014 although these are not discussed here. Analysis by the Institute of Fiscal Studies shows that the cumulative effect of all the changes will impact adversely on nine tenths of people in the lower end of the income distribution. Although they lose the same amount in cash terms, this represents a larger percentage of income for those in receipt of low pay.

Low income households of working age lose the most from the budget reforms and these are the households most likely to be in receipt of tax credits.

In the light of the wholesale review and reform of social security currently underway, and further changes likely to be announced in the Comprehensive Spending Review, Members may wish to consider receiving fuller details of all the proposed changes and the likely impact on Manchester residents once these have been announced.

Appendix A

Worked Example

Couple with 2 children, including a new baby.

Pay private sector rent of £126 a week.

One parent works 35 hours a week at £6.50 an hour.

Entitlements at present:

Working Tax Credit £48 pw
Child Tax Credit £109 pw
Housing Benefit £75 pw
Council Tax Benefit £1 pw
Child Benefit £33 pw

Entitlements after the changes (using today's rates):

Working Tax Credit £45 pw
Child Tax Credit £94 pw
Housing Benefit £66 pw
Council Tax Benefit £3 pw

Child Benefit	£33 pw
Total reduction:	£28 pw
Equivalent to:	£1458 a year

Subject	Response to Recommendation on Bailiffs
Contact Officer	Julie Price, Head of Revenues and Benefits Unit Tel: 0161 234 3665 E-mail: j.mckelvey@manchester.gov.uk

Following reports to committee in March and June 2010, this report provides an update on the Council's management of bailiff companies and the ways that bailiff performance is monitored.

Parking Services and Revenues and Benefits have undertaken a range of monitoring techniques to test the service delivered by bailiffs. This was done using the following methods:

1. Telephone calls and home visit surveys to determine the service received following a visit from a bailiff.
2. Real time 'mystery shopper' exercises, where a Council Officer has attended the debtor's property when the bailiff is present.
3. Visits to the bailiffs' offices, unannounced, to review their complaints processes and procedures.
4. A continual review of complaint data and responses, which includes data being provided to the Council on a monthly basis.

In addition, both service areas are now dealing with complaints about bailiff activity as an extension to the Council's procedures. This includes notifying the Council of all complaints and ensuring that complaints can be escalated if the customer remains dissatisfied.

The telephone and home visit surveys consisted of contacting 135 customers, across both services and included checking their view of the bailiff's conduct and activity and included:

- Introductions
- Explanations and reasonableness
- Conduct and politeness
- Receipt of warning letters

The surveys also involved asking customers if they had received letters from the Council and why the customer had not engaged earlier. The main reasons for this included that the customer had no money, wanted a parking permit or had ignored earlier correspondence.

The main area of concern was that 75% of customers felt that the bailiff had not been polite and had not clearly explained the procedures when visiting them at home. This does raise some concerns and the outcomes of these surveys will be shared with

each of the bailiff companies and the Council's expectations will be reiterated and monitored in future quarterly customer service monitoring.

In addition officers also carried out some 'real time' mystery shops Council when officers have attended and observed bailiff activity.

An example is as follows:

A customer contacted the Council, as the bailiff was already in attendance at the property. There was an outstanding warrant for the customer's vehicle. At this stage an officer went to the property to observe the bailiff activity without introducing themselves to either the customer or the bailiff.

On arrival they found that the customer had locked herself in her vehicle and the bailiff had already clamped the car. Council Officers were able to observe and confirm that in this particular instance the bailiff acted professionally and, the situation was resolved amicably with a payment plan arranged.

Outcomes and future action

The service areas are now taking a joined up, consistent approach to complaints and the management and monitoring of bailiff activity, collection performance and customer service. We will continue to carry out customer feedback and where possible mystery shopper and observation exercises to check the bailiff conduct as agents of the Council. The results of which will be discussed with the bailiff as part of the regular contract management arrangements.

21st Century Welfare

**Consultation Response from
Manchester City Council**

October 2010

General comments

Manchester City Council welcomes the opportunity to comment on the proposed reforms to the welfare system. With 62,000 of our adult residents currently claiming out of work benefits, and more than 1 in 3 children growing up in households with parents who do not work, we recognize how essential it is to constructively tackle worklessness and the poverty associated with it.

We welcome the overall objective of a simpler, fairer system that rewards work and personal responsibility, while protecting those in greatest need. Our Community Strategy makes a strong commitment to enabling people to meet their full potential through work, recognizing that encouraging people into work will be the most effective means by which we can improve our position as the fourth most deprived local authority in England. Benefit reform and the Work Programme are inextricably inter-linked; one cannot succeed without the other.

The analysis within the paper of the complexity of the welfare system and the financial, and other, barriers to people moving into work is sound and supported by the evidence. Whilst we welcome reforms that will make the system simpler to understand and access and that makes work pay, we do not support the operational reforms outlined in the paper.

The Greater Manchester Strategy outlines a clear and coherent approach to break the cycle of intergenerational worklessness at the earliest stages possible. We have recently developed comprehensive plans for establishing a Greater Manchester Local Enterprise Partnership, which will bring together the private and public sectors with an agreed priority of tackling worklessness and benefit dependency. At the heart of this policy is the need to ensure strong and sustainable private sector growth – to create and retain jobs for our residents to access.

The approach to reform outlined in *21st Century Welfare* is unhelpful and runs contrary to our approach to public sector reform. The key to our approach – which we have discussed and agreed with Government – is to integrate the provision of public services around the individual and their family at a neighbourhood level, integrating targeted interventions for families with complex needs, and focussing on intergenerational worklessness. The proposals suggested continue to be built around organisational and administrative structures, and national management arrangements. Our models for intervention show that the best results are delivered when employment and skills support is wrapped around individuals along with other services. This approach takes a holistic approach across all public services to enable and support people into work and off benefit dependency. The approach outlined in *21st Century Welfare* risks further progress in achieving our reform ambition by re-affirming the structural and funding boundaries imposed by Whitehall.

Stronger recognition needs to be given to the role that Manchester City Council and partners locally can play in the development and delivery of the Work Programme. We support the Government's commitment to localism and ask therefore, that local flexibility is built into the delivery of the Work Programme, to ensure that the prime contractors work in an integrated way with other local partners and service providers

to give the best chance of creating and sustaining work opportunities for our residents.

Whilst we support the overall direction of the proposed reforms, we would also stress that the primary aim of the system of social security has been to provide a “safety net” of support for extremely vulnerable people. It is essential that Government ensure that any proposed changes are introduced in a way that does not adversely affect the quality of life for the poorest and weakest in our society.

The consultation paper gives us sufficient detail to consider the strategic reform of the welfare system. However, we await further information on the detail of the reforms, to enable us to make a fuller analysis of the potential impact on the people of Manchester.

In summary, we have agreed a strategic narrative with Government, which recognises the need to work together to reduce dependency. The proposed operational arrangements outlined in this consultation undermine this strategy. Detailed responses to each question are outlined in the rest of this response. We hope that our experience can help to ensure that any changes achieve the overall aims of simplicity, efficiency and fairness.

Summary of key points:

- Welfare reform and the Work Programme must be developed in a co-ordinated and mutually supportive way, with local authorities seen as key partners in tackling worklessness and poverty
- We advocate a Place Based Budgeting approach, with welfare reform strongly linked to the wider public sector reform agenda at local level, and with Work Programme providers working alongside other local partners to address long term worklessness
- The reforms need to ensure that the poorest, weakest and most vulnerable in our society continue to receive support
- We strongly support the relaxation of the 16 hours rule and reforms that encourage and enable people to take temporary work
- We suggest that cost-benefit analysis of the wider range of support that families who are poor and/or out of work receive is undertaken to assess the broader social and economic benefits of timely intervention
- We strongly support a move towards a single application process with entitlement to benefits and criteria set out in plain English
- The emphasis of the reforms needs to be on incentivising work, with an effective balance found between incentives and sanctions
- The optimum model for delivery would be administration by a single agency, with a universal payment aligned to the tax system. We believe that local authorities are best placed to be the front office for the reformed system

1. What steps should the Government consider to reduce the cost of the welfare system and reduce welfare dependency and poverty?

Manchester has a fairly unique set of economic opportunities, alongside some of the most deprived communities in the country. As a City Council, we want to maximize long-term sustainable economic growth and ensure that our residents are best able to benefit from that growth by ensuring that they have the skills to actively participate in our economy. At its heart, this policy will address, and break, the cycle of long-term benefit dependency experienced by many of our residents, and help them play a more productive role as active citizens. But to be effective, welfare reform and the Work Programme must be developed in a mutually supportive way so that the right support is in place to address the range of barriers that people face along the pathway to employment.

Building on existing partnerships that are already geared up to deliver against the stated objectives would also strengthen the reforms. In Manchester, we would want to see local public sector partners fully integrated into the development of the Work Programme. Greater local engagement will build local knowledge into the system,

and provide opportunities for the alignment of commissioning, both of which will enhance quality and efficiency, and hence potentially reduce costs.

In addition, for these reforms to be the success that the country needs them to be, all parts of government need to work together towards jointly agreed aims. 'Work' is not solely an issue for DWP, but needs to be a genuinely cross-cutting priority across a range of government departments – Health, Education and CLG in particular - with all public services considering the role that they can play to assist the work agenda.

We agree that simplification and streamlining should reduce the overall costs of administering the welfare system. In particular, reducing the number of agencies involved in benefit administration could be expected to save a significant level of resource. Whilst we fully appreciate the context, and drive, to reduce the structural deficit, we would suggest that, in the short to medium term, any savings thus made be reinvested into the incentivisation to work proposals. We believe that positive investment now in addressing deep-rooted structural issues of low skills and aspiration will reap greater cost reductions in the longer term as benefit dependency reduces.

We would support a flexible system with better phased cut-offs from benefit into work - incentivising people to work less than 16 hours, but also making it simpler and more worthwhile to take temporary jobs. A relaxation of the complex rules around hours and earnings from permitted work, full/part time work and volunteering will be of great assistance in enabling people who are out of work maintain contact with the labour market or indeed to engage with the labour market for the first time on the pathway to work. For people with health problems, working less than 16 hours a week can be a useful step back into the labour market. Parts of the service economy in Manchester (as elsewhere) are based on seasonal jobs, for example retail in the City Centre or baggage handlers at Manchester Airport, and experience suggests that if people take and prove themselves in a temporary job, it can often lead to permanent employment. However, at present, they may need to go through the 'revolving door' more than once.

As part of the welfare reform process, we suggest that consideration be given to a cost-benefit analysis of the wider range of support that individuals and families who are poor and/or out of work often receive. The complex interdependency of passporting benefits and underlying entitlements needs to be simplified to ensure that there are clearer pathways between the NHS, local authority adult and children's services and employment support services (Job Centre Plus and Work Programme providers). Manchester is working with the Treasury to develop our approach, which sits alongside a strengthened process of integrated commissioning. Consideration needs to be given to how the investment to enable a long-term workless resident /family secure and sustain employment can be made by the right service at the right time. In addition to purely financial costs, the positive health impacts of work and associated improvements to people's overall well-being and quality of life, as well as the beneficial impact on children by breaking into the cycle of inter-generational poverty, should not be overlooked in such an analysis. There will be positive economic benefits with reduced costs elsewhere for both the public and private sectors, for example on health, social care, civil and criminal justice as a result of reduced anti-social behaviour and stronger community cohesion.

The removal of universal benefits to be replaced by more means-testing may add a further administrative burden, and therefore costs, back into the system. We would suggest that any savings made through reducing universal benefits be directed towards early intervention in the most complex families. Our evidence shows that if the right families are invested in at the right time, then longer-term costs are reduced, in both financial and human terms.

2. Which aspects of the current benefits and Tax Credits system in particular lead to the widely held view that work does not pay for benefit recipients?

The paper and examples given demonstrate that for certain groups of people the current benefits and tax credits system means that work (or additional work) does not pay. It also correctly identifies that the lengthy delay to restore benefits, if for example the job is temporary or does not work out, means that the risk is perceived by many, who often do not have sufficient financial (or mental) resilience, as too high. Currently, when people move into work all their benefits stop and there can be a three month delay in Tax Credit payments. Housing Benefit and Council Tax Benefit also need to be reclaimed, and this can mean that arrears and debts start to accrue – leading, for example, to the receipt of threatening letters from landlords and other creditors, and the inability of the individual to cope with these changes and stresses.

Some people understandably prefer the stability of benefit income to the risks of entering the workplace. This fear of transition is even more pronounced the longer people have been out of work. Lack of awareness and lack of understanding of the financial and other support available to them might deter people from work and instil in them a fear that they cannot afford to work. Previous experience through “Access to work” and “Welfare to work” projects has shown us that one bad experience with the benefits/tax credits system when getting a job puts people off trying to get into work again – and many people are in the situation of moving from one short-term job to another, making them move in and out of the benefit/tax credit system.

Manchester’s Residents Wages project aimed to undertake intensive work in some of our most deprived communities where raising levels of employment has proven difficult to achieve even in times of growth. Learning from this work suggests that for those who are furthest from the labour-market, a purely economic analysis based on marginal financial incentives is too simplistic. There are areas of the city in which entrenched, long-term, cross-generational unemployment is the normal way of life. We found many people in these areas to be happy, living in active communities, often with positions of responsibility within the community. They are not simply waiting to be rescued, and have similar aspirations to everyone else - to have a nice home, a car, holidays etc. However, they feel that these aspirations can be realised within their community through claiming DLA or other benefits, rather than through work. A move into work marks a wholesale change in people’s lives.

Communities with cross-generational benefit issues often have a strong community bond. Targeting individuals is unlikely to work given peer group pressure to accept the “we don’t work” status quo. Tackling this dependency culture requires focused, neighbourhood based intervention, attempting to take a large cohort of the community out of dependency simultaneously. We think there is merit in testing an

approach that takes a number of people in a neighbourhood out of the benefits system completely for a period and tests what works in reducing dependence.

Other key issues that need to be addressed are:-

- The Tax Credit system has a history of errors that has left many people with substantial overpayments that they have then had to repay out of an already low income. Whilst some of the problems have been resolved, this reputation for error has persisted. In addition, with the planned reductions to the earnings disregard, the problem of overpayments is likely to return. It is hoped that the new model of welfare delivery avoids retrospective calculations of entitlement and focuses on enabling citizens to report changes in real time with a speedy and accurate response from the payment agency. This will save administration costs in processing requests for revisions/ appeals and complaints.
- Loss of free school meals and access to other education benefits is a real disincentive for large families. We would suggest either widening the availability of these to low-paid families or removing them altogether; to be replaced by cash support that gradually reduces as income rises. This would both remove this disincentive, and take away the significant stigma that children feel if they are in receipt of free school meals.
- Loss of other 'passported' benefits such as free prescriptions, combined with the additional costs of going to work, often mean that entry level jobs at minimum wage currently do not 'pay' for families with more than two children. The level of income disregard needs to be higher. As the paper states, up to 95% of any additional earned income is eaten up by reductions in means-tested benefits and increased national insurance and income tax payments.

3. To what extent is the complexity of the system deterring some people from moving into work?

We agree that the system is too complex and undoubtedly deters people from moving into work. The case study identifies the transition issues. These are compounded in areas where there is poor literacy and financial numeracy (common in our most deprived communities). Dealing with the variety of different agencies that currently pay benefits can be very time-consuming and there are multiple chances for error, loss of income, overpayments and punitive clawbacks, protracted appeals and so on. Failure to report changes of circumstances to the multiplicity of different agencies can mean overpayment, and then subsequent recovery action for rent, council tax, leaving households unable to pay for fuel and basics. Transitions in and out of work need to be better supported with fast transition back to benefits under certain criteria.

In the short term, whilst the new system of assessment is being developed, the ability to share real time information between DWP (and its contractors), Local Authorities and HM Customs and Revenues is critical to removing some of the complexity. Current issues restricting data-sharing need to be urgently resolved. As the system is redesigned, we strongly support a move towards a single application process with entitlement to benefits and criteria set out in plain English.

We welcome the opportunity that simplifying the system presents to divert some of our resources currently employed on assisting people to find their way through the existing maze of benefit regulations, towards other forms of support for our residents, for example financial inclusion services.

4. To what extent is structural reform needed to deliver customer service improvements, drive down administration costs and cut the levels of error, overpayments and fraud?

Structural reform is essential for the reasons set out - the system is currently too complex and over-bureaucratic, both for those administering and receiving benefit. The tax credits system in particular is very complex, with the retrospective calculation of income leading to high level of overpayments and family distress. The optimal position would be a single assessment for state support, alongside a single payment agency dealing with both tax and benefits. The varying criteria need to be reviewed and aligned, and interfaces with the customer streamlined through better information sharing protocols. Periods of transition in and out of work need particular attention to ensure that work is incentivised, but that benefits can be quickly put back in place where needed.

Work programmes need to be more effectively targeted to customers' needs, motivation and behaviour rather than being generalised based on benefit received. Structural reform will also need therefore to include the establishment of strong interfaces between Work Programme providers and skills and learning services, health (in particular mental health services), and with housing and children's services to ensure the most effective support is given on the pathway to work, and to maximize in work progression and retention rates. In this context, we also support the revision of criteria around permitted work and volunteering to enable people to take first steps into work.

Any reform must ensure protection for the most vulnerable, including those with conditions that mean they will never be able to work. This will again require better liaison with health and social care services to share information and to ensure that payments related to disability are fully utilized to support care needs rather than to enhance lifestyle choices using benefit income, as was found in the Resident Wages Project.

From a cost benefit perspective, a simplified system will reduce lengthy and costly appeals and reviews, will save on the legal aid budget and on spending for Citizens Advice Bureaux and law centres. As a local authority, a simplified system would also reduce the pressing need that we currently have for benefits advice services.

Whilst one of the drivers of the proposed system is to design out fraud and error, fraudsters will inevitably seek to take advantage of the system. It is therefore important that those charged with protecting the public purse are engaged with local communities, so they can make use of local intelligence and identify new frauds. Recently we have had an example where this local intelligence has led to national changes in criteria, where community cohesion issues identified a group of individuals whose income stream raised questions around the validity of claims to

both local and national welfare provision. The subsequent enquiries involving various departments within the local authority and number of partner organisations have resulted in changes in national guidance, securing access and significant savings to the public purse.

Central government investigation services inevitably focus on central targets and given this, do not respond to local issues that can have wider impacts on the local economy. For example, Manchester City Council has gathered intelligence that those selling the Big Issue are not declaring the income that would impact on entitlement to national benefit. The income will not impact on locally determined Housing Benefit. Despite numerous requests and offers to work with JCP to investigate these issues they have to date not taken any steps to investigate.

5. Has the Government identified the right set of principles to use to guide reform?

We support the overall principles as set out. As stated in Question 1 above, we are strongly committed at both City Council and Greater Manchester level to combating worklessness and to ensuring the economic growth that will bring jobs and prosperity to our communities. As part of this approach, reducing the loss of enterprising people from the city is a key objective of Manchester's Community Strategy, as is the need to tackle poverty of aspiration that is a legacy of industrial decline. We therefore support this reform agenda alongside the commitment to localism of the government.

In Greater Manchester, we are actively progressing plans for Place Based Budgeting, designed to pool a number of individual funding streams, with investment targeted on those places and services that will make the greatest impact. This will be supported by integrated commissioning at a neighbourhood level to enable a focus on those individuals and families that need an intensive, integrated approach. The Place Based Budgeting process would be substantially strengthened by the inclusion of DWP as a full contributory partner, and we believe that this should also be a key principle of the reforms.

Effective support is needed for people in work to ensure they can sustain it, and stronger linkages between reforms to the welfare system and the health, housing, education and adult social care services to ensure that their objectives are aligned. Our Supporting People support services are a good example of the type of enhanced personal services that enable people to participate. These were originally designed to enable vulnerable people to sustain their tenancies, but we have extended their range to deliver capacity building services for residents who are furthest away from the workplace, with 15,000 people having received services through this route. They have also proved to be good value for money, delivering up on average £2.44 in cross sector savings for every £1 spent.

Work with employers is also critical to ensure that support and programmes are targeted at maximising people's opportunities to get and maintain a job. Ensuring that the benefits and tax system is affordable in the long-term raises interesting questions about the investment that might be needed up front and the timescale for

recouping it particularly for those furthest from the labour market or those with chaotic lifestyles.

Alongside these, the principles need to include the role of social security in supporting vulnerable people. As stated above, the primary aim of the system of social security has been to provide a “safety net” of support, and we agree that it is essential that Government ensure that any proposed changes are introduced in a way that does not adversely affect the quality of life for the poorest and weakest in our society.

In addition, another principle that needs to be better addressed in the proposed reforms is the role of employers in increasing earnings by providing opportunities for employees to develop and progress in work. In this context, the paper does not address the issue that the welfare state is effectively subsidising low-paid employment. As outlined above, more than 50% of children living in poverty live in working households. To address this, Manchester City Council introduced the Manchester Minimum Wage for its employees some years ago, which runs at £1.01 above the National Minimum Wage. The government policy response to low-pay is a complementary measure that needs to be considered in the context of tackling poverty.

The problems of work incentives for some groups being poor and the system being too complex are well articulated within the paper. However, the discussion is currently spatially blind. The concentration of worklessness and associated poverty in some localities, such as some of Manchester's most deprived communities, does suggest that actions that target specific neighbourhoods, and help sustain and make them more resilient, should be an important consideration. Otherwise, as people become economically active they move out of the most deprived communities, to be replaced by even more deprived residents, which perpetuates a cycle of poverty and exclusion in particular neighbourhoods.

6. Would an approach along the lines of the models set out in chapter 3 improve work incentives and hence help the Government to reduce costs and tackle welfare dependency and poverty? Which elements would be most successful? What other approaches should the Government consider?

A universal credit and single taper approach that incentivises people to take up work and has a more generous disregard, or more gradual taper off benefits, would be a positive move forward. A clearer, simplified claim system that ensures people are able to get accurate and straightforward advice about the financial implications of moving into work would be welcome. The detail of which system and how it will work will be important to understand how it can support vulnerable people into work, particularly where the journey from being workless into sustainable work may be a long one.

In addition to the proposed approach, the reforms need to more fully address the demand side of employment, with effective employer engagement needed to ensure that the supply side is delivering work programmes that give people the attributes and skills that employers need. A constructive dialogue is also needed with employers to tackle some of the key barriers that affect people's ability to gain, and

keep, work. Issues such as basic skills (including ESOL), flexible working for those with caring responsibilities, and changing employer perceptions about people who have been out of work for a long time, are ex-offenders or who have mental health problems will need to be addressed.

The availability and cost of childcare is another major issue. For parents of young children, it is difficult to keep childcare places open if they are in insecure work or are made redundant. If a nursery place is lost, this is disruptive to the child at a critical stage in their development, and undermines the parent's ability to actively seek and retain other employment. We would therefore suggest that consideration be given to continuing support for childcare costs following redundancy to enable parents to retain their place and actively search for jobs (which they will not be able to do if they are looking after a pre-school child on a full-time basis).

Other financial issues can also affect people's ability to attain and stay in work, and reinforce benefit dependency. The Centre for Responsible Credit, in a report commissioned by Manchester City Council, "Out of Work and Out of Money" has urged government to help address the barriers to employment posed by money and debt problems. For people with significant debt, creditors often want to renegotiate payment schedules when people gain employment, expecting larger contributions to debts or arrears, which are unaffordable. Also employers who used credit scoring as part of their recruitment process further limit job opportunities for those in debt. We support the report's recommendations, including:

- Rapid access to bank accounts for people returning to work
- Improving in-work support, ensuring that information about debt and money guidance is made available in workplaces
- Improving the administration of unemployment insurance policies to reduce the need for applicants to respond to multiple requests for the same information
- Introducing a screening process for debt problems within Jobcentre Plus and facilitating rapid referrals to debt advice agencies. This approach is being trialled as part of the SCR Ardwick pilot.
- Improving enforcement of rules designed to prevent the harassment of unemployed debtors
- Ensuring that insolvency procedures do not create disincentives to work
- Those in new jobs to have a "breathing space agreement" before restarting payments to creditors

The current system of welfare support offers no incentives to plan financially for the future as savings above a very small amount are penalized, leading to poverty in older age and a lack of financial planning at all stages in the life cycle. This promotes welfare dependency and an expectation of cradle to grave provision that is clearly unaffordable going forward. A system which incentivises and rewards financial planning would be a welcome development, and would help to combat the perception

of inequity in the financial support available in times of unemployment or disability for example between homeowners and people in social rented accommodation.

The current treatment of assets such as savings, investments, personal or occupational pensions in the calculation of benefit levels, can also lead to a lack of incentive to provide for oneself and fosters poor economic resilience against changes in circumstances such as redundancy or retirement. A higher disregard level for these may help to foster a longer term perspective on financial planning for families. Family financial health checks by the new National Financial Advice service will be useful here.

We would also suggest that the Social Fund – if it is to remain – requires major reform. The criteria need to be revised and refocused to better reflect current needs. Also, we suggest that Social Fund loans could be made conditional on the applicant joining a credit union.

Underlying these approaches is the need to tackle the poverty of aspiration that locks families into inter-generational deprivation and worklessness. Initiatives that we have underway include focused work with families of 0-5s in our most deprived areas, improving educational attainment through our Academies programme and our successful Future Jobs Fund scheme, all of which are aimed at breaking a cycle of low aspiration.

7. Do you think we should increase the obligations on benefit claimants who can work to take the steps necessary to seek and enter work? and;
8. Do you think that we should have a system of conditionality which aims to maximise the amount of work a person does, consistent with their personal circumstances?

We support reforms that create a stronger balance between the rights and responsibilities of benefits claimants. This will include increasing the obligation for benefit claimants who can work to move towards work, provided that the obligations are balanced with an effective Work Programme that meets their individual need and supports the journey back to employment. For those at some distance from the labour market we need to be clear what the measures for engagement are. This also needs to tie back into the Work Programme and how the prime contractors are incentivised or otherwise to move people furthest from the labour market into work. Effective pre-employment training, skills development and support are key.

Again, there is a need to tie these reforms into a more pro-active and supportive approach from other public sector agencies. For example, the role of GPs and the Health Service is critical in dealing with people who have low-level mental health problems, who could move towards work with the appropriate support. In re-incentivising the move from part-time to full-time work, we need to be clear that there is for example, access to good quality and affordable childcare for parents and that the system can take account of individual needs and circumstances without becoming overly complicated. Motivation and behaviour change are key aspects of breaking into the cycle of benefit dependency, and deliverers of the Work Programme and supporting programmes will need to adequately address these issues.

As stated above, we believe the emphasis should not be solely punitive, but should focus on providing a range of incentives to move towards or into work. The report is not clear what the possible sanctions might be or at what point they would become effective.

The current climate of fewer job opportunities and expected increases in unemployment will make it more difficult for people to find work, particularly the longer term unemployed who face increased competition from more recently unemployed people. It is therefore essential that conditionality relates to actively looking for work rather than actually gaining work. In this context, the Budget proposal of cutting 10% of Housing Benefit for people who have been on Jobseeker's allowance for 12 months will further impoverish already poor people, particularly when they may have only just moved onto Work Programme support.

9. If you agree that there should be greater localism what local flexibility would be required to deliver this?

In line with the Government's commitment to localism, to be fully effective, a reformed benefits system needs to be responsive to the local economic context and utilize local knowledge, for example of labour and housing markets, skills levels and relationships with key local employers. Local authorities, with their in-depth understanding of their populations and neighbourhoods must be seen as key partners in the process of combating worklessness and poverty.

Our experience of delivering the Working Neighbourhoods Fund in Manchester, and in particular the Residents Wages pilots that operated in two highly deprived neighbourhoods of the city, suggests that there are very cost effective solutions to meet the needs of particular communities. This knowledge of local areas and of what works for our communities could make a substantial difference to the effectiveness of the Work Programme. We would strongly advocate therefore that local authorities need a strong role in influencing the content and priorities of the Work Programme to best reflect local conditions, and to ensure better alignment and co-ordination with other local services and projects. In addition, Work Programme providers need to be incentivised to work alongside other local providers and employers, with local accountability for delivery of locally agreed outcomes.

10. The Government is committed to delivering more affordable homes. How could reform best be implemented to ensure providers can continue to deliver the new homes we need and maintain the existing affordable homes?

To respond effectively to this question, the City Council has consulted Manchester's Strategic Housing Partnership (MSHP), which comprises 55 Registered Social Landlords and the Local Authority. MSHP endorses the view of the City Council and fully supports the objectives of the reform, in particular the overall objective of a simpler, fairer system that rewards work and personal responsibility, while protecting those in greatest need.

MSHP is of the view that, combined with local delivery models for work programmes, and a willingness to innovate in and, where necessary challenge, existing affordable housing models, welfare reform could support the delivery of more affordable homes.

It is recognized however, that the proposed changes will present some challenges for the sector.

Many of the challenges identified below will be similar to those that will be raised by all landlords, across tenure, and in most Local Authority areas. These include concerns about the speed of implementation of the reforms, and the fact that this may not allow time to plan for change with existing residents or for the sector as a whole to innovate to ensure those in greatest need are protected. There are concerns that the need to provide administrative reform in advance of changes on the ground will not be fully acknowledged. This in itself will reduce the housing sector's ability to redirect current financial inclusion and housing advice services to supporting the back to work programme, as they would instead be wholly absorbed in managing unprecedented levels of debt resolution and homelessness within the existing complex benefits system.

Other concerns relate to the potential loss of safeguards, currently in place, to protect vulnerable residents by allowing for direct payments of rent to the housing provider, and the disproportionate harm that this may cause both for existing vulnerable residents and potentially for new applicants whom landlords may decide present too high a risk to house. The announced 10% reductions in housing benefit for job seekers after a 12 month period, may also lead to increasing arrears and evictions. Given that there is no incentive for a household in this position to find a cheaper home, we anticipate this will be a particular problem in the private rented sector, and may result in a cycle of rising housing arrears, eviction and multiple homelessness presentations, disrupting communities and reducing the ability of these households to engage in meaningful employment, education or training.

There is significant potential for this reform to increase "churn" overall in the housing market. In some instances this would be positive and we would want to support this, for example by providing more flexible forms of tenure and equity products that allow for mobility between housing sectors and areas. However, unless the reform is implemented with some local sensitivity to stock and work availability, there is also the potential for increases in turnover to increase housing management costs related to arrears, voids, and homelessness. These rising costs could only be met by either diverting resources away from non-core neighbourhood activity such as "neighbourhood wardens", or as is more likely, by increases in rent levels. This would directly undermine our ability to provide more affordable housing.

Some of the challenges we have identified may be more regionally specific. Manchester's Community Strategy and Housing Strategy are geared primarily to providing balanced sustainable communities that support economic growth and the potential for residents to connect to this growth. Manchester's current housing stock is out of kilter with the need and demand for homes in the City. We have over 16,000 households on our joint social housing waiting list, despite social housing provision at twice the national average (34% compared to 17.4%). Only 48% of our housing stock is in owner occupation, and our small private rented sector is geared primarily to the high income, student/graduate markets. This means that welfare reform may have a disproportionate impact on our communities, and that this will be compounded by the lack of choice in our housing market.

We are concerned for example that the lack of available housing alternatives for under-occupiers may lead to tenants being “trapped” in larger homes, facing a stark choice between rising rent arrears or homelessness. In these circumstances the related cost of a rise in homelessness would far outweigh any savings in welfare benefits. Whilst we would support the principle of freeing up affordable family homes, and are keen to work on incentives to do this, we do not feel that this initiative will achieve this objective, particularly as it excludes older households where the vast majority of under-occupation occurs.

We are concerned that changes in LHA rates will result in further residualisation and marginalisation of low income families in those areas of the City where the rental values are lowest and the housing market is most vulnerable. This has the potential to undermine regeneration initiatives designed to bring about healthy balanced housing markets. These initiatives are, in most cases, jointly funded by private investors, the HCA and attract significant public subsidy in other forms, and we would be keen to ensure that welfare reform supports rather than hinders this activity.

MSHP are, despite these challenges, supportive of the principles of welfare reform and keen to work with government and the Local Authority to achieve the objectives as laid out. We would strongly support any move towards localised delivery of work programmes, as this will provide opportunities to identify and resolve local issues and barriers to reform on the ground.

We have many examples of Manchester’s Housing Providers working in partnership at a Local Authority and Greater Manchester level on work related initiatives and we would welcome the opportunity to build on this further. For example Manchester’s Strategic Housing Partnership has a specific Economy workstream focused on delivering innovative housing and employment linked initiatives. These initiatives have included engagement in the Future Jobs Fund and the proposed Local Enterprise Partnership. We have also been innovative in linking housing with incentives for applicants and residents to engage in employment, skills and training. For example, Manchester’s new allocations scheme prioritises households who are working and engaged in meaningful activity in their community, and “Step Up”, a national Housing Opportunities Trailblazer, links housing prospects advice with education, employment and skills advice and signposting.

We can see significant opportunities for the housing sector to promote welfare reform at a local level, using social landlords as an “honest broker” to engage residents through existing tenant involvement structures, in the wider welfare debate and to involve them in the effective implementation of reform at a local level. Examples of local initiatives that could support reform include registered social landlords designing and providing local opportunities for community volunteering and capacity building initiatives right through to work placements for job seekers. We can also see benefits in reconfiguring and redirecting financial inclusion services towards “better of in work” advice and signposting. And working with, and supporting residents to access and use, credit unions to “insure” against arrears arising from unemployment.

We are keen to respond to the need to support mobility within the sector and at the same time make better use of stock and feel it crucial to the delivery of new and affordable housing that Welfare Reform is delivered in partnership with the housing

sector, and in particular social housing landlords. Threats to the rental income of social landlords particularly in the Northwest, where landlords have a significant proportion of benefit dependent residents, will directly impact on the attractiveness of landlords to lenders and is likely to lead to their Boards taking a more cautious approach to development.

To counteract this, changes to the welfare system of the magnitude proposed must be considered alongside the need to review the current model of social housing. This must include HRA reform, consideration of rent deregulation for social housing, encouragement of Registered Social Landlords to provide homes for intermediate market rent and consideration of how the sector could better use its assets to lever in private investment leading to the building of more homes. Consideration might also be given to using 10% of any savings achieved to reinvest in new affordable housing, this would be a clear demonstration at a local level of the benefits to the community of Welfare Reform.

The introduction of the Local Housing Allowance has been positive for private sector housing in Manchester. Demand for affordable housing is rising fast in the North West and we are keen to support the growth of an affordable and quality private rented sector. In the context of the planned changes, concerns have been raised about the viability of the buy to let market if income no longer covers mortgage levels. In addition, if payments are in future made direct to claimants, we would anticipate possible increases in rent arrears. This will negatively affect small investors and is likely to increase demand for resources from Manchester City Council advice staff, and potentially increase homelessness presentations. Reduced LHA levels may cause people to move to areas where rent is cheapest, compounding issues of poverty being locked into certain areas of the city. We also have concerns that in the absence of effective regulation of the private rented sector the impact of rising arrears and reducing rental incomes will impact on the quality of the housing provided in this sector, potentially resulting in low income families living in unfit conditions for longer.

Finally the MSHP, have concerns about the proposed reforms and announced changes related to mortgage support. We feel that this would have a limited impact on the overall budget, or on the stated objectives, but may have a significant impact on lower income owner-occupiers and in particular aspiring owner-occupiers. Placing them further away from owner-occupation and significantly increasing the risks associated with shared ownership and equity sharing options.

11. What would be the best way to organise delivery of a reformed system to achieve improvements in outcomes, customer service and efficiency?

The optimum delivery model would be administration by a single agency with a universal payment aligned to the tax system, supported by a secure online platform to enable real time reporting and processing of changes to circumstances. This would however involve a complete overhaul of the tax system in addition to the social security system.

We believe that the front office for any reformed system should be local authorities, as we have the most comprehensive and effective network for customer contact.

Whatever the shape or infrastructure of a revised system, local authorities are best placed to provide customers with local access and the support they might need.

Any system will have to take into account local and regional housing factors. As a minimum therefore the housing cost element of any revised system should be controlled or set and by local authorities. A centralised system with nationally set rates for a universal benefit is unlikely to meet the needs of different areas. Consideration should be given to regional or city region systems, administered by local government, where housing requirements and other elements of a universal credit could be factored to best meet local (regional/sub regional) needs and priorities.

12. Is there anything else you would like to tell us about the proposals in this document?

There is a need for coordinated and clear messages for existing and potential residents well in advance of any changes. This will enable residents to plan for the changes and support to be provided to protect the most vulnerable. The engagement of the third sector in implementing and communicating these changes will be essential and we ask that consideration is given to providing transitional funding to allow this to be managed effectively.

**Resources and Governance Overview and Scrutiny Committee
Work Programme 2010/11 – October 2010**

21 October 2010 – report deadline Monday 11 October 2010 (Committee Room 11)				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Insurance and Claims Handling	The report will cover how roles and responsibilities for insurance are discharged, how the Council's obtains insurance cover, what it insures, what it self-insures and developments to these arrangements. It will also cover potential for collaboration on an AGMA level and the Council's claims handling processes – both for claiming on its insurance and defending claims against the Council.	Councillor Priest	Richard Paver Tom Powell Susan Orrell Liz Treacy George Pinder	
District Heating	To comment on the report to the Executive proposing voluntary termination of a contract for heating.	Councillor Priest Councillor Andrews	Martin Oldfield	Invitation to Councillor Flanagan
Business Plans - selection	To select a number of business plan self-assessments to look at in the next meeting.	Councillor Priest	Richard Paver Carol Culley James Hand	

Information and Overview Report	<p>Council's response to the consultation paper '21st Century Welfare'.</p> <p>Information about where in the city customers were visiting the customer service centre.</p> <p>Information about the impact on Manchester families of changes to working family tax credits.</p>	Councillor Priest	<p>Julie Price Jacqui O'Neill</p> <p>Elaine Bowker Dawn Royle Dave Carty</p> <p>Neela Mody Barbara Guest</p>	
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18 November 2010 – report deadline Monday 8 November 2010

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Pensions	To include details of the main pension schemes, why and how the local government scheme is different. To include the different roles of Manchester and Tameside. To look at the Government's public sector pensions review and what effect it might have in Manchester and other potential future changes.	Councillor Priest	Richard Paver Peter Morris Director Of Pensions (Tameside)	Invitation to Councillor Smith (as representative on Pension Fund Panel)
Business Plans - review	To look at the business plan self-assessments selected at the last meeting.	Various	Richard Paver Carol Culley James Hand Other service leads	

Budget - Highway's Services	To look at the Highway's Services budget, its funding sources and what they can be used for.	Councillor Andrews	Vicky Rosin Pele Bhamber	
Neighbourhood Funding Strategy	Update on the status of NFS proposals	Councillor Priest	Maria Boylan	
Information and Overview Report	Information about the number of participants in the consultation on the St Peter's Square design competition	Councillor Priest	Elaine Bowker Dawn Royle Dave Carty	

16 December 2010 – report deadline Monday 6 December 2010

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Half Yearly Performance Report	To look at performance indicators for the period April – September 2010	Councillor J Battle	Sarah Henry Jane Abdulla Andy Blore	To be sent out early: Deadline TBC
City Region – Review of AGMA Funding	To look at the review of AGMA funding to support the strategic priorities in the Greater Manchester Strategy. To look at how this will affect the business planning of the AGMA authorities.	Councillor Leese	Steve Mycio Geoff Little Carol Culley Sarah Henry Jane Abdulla	

CASH Grants	To look at the CASH Grants programme and how community engagement is encouraged. To include: - grants awarded over last 3 years broken down by ward and organisation - details of which wards have used community engagement events in administering CASH grants – such as U Decide. - How the process of administering CASH grants relates to the Council’s community engagement and transformation approaches.	Councillor Priest	Maria Boylan	
New Traffic Signals Maintenance contracts	To look and comment on the process used to tender for new Traffic Signals Maintenance Contracts covering installation, maintenance of variable message signs, red-light violation cameras, speed cameras and access controls.	Councillor Priest Councillor N Murphy	John Rice Ian Brown David Lea	December 2010. Decision due to be taken around February 2011.
Business Plans	To select a list of business plans to look at at the next meeting.	Various	Carol Culley James Hand and business planning leads	
Information and Overview Report				

13 January 2011 – report deadline Monday 3 January 2011
Venue: Manchester Central Conference Centre

Item	Purpose	Lead Executive Member	Lead Officer	Comments
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Manchester Central Convention Centre - Business Model	To look at the business model for Manchester Central and how their operation has developed. To include financial information on the return from Manchester Central to the council and to the city's economy.	Councillor Priest	Richard Paver Lesley Tomlinson, Manchester Central	
Business Planning	To look at the business plans selected for scrutiny by this committee at its last meeting. To include high level overviews with key messages and context in which to read the rest of the plan.	Various	Carol Culley and business planning leads	
Business Planning – Business Continuity	To look at how Council service areas are planning for business continuity and how the plans have changed since last year, the report should include case studies.	Councillor Priest	Carol Culley James Hand Fiona Worrall Tom Croall	
Business Planning – Neighbourhood Funding Strategy	To look at how Council service's budgets have changed since the introduction of the NFS, the report should include case studies.	Councillor Priest	Carol Culley James Hand Maria Boylan	
Information and Overview Report	Changes to the Review of Community Facilities following circulation to ward councillors for comment.		Lydia Morrison	

10 February 2011 – report deadline Monday 31 January 2011

Item	Purpose	Lead Executive Member	Lead Officer	Comments
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Council Strategy Framework – Information Gathering	To receive an overview of the principal Council Strategies and which sections of the Council and Manchester Partnership lead on their design and implementation.	Councillor Leese	Jane Abdulla Jacqui O’Neil	To be delivered as a briefing session
Council Strategy Framework	To look at how the Council’s strategies collectively support the delivery of the Community Strategy.	Councillor Leese	Jane Abdulla Jacqui O’Neil	
Corporate Property – Performance in Jacobs’ contract.	To look at performance in the contract with Jacob’s.	Councillor Priest	Helen M Jones Lydia Morrison	
Information and Overview Report				

28 February 2011 – report deadline Thursday 17 February 2011

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Budget	To receive and comment on the Executive’s budget proposals and the proposed opposition budget amendment.	Councillor Priest	Richard Paver	

10 March 2011 – report deadline Monday 28 February 2011

Item	Purpose	Lead Executive Member	Lead Officer	Comments
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Bailiffs	The Committee has requested an update on the three issues raised by Mr Wolfe in the March 2010 meeting and if and how these issues can be addressed.	Councillor Priest	Richard Paver Julie Price Rachel Christie	
Key Decisions	To cover the key decisions the Chair may be asked to exempt from call in over the election period.	Councillor Priest	Richard Paver Ian Brown	
Information and Overview Report				

Items To Be Scheduled				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Analyse and Improve Manchester (AIM): Benchmarking	To look at how the Directorate of Transformation prioritises areas to transform, and how benchmarking is used in the transformation process and in designing improvements.	Councillor Priest	Elaine Bowker Nicola Bamford Nicky Parker	Requested in May 2010
National Performance Framework	An update on what is proposed to replace the CAA when this becomes clear.	Councillor Leese	Jane Abdulla	Requested in May 2010

Manchester Partnership Innovation Fund – Project Evaluations	<p>To receive an evaluation of the different projects funded by the Manchester Partnership Innovation Fund once they have been completed.</p> <p>To include information regarding the location of the residents involved in the Residents Wages Project, the savings achieved and how the lessons learnt were being embedded in to the City Region “Better Life Chances” pilots in Cheetham & Broughton and Ardwick.</p>	Councillor Priest	Julie Connor Mark Rainey Jane Abdulla Mark Duncan	Requested June 2010.
Town Hall Transformation Programme - Update	<p>Programme update</p> <p>To include details of how council services will be accessed remotely more easily and how the energy inefficiency of the Town Hall Extension can be addressed.</p>	Councillor Priest	Elaine Bowker Dawn Royle	Requested September 2010
Proposal to veto excessive Council Tax increases	To look at the Department for Communities and Local Government’s proposal to require local authorities to hold a referendum if they set council tax levels above a certain limit. The referendum would be to veto the increase.	Councillor Priest	Richard Paver	Date to be determined
Financial Settlement with Government	To brief the Committee on the financial settlement with the government so that the Committee is aware of the reductions in funding prior to carrying out its scrutiny of the budget.	Councillor Priest	Richard Paver Carol Culley Jacquie O’Neill	Settlement expected late November
Section 106 Annual Monitoring Report	Annual report on Section 106 activity, including significant agreements in each ward and changes in the total value of agreements over the past 5 years.	Councillor N Murphy	Peter Babb	Due July 2011. See Minutes July 2009 – RG/10/49

Corporate Property – Annual Report	Annual report on Corporate Property activity – including the Asset Management Plan, property review and performance in the contract with Jacobs.	Councillor Priest	Helen Jones Lydia Morrison	Due July 2011. See Minutes July 2009 – RG/10/50
Publication of Council Expenditure	To look at details of how the Council will implement the national requirement to make details of expenditure above £500 available to members of the public. To look at how the information will be made accessible to the public.	Councillor Priest	Richard Paver Carol Culley Susan Orrell Lynn Evans	