



## **Resources and Governance Scrutiny Committee**

Date: Tuesday, 9 February 2021

Time: 10.00 am

Venue: Virtual meeting - Webcast at <https://vimeo.com/507077471>

This is a **Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published

### **Advice to the Public**

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

Under the provisions of these regulations the location where a meeting is held can include reference to more than one place including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

To attend this meeting it can be watched live as a webcast. The recording of the webcast will also be available for viewing after the meeting has concluded.

## **Membership of the Resources and Governance Scrutiny Committee**

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**Councillors** - Russell (Chair), Ahmed Ali, Andrews, Clay, Davies, Lanchbury, B Priest, Rowles, A Simcock, Stanton, Wheeler and Wright

## Supplementary Agenda

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6. **Corporate Core Budget 2021/22 - final proposals** 3 - 28  
Report of the Deputy Chief Executive and City Treasurer and City Solicitor attached

This report provides an updated Corporate Core 2021/22 budget and sets out the 2021/22 savings proposals which reflect any feedback from both the November and January Scrutiny committees. The report contains relevant content from the Councils overarching Business Plan report.

8. **ICT update** 29 - 44  
Report of the Director of ICT attached

This report provides the Committee with updates in relation to the progress in developing the Council's IT Strategy, its Datacentre Programme, an update on the Liquidlogic Programme (Social Care System) and the Microsoft O365 Programme.

## Further Information

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For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Wednesday, 1 February 2021** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

## Manchester City Council Report for Resolution

**Report to:** Resources and Governance Scrutiny Committee – 9 February 2021  
Executive – 17 February 2021

**Subject:** Corporate Core Budget Report 2021/22

**Report of:** Deputy Chief Executive and City Treasurer and City Solicitor.

### Summary

As a result of the COVID-19 Pandemic there has been additional demand for services and reductions to Council's income (as set out in the global monitoring report to Executive 17 Feb 2021). This left the Council facing a significant budget gap for 2021/22 onwards. Funding announcements in the government's spending review on 25 November and provisional local government finance settlement on 17 December mean the Council will not be facing the worst-case scenario for 2021/22, (which was a shortfall of around £100m). The government settlement assumes eligible Councils will increase Council Tax by 3%, for the Adult Social Care precept. After accounting for additional Adult Social care funding through both additional precepts and grant the revised savings proposals from all Directorates total £41m.

This report provides an updated Corporate Core 2021/22 budget and sets out the 2021/22 savings proposals which reflect any feedback from both the November and January Scrutiny committees. The report contains relevant content from the Councils overarching Business Plan report.

In order to aid Members any changes since the January scrutiny reports have been highlighted.

### Recommendations

The Committee and the Executive are each invited to review and comment on the directorate budget report.

**Wards Affected:** All

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Providing the leadership and focus for the sustainable growth and transformation of the City's neighbourhoods and highways
A highly skilled city: world class	Ensuring residents are connected to education

and home-grown talent sustaining the city's economic success	and employment opportunities across the City.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Creating places where residents actively demonstrate the principles of Our Manchester through participation and take responsibility for themselves and their community whilst encouraging others to do the same, supported by strong and active community groups.
A liveable and low carbon city: a destination of choice to live, visit, work	Creating places where people want to live with good quality housing of different tenures and effective use of the highways network; clean, green, safe, healthy and inclusive neighbourhoods; a good social, economic, cultural offer and environmental infrastructure.
A connected city: world class infrastructure and connectivity to drive growth	Ensuring residents, neighbourhoods, businesses and goods connect to local, national and international markets. Through working with partners both internally and externally maximise the impact of the provision of new and enhanced physical and digital infrastructure.

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

- Equal Opportunities
- Risk Management
- Legal Considerations

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## **Financial Consequences Revenue**

The proposals set out in this report will be considered as part of the City Council preparation of the 2021/22 budget which will be submitted to the Executive on 17 February 2021.

## **Financial Consequences – Capital**

There is already an approved capital investment programme for the Directorate, and some capital investment is required to assist in delivering some of the currently identified proposals included within this report.

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**Background documents (available for public inspection):**

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

Corporate Core Budget 2020/21 - Executive 12 February 2020  
Corporate Core 2021/22 Budget Options – Executive 11 November 2020  
Corporate Core 2021/22 Budget Proposals – Executive 20 January 2021

## 1 Introduction

1.1 This report should be read in conjunction with the covering City Council budget report and sets out the budget reductions proposed to support the work required to deliver a balanced budget in 2021/22.

1.2 Following on from previous Scrutiny Committees, all Directorates have continued to develop and work through the budget proposals, and this work has taken into consideration the feedback from the two previous scrutiny committee meetings. Original Directorate savings proposals totalled c.£50m, but after accounting for additional Adult Social care funding through both additional precepts and grants the revised savings proposals from all Directorates total around c.£41m. Wherever possible consideration has been given to protecting front line services in order to protect the capacity to support the recovery planning. Inevitably this means a larger proportion of savings falling on the Corporate Core which will have a significant impact on Core capacity at the time the Council most needs it.

1.3 Currently the Core has identified proposed budget reductions of £6.281m, and this requires a reduction of c.115.1ftes. As part of advance preparation for the proposed budget reductions and the need to reduce staff numbers, services have not been recruiting unless the post is essential and there are currently c.54 vacancies earmarked as contributing towards the overall reduction.

1.4 The report also includes those areas of service which are within the remit of Resources and Governance Scrutiny Committee but not within the Corporate Core, namely operational property, facilities management, the investment estate from Growth and Development, business units and Commercial operations from Neighbourhoods Directorate. Details of the proposals within these areas are set out in section 5 of this report.

1.5 As part of identifying the proposed budget reductions consideration has been given to minimising the impact on both other Council services and residents, although this has not always been possible. The feedback from the earlier Scrutiny meetings and Executive has been taken into account in developing the proposed budget.

## 2 Strategic Context

2.1 The priorities for the Council for 2021/22 and beyond are framed in the Our Manchester Strategy which was recently reset with the updated Strategy forming the overarching document to the suite of budget reports.

2.2 Our Corporate Plan describes the Council's contribution over the next 2-3 years to delivering the Our Manchester Strategy 2015-2025. These priorities have been refreshed for 2021-22 to align with the reset of the Our Manchester Strategy and to further strengthen the Council and city-wide focus on the importance of Equality, Diversity and Inclusion. The plan also reflects the priorities for the Council's internal transformation that will support the delivery of future budget savings and managing pressures.

2.3 These budget proposals are aligned to our Corporate Plan to ensure the priorities will be achieved. Our Corporate Plan themes and revised priorities are set out in the table below:

Theme	Priority
<b>1. Zero carbon Manchester</b> <i>Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide</i>	<ul style="list-style-type: none"> <li>Support the citywide Climate Change Framework 2020-25 including the Council's roles in reducing citywide CO<sub>2</sub> emissions and improving air quality</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver activities to reduce the Council's own direct CO<sub>2</sub> emissions by at least 50% by 2025, as set out in the Manchester Climate Change Action Plan 2020-25</li> </ul>
<b>2. Growth that benefits everyone</b> <i>Boost the city's productivity and create a more inclusive economy that all residents participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy</i>	<ul style="list-style-type: none"> <li>Deliver the Economic Recovery Plan, supporting the delivery of key growth schemes and the protection and creation of good-quality jobs for residents, enhancing skills, and effective pathways into those jobs. Includes support to Manchester's businesses and residents affected by challenges to the international, national and local economy.</li> </ul>
	<ul style="list-style-type: none"> <li>Facilitate economic growth and recovery in different sectors of the economy, which supports the creation of a more inclusive economy.</li> </ul>
	<ul style="list-style-type: none"> <li>Support residents in order to mitigate the impact of poverty and take actions to reduce the number of people experiencing poverty, in particular given the effects of COVID-19. Including young people, older people, BAME groups and people with disabilities</li> </ul>
<b>3. Young people</b> <i>From day one, support Manchester's children to be safe, happy, healthy and successful, fulfilling their potential, and making sure they attend a school graded 'good' or better</i>	<ul style="list-style-type: none"> <li>All children to have access to a high-quality education, which is provided in an inclusive way. Children's school attendance to be achieved and sustained at or better than historic levels.</li> </ul>
	<ul style="list-style-type: none"> <li>Support more Manchester children to have the best possible start in life and be ready for school and adulthood. This includes ensuring that the voice of children and young people is heard, and that they have access to youth, play, leisure, and cultural opportunities.</li> </ul>
	<ul style="list-style-type: none"> <li>Reduce number of children needing a statutory service.</li> </ul>

<p><b>4. Healthy, cared-for people</b>  <i>Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives</i></p>	<ul style="list-style-type: none"> <li>• Take actions to improve population health outcomes and tackle health inequalities across the city.</li> <li>• Support the next phase of health and social care integration in the city, including plans to supercharge Manchester Local Care Organisation.</li> <li>• Enable delivery through the MLCO of the Adult Social Care transformation programme – ‘Better Outcomes, Better Lives’ – focused on taking a strengths-based approach, supporting independence, building on the ASC improvement programme and embedding this into the MLCO Operating Model.</li> <li>• Reduce the number of people becoming homeless and enable better housing and better outcomes for those who are homeless</li> </ul>
<p><b>5. Housing</b>  <i>Ensure delivery of the right mix of good-quality housing so that Mancunians have a good choice of quality homes</i></p>	<ul style="list-style-type: none"> <li>• Support delivery of significant new housing in the city, including through an effective recovery from COVID-19.</li> <li>• Ensure inclusive access to housing by the provision of enough safe, secure and affordable homes for those on low and average incomes. This includes strategically joining up provision, and the improved service to residents enabled by direct control of Council owned housing in the north of the city.</li> </ul>
<p><b>6. Neighbourhoods</b>  <i>Work with our city’s communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of</i></p>	<ul style="list-style-type: none"> <li>• Enable all our diverse neighbourhoods to be clean, safe and vibrant.</li> <li>• Embed neighbourhood working across the whole Council and our partners, and deliver services closer to residents.</li> </ul>
<p><b>7. Connections</b>  <i>Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks</i></p>	<ul style="list-style-type: none"> <li>• Improve public transport and highways, and make them more sustainable, whilst increasing walking and cycling.</li> <li>• Facilitate the development of the city’s digital infrastructure, to enable delivery of transformed public services and a more economically inclusive and resilient city.</li> </ul>



<b>8. Equality</b> <i>Deliver on our equality, diversity, and inclusion commitments to support Manchester's vision to be a progressive and equitable city.</i>	<ul style="list-style-type: none"> <li>• Work together with Manchester's citizens and our partners to understand our diverse communities, improve life chances, and celebrate diversity.</li> </ul>
	<ul style="list-style-type: none"> <li>• As an employer, ensure a fair and inclusive working environment which recognises, values and responds to the dynamics and opportunities of a diverse workforce.</li> </ul>
<b>9. Well-managed council</b> <i>Support our people to be the best and make the most of our resources</i>	<ul style="list-style-type: none"> <li>• Development of the future shape of the Council, along with budget reductions and savings.</li> </ul>
	<ul style="list-style-type: none"> <li>• Effectively manage our resources, via budget management and planning, support to managers and performance management.</li> </ul>
	<ul style="list-style-type: none"> <li>• Carry out the work required to transform our Corporate Core.</li> </ul>

2.4 The Corporate Core will have an important role to play in supporting the Council in some of the major changes that will need to be delivered next year. The next section of this report sets out the role of the Core and the priorities for next year.

### 3 Corporate Core Directorate Background and Context

3.1 The Corporate Core plays a key role in supporting the delivery of the Our Manchester Strategy and the nine Corporate Plan priorities providing specific support to other parts of the Council. This includes supporting relationships with a wider range of key partners across Manchester, Greater Manchester, nationally and internationally.

3.2 The Corporate Core will have an important role to play in supporting the Council in some of the major changes that will need to be delivered next year. These include:

- Support the delivery of place-based working and reform, including through Bringing Services Together for People in Places.
- Integration of Health and Social Care through partnership arrangements with the NHS
- Delivery of the Local Industrial Strategy which will deliver inclusive and green growth for the City
- Delivery of Our Transformation - the Council-wide portfolio of programmes which has been set up with a view to changing how we work as an organisation to ensure we can deliver our corporate priorities and specifically ensure that we are a 'well managed council'.

- Continuing to ensure that the 'Our Manchester' approach is the way we do things here, rather than a thing we do
- Leadership for the Council's action plan to being zero carbon by 2038 at the latest, and support arrangements with partners to meet the city's ambition to live within the science-based carbon budget and be zero carbon by 2038 at the latest.
- Delivery of the Housing Strategy and the supporting delivery of the recent decision to bring the ALMO back in house

3.3 The Core also has a lead role in delivering our Corporate Plan **'well managed council'** theme through providing effective support services such as Capital Programme Delivery, Communications, Financial Management, HROD, Legal Services, Policy Performance and Reform, and Procurement. The priorities in these areas include to:

- Complete the reset of the Our Manchester Strategy.
- Produce a balanced budget in 2021/22 reflecting Member priorities and the Our Manchester reset .
- Co-ordinate and lead Council support to the delivery of the Council's transformation programme.
- Deliver the ICT strategy, pipeline of key projects and technological enablers
- The provision of data and intelligence to services to enable them to manage performance and outcomes.
- Develop and implement a comprehensive organisational development plan that is owned by leaders in the Council.
- Champion co-production techniques and asset-based approaches to engage more effectively with residents, partners and staff.
- Adapt working environments to make efficient use of the space whilst creating an environment that supports agile working across our estate.
- Develop our existing workforce, including targeted development, so that fair representation at all levels is achieved.
- Deliver key projects including the refurbishment of Hammerstone Road, Gorton Hub, House of Sport and support to the Our Town Hall Project.
- Delivery of the Equalities Strategy and Race Review Action Plan
- Support the Council to deliver all nine corporate plan priorities
- Support the delivery of place-based working and reform through Bringing Services Together for People in Places.

3.4 The Core provides a range of important universal services to residents which include:

- Revenue and Benefits
- Customer Contact Centre
- Shared Service Centre
- Coroners
- Registrars

3.5 The priorities for 2021/22 include:

- Provide effective support and assistance to residents affected by COVID-19, including handling enquiries relating to self-isolation payments.
- Provide high quality help and advice across a range of access channels and supported services, that recognise our residents' strengths and needs. If we cannot help, we will signpost people to the correct organisation.
- Provide the most cost-effective service and this means that where they can, residents should self-serve, via our website or by using modern technology.

3.6 Finally, the Corporate Core has an important role in ensuring effective governance and assurance as well as supporting the Council's democratic role.

#### 4 Corporate Core Revenue Budget Strategy

4.1 The latest 2020/21 Corporate Core gross budget is £308m, with a net budget of £71.2m, with 1,810fte's employees. The breakdown by service area is provided in the table below:

**Table 1: 2020/21 base budget**

Service Area	2020/21 Gross Budget £'000	2020/21 Net Budget £'000	2020/21 Budgeted Posts (FTE)
Legal Services	13,056	7,129	267
Elections	1,178	1,079	12
Coroners & Registrars	3,691	2,348	53
Executive Office	987	987	13
Communications	4,834	3,371	82
CEX Corporate Items	1,561	545	-
<b>Chief Executives Sub Total</b>	<b>25,307</b>	<b>15,459</b>	<b>427</b>
Procurement & Commissioning	1,710	1,414	32
Commercial Governance	332	259	6
Revenue & Benefits	212,386	9,856	324
Financial Management	5,901	5,532	152
ICT	13,791	13,746	161
Human Resources & Organisational Development	4,318	4,091	88
Audit, Risk & Resilience	1,906	1,483	44
Shared Service Centre	1,719	1,132	92
Customer Services	4,288	4,217	175
Policy, Performance & Reform	19,529	14,883	172
Capital Programmes	621	(31)	89
Parking & Bus Lane Enforcement	16,127	(983)	48
Corporate Items	299	226	-
<b>Corporate Services Sub Total</b>	<b>282,927</b>	<b>55,825</b>	<b>1,383</b>

<b>Corporate Core Grand Total</b>	<b>308,234</b>	<b>71,284</b>	<b>1,810</b>
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- 4.2 The current 2020/21 cash limit budget is £71,284 and this is net of the £3.449m savings that were approved as part of the 2020/21 budget process.

#### Current In year forecast Position at December 20 (Period 9)

- 4.3 As at December 2020 the Directorate was forecasting a net overspend of £1.321m, this includes COVID-19 related pressures of £5.969m, offset by in year savings and other mitigations of £4.648m. The COVID-19 costs include the increased costs for ICT to support more staff to work flexibly and additional costs in the Coroners Service. In addition, there is a reduction in sales, fees and charges income of £2.4m including £0.7m reduced capital fee income due to the slowing down of capital schemes. The remainder is from reduced registrars' income and reduced fee income in legal services and communications, a reduced take up of the annual leave purchase scheme and lower court fees in revenues and benefits.
- 4.4 The pressures are partly offset by £3.8m in year underspending from a combination of staff savings through vacant posts, staff turnover and also staff not being at top of grade, along with reduced running costs across all Core services. Within the employee savings there will be some posts that have been held in advance of needing to deliver the required staff reductions as part of the savings in 2021/22.
- 4.5 The subjective budget breakdown for the Corporate Core is provided at Appendix 1.
- 4.6 As set out above this report sets out a one year budget for 2021/22, however the longer term implications have been considered and these are considered in the Council's medium term financial planning.

#### Savings Proposals

- 4.7 Heads of Service reviewed all the budgets across the Core in order to identify savings and cuts proposals for consideration by members. These have been reported to the two previous scrutiny committees and the savings have been revised to reflect feedback from those Committees. The proposals do include the work to review existing working practices in order to streamline and automate or increase the amount of self-service that can be undertaken. This includes looking at how services such as ICT, Finance, HR/OD and the Shared Service Centre can reduce the level of resources through increasing triage support to managers on the back of improved ICT applications such as the new intranet. Good progress has been made with work already undertaken to improve ICT infrastructure resilience and capability, the migration to Microsoft 365 with increased collaboration functionality and the successful launch of the new intranet in November 2020. However, the real process improvements will not be realised until the replacement of SAP and the savings included as part of the proposed budget will lead to a real reduction in the level of support that can be provided.

- 4.8 Although the proposals set out in this report are around reduced City Council resources the impact on work with health partners will also need to be considered. As will the impact on the other Directorates in the council that will see a reduction of the capacity available to them, as well as the impact their planned changes will have on the Corporate Core.
- 4.9 The proposals identified from the Core as part of the wider c£41m savings equate to **c£6.281m** with a **reduction of 115.1fte**. Further details on these proposals is set out in the paragraphs below.

Legal Services - £170k -3fte's

- 4.10 A review of business support has identified an opportunity to reduce administration and business support requirements with **initial savings of c£96k through a reduction of 3fte**.
- 4.11 Efficiency in operations through the increased use of single justice procedure for bulk prosecutions is expected to lead to further increases to external income. This alongside reductions of existing supplies and services budgets will deliver savings of **£49k in 2021/22, increasing by a further £25k 2022/23**.
- 4.12 As part of considering any further reductions to Legal Services the implications of the changes across all Directorates will need to be reviewed. The objective is to continue to restrict the use of external legal services in order to minimise costs to the Council as externalisation of legal work is more expensive than the in- house service. Further efficiencies will be delivered when a case management system is in place in 12 to 18 months' time and this will be factored into savings proposals for 2022/23.

Coroners and Registrars - £198k -6.5fte's

- 4.13 Following the successful introduction of the new Coroners case management system and resulting efficiencies it is proposed to reduce the current headcount by **6.5fte which will deliver savings of £198k**.

Executive Office -£15k

- 4.14 Savings of **£15k** have been identified as part of the initial proposals through reductions in supplies and services budgets, including reductions in travel costs due to the changes in working practices.

Communications - £300k – 4fte's

- 4.15 Strategic communications cover the communications and digital teams as well as commercial translations, presentations, design and print services (under the M-Four brand). To deliver savings in 2021/22, the service will need to stop some traditional activities where there is alternative provision. Service reductions and efficiencies **totalling £163k** are proposed. **This includes reviewing the costs of production of the council tax and business rate information booklets in order to lower overall costs, as well as reviewing all**

other commitments including spend on statutory notices. Other measures include a reduction in sponsorship and a move to second class mail only.

- 4.16 These measures will be supplemented by a reduction in **4fte posts (£137k)** from across the team which will reduce capacity within Communications.

Procurement & Commissioning and Commercial Governance - £158k -2fte's

- 4.17 The proposed cut will reduce the senior capacity available to support other Directorates in commissioning services and the delivery of procurement savings. They will be achieved through a reduction of 2fte saving £122k, along with increasing external income £28k from commercial arrangements undertaken by Manchester Professional Services Ltd providing company secretary functions and cutting supplies and services budgets by £8k.

Revenue and Benefits - £1.160m -5.5fte's

- 4.18 As part of reviewing proposals, the objective has been to protect the core areas of assessment and revenue collection as far as possible. It should also be noted that the service is under increasing pressure due to the need to implement specific COVID-19 related support schemes across welfare payments and Council tax support schemes, Business Rates grants and payments to people who must self-isolate. In order to protect the capacity to maintain these services, it would be proposed that the implementation of these reductions is phased to avoid an unacceptable drop in service delivery and maintain revenue collection. Following the feedback from the last committee meeting and the continuing increased capacity demands on these services in administering COVID-19 related activity the initial proposed reductions of £0.506m which would have required a reduction of 16.5fte have been reduced by £340k to £160k which will require a reduction of 5.5fte.

- 4.19 Revenue and Benefits staff will continue to work closely with homeless staff in order to support individuals with applications for housing benefit as early as possible in order to ensure they receive maximum support and that financial support and budgets are maximised and managed effectively. This will include support in crisis as well as using discretionary budgets to maintain and sustain tenancies.

- 4.20 There are 2 current vacancies with Revenue and Benefits along with a number of vacancies within other services within the service area (parking and customer services) which the Director will look to fill or delete as appropriate which gives some flexibility for delivering the staffing reductions. The nature of the roles means that there are significant transferable skills within the functional areas.

- 4.21 It is proposed to **reduce existing discretionary housing payments budget by £1m**. This has reduced from the previous £1.5m and a detailed report was taken to the December scrutiny meeting outlining the demand for this funding. The Government currently provide £2.538m grant support for discretionary housing payments and the City Council provides a further £2m. The City

Council contribution will be reduced by £1m from 2021/22. It is anticipated that some of the impact will be mitigated due to the temporary increases to the Local Housing Allowance Rates that increases the level of benefit entitlement towards tenants rents, and the £20 increase in universal credit which will minimise the impact of the cut. There have also been amendments in the benefit rules that changes how homeless families in dispersed accommodation are treated and this has also reduced the DHP spend in this area compared with previous years. Should there be a significant change in government policy, for example regarding LHA rates then the level of discretionary support provided will need to be reviewed.

#### Shared Service Centre - £252k - 8.8fte

- 4.22 There will be a reduction of 8.8fte. and savings of £252k. These posts are already vacant, and this is formalising planned reductions within the service.

#### Customer Services - £0.614m -19.3fte

- 4.23 A different offer for how the Council provides help and advice to residents is being developed and there will be a separate consultation and engagement process for this. The offer will take into account Members views of the future service offer, and this will include ensuring that the revised offer must be accessible and meet the needs of all members of our communities including those affected by digital and financial exclusion. This new offer will move away from the current city centre based face to face offer with the capability to provide enhanced telephone services including those for residents with additional support needs, more support online and targeted one to one support in localities, but only where it is really required.
- 4.24 All staff in the CSC have been undertaking non-face to face roles during the period of the closure of the CSC in the Town Hall that has been closed since Mid-March. During this period new models and access channels have been developed and improved with more work to do in the months ahead including the development of an IT platform that will support the new approach. With the introduction of a new ICT platform and more remote/virtual working this will lead to a reduction **c16fte and save annual costs of c£0.538m**. There are currently 8 vacant posts within the team.
- 4.25 In addition, there will be a reduction **of 3fte for the Neighbourhood Services Contact Centre to save £76k**. Whilst this will impact on response times these posts are already vacant and this is formalising the current position. In order to avoid a detrimental impact on service delivery this is being aligned to the new telephony system and other system enhancements, but it could lead to a small increase in customer wait times.
- 4.26 As outlined above, these proposals were reported to the December Scrutiny meeting and an extensive programme of engagement is underway to shape the final offer.

#### Financial Management - £0.843m – 20fte

- 4.27 The number of posts will be cut by 20fte saving £0.8m. This includes the disestablishment of 7 vacancies and a reduction in the support provided to services from across Financial Management. Services that provide direct support to residents, including Client Financial Services who safeguard residents' finances through the provision of appointeeship and deputyship services and the statutory welfare funerals service will not be reduced. Whilst the aim is to maintain some of the previous levels of service through introducing more automation, streamlining support provided to partner organisations and introducing more self-service, this does mean that Directorates will receive less support and there will be a reduction in the frequency of some of the monitoring activity. In addition to the staff reductions **£43k is proposed through the reduction of existing supplies and services budgets**, including training and travel along with increased income.

ICT - £1m – 10fte

- 4.28 There is a planned reduction of **10fte that will save c£400k**. The ICT Target Operating Model is being reviewed, and this has identified several areas that will need to change as the ICT Strategy is progressed. This will include a different Service Desk and Know It All offer that is more focussed on “get it right first time” and a different model for Service Delivery and Operations based on the skills that will be required to support the system changes being implemented, for example with the moves to Microsoft and Liquid Logic and the changes to ICT infrastructure and those that are planned such as the replacement of SAP. There are currently 10 vacancies within the service and there is a mismatch of current skills and those that will be required in the future that will need to be addressed once the target operating model is established.
- 4.29 There will be a **£200k reduction in telephony and printing costs** through rationalisation of the estate and changes to working practices with fewer devices across the estate. The telephony budgets will include both mobile devices, and desktop phones. Currently Directorates hold mobile telephony budgets, and this will need to be looked at across all Directorates.
- 4.30 It is also proposed to review all systems and infrastructure costs in order to identify opportunities to reduce and rationalise the numbers of systems in line with the needs of the Council going forward. The savings from licence renewals are phased with **£100k in 2021/22 increasing to £400k in 2022/23**.

Human Resources - £0.543m – 13fte's

- 4.31 The cuts below are predicated on moving to a new operating model and having a more effective ‘front door’ service. The real efficiencies will only come with the replacement of existing systems, which is still 18-24 months away and there will be a reduction in the service that is offered. The changes involve a **reduction of 13fte**, and this will require a review of the existing service offer and target operating model.
- 4.32 It is recommended that the reductions in the support for service change and some delivery capacity are deferred for nine months to support the service



reorganisations across the Council and the potential move to bring the ALMO back in house with five posts retained during that period to ensure that this work can be supported. This would require the £0.543m savings to be phased £306k 2021/22 and £237k in 2022/23.

#### Audit, Risk and Resilience - £118k -3fte

- 4.33 There will be a reduction of 3fte across insurance, health and safety and internal audit. These will be met through a restructure which will include the removal of two existing vacancies.
- 4.34 There will be an impact on the scale of the audit plan and core risk management, resilience and safety work will require additional self-service from managers around claims investigation and safety competence within services.

#### Capital Programmes

- 4.35 Whilst services in this area are funded from the capital programme, work is being carried out to deliver savings. Due to the current construction market it has been possible to fill a higher number of technical roles which has reduced the reliance on external consultancy. In addition, there remain 14 vacancies within the team which will only be filled if they are required to deliver the future capital programme.

#### Policy, Performance and Reform - £0.910m – 20fte's

- 4.36 The proposals include a reduction of up to 20 posts across the service in addition to seven-time limited posts where the funding ends in this financial year. The reductions include the following:
- *City Policy* – the Policy and Partnerships and Resourcing and Programmes functions will be brought closer together to focus on thematic areas. The current proposals include the reduction of **4fte** from within the existing structure, in addition to savings from **non-staff budgets for consultancy and subscriptions, these total £270k**. The review will include a reappraisal of priorities to be agreed with Members in line with the Our Manchester Strategy reset and the Corporate Plan. The actual reduction in posts will be less if additional external funding is secured from ERDF.
  - *Performance (PRI - Performance, Research and Intelligence)* – The service will be **restructured to achieve a net reduction of 10fte and save c£0.5m**. As a result, there will be less capacity to carry out work for data governance, performance reporting for Directorates and bespoke research and analysis. The offer for health and social care will need to be reduced and aligned with resources from system partners. **Until new system improvements are put in place**, the impact on what can be produced will be significant and will need to be agreed with Strategic Directors.
  - *Reform and Innovation (R&I)* – The proposed savings include **3fte which will save £140k**. The impact will be the ending of the R&I support to Our

Manchester Engagement work, a significant reduction in the governance and planning capacity and moving back to a core offer for health and social care.

- Table 2 below is a summary table of the Corporate Core savings proposals broken down by service area and includes the FTE impact. Whilst table 3 shows the overall change in budgets broken down by service area

### Other Budget Changes

4.37 Due to the impact of Covid-19 there are ongoing financial implications in terms of both increased costs, and loss of income. Whilst there are still many unknowns, and the risks continue to be monitored, and reported on there are some services whereby risks have been identified and the necessary budget adjustments have been made, these include:-

**Coroners Service** will have a backlog of Jury cases in 2021/22 and the forecast cost implications of these are **£131k**, this has been included in the budget for next year.

As part of planning for the May 2021 **Elections** additional costs will be incurred in order to ensure that the election is Covid secure, this will include purchase of additional screens and enhanced cleaning. The estimated costs of this are **c£113k** and a one year budget increase is proposed to meet these costs.

4.38 Government have extended the support for any lost income through sales, fees and charges into quarter 1 of 2021/22 and based on the current forecast the overall support to the Corporate Core is likely to be c£0.939m. The largest loss will be in Revenue and Benefits (£480k) through the loss of summons income, other income losses include Communications £263k, Legal £80k, Registrars £82k and reduced annual leave purchase £34k.

4.39 In response to the pandemic and looking to identify additional opportunities for young people to access employment it is proposed that 28 trainees will be recruited as part of the Kickstart programme. The young people will be deployed across the Council. The funding for the scheme is based on paying the national living wage. It is proposed that they are paid the Manchester Living Wage which will require additional investment of c£50k. This funding is included within the proposed budget for the Corporate Core.

**Table 2 - Summary of Corporate Core savings proposals broken down by service area**

Service	Description of Saving	Type of Saving	21/22 £000's	22/23 £000's	Total £000's	FTE's
Legal Services	Reduce staff resources	Efficiency	(96)	0	(96)	3.0
	Increased income and	Efficiency	(49)	(25)	(74)	

	other budget reductions					
Coroners & Registrars	Reduce staff resources	Reduction	(198)	0	(198)	6.5
Executive	Travel/ subsistence expenses reductions	Efficiency	(15)	0	(15)	
Comms	Reduce staff resources	Reduction	(137)	0	(137)	4.0
	Reduce printing costs, increase recharges and postage	Efficiency	(163)	0	(163)	
Procurement, Commissioning and Commercial Governance	Delete 2 vacant posts	Reduction	(122)	0	(122)	2.0
	Increase income and reduce supplies and services	Reduction	(36)	0	(36)	
Revenues and Benefits	Reduce staff resources	Reduction	(160)	0	(160)	5.5
	Reduce Discretionary Housing Payments	Reduction	(1,000)	0	(1,000)	
Financial Management	Reduce staff resources	Reduction	(843)	0	(843)	20.0
ICT	Reduce staff resources	Reduction	(400)	0	(400)	10.0
	Savings on system running costs and telephony	Efficiency	(300)	(300)	(600)	
HR/OD	Reduce staff resources	Reduction	(306)	(237)	(543)	13.0
Audit	Reduce staff resources	Reduction	(118)	0	(118)	3.0
Shared Service Centre	Reduce staff resources	Reduction	(252)	0	(252)	8.8
Customer Services	Reduce staff resources	Reduction	(614)	0	(614)	19.3
City Policy	Reduce staff resources and	Reduction	(270)	0	(270)	4.0

	special projects budget					
PRI	Reduce staff resources	Reduction	(500)	0	(500)	13.0
Reform & Innovation	Reduce staffing resource	Reduction	(140)	0	(140)	3.0
<b>Corporate Core Totals</b>			<b>(5,719)</b>	<b>(562)</b>	<b>(6,281)</b>	<b>115.1</b>

Service	Description	21/22 £000's	22/23 £000's	23/24 £000's	Total	Ftes
Growth & Development						
Operational Property	Staffing Reduction	36			36	1.4
	Reduced Estate	610	591	(601)	600	
Facilities Management	Staffing Reduction	270			270	10
Investment Estate	Survey Fee Income	75			75	
	Ground Lease Income			300	300	
	Investment estate income	300			300	
<b>Growth &amp; Development</b>		<b>1,291</b>	<b>591</b>	<b>(301)</b>	<b>1,581</b>	<b>11.4</b>
Neighbourhoods Service						
Commercial	Small Format Advertising	1,300			1,300	
	Piccadilly Gardens	225	225		450	
	Dawson St	50			50	
	Off Street Parking	4,100			4,100	
	Bereavement Services	85			85	
<b>Neighbourhoods Total</b>		<b>5,760</b>	<b>225</b>		<b>5,985</b>	

Table 3 - Overall change in budgets broken down by service area

	Approved MTFP			
Service Area	2020/21 Net Budget	Approved savings	Investment and other changes	2021/22 Net Budget
	£'000	£'000	£'000	£'000
<b>Chief Executive:</b>				

Coroners & Registrars	2,348	(198)	213	2,363
Elections	1,079	-	113	1,192
Legal	7,129	(145)	80	7,064
Communications	3,371	(300)	263	3,334
Executive	987	(15)		972
CEX Corporate Items	545	-	60	605
<b>TOTAL</b>	<b>15,459</b>	<b>(658)</b>	<b>729</b>	<b>15,530</b>
<b>Corporate Services:</b>				
Procurement and Commissioning	1,414	(122)		1,292
Revenue and Benefits	9,856	(1,160)	480	9,176
Financial Management	5,532	(843)		4,689
ICT	13,746	(700)		13,046
HR/OD	4,091	(306)	50	3,835
Audit, Risk and Resilience	1,483	(118)		1,365
Shared Service Centre	1,132	(252)		880
Capital Programmes	(31)	-		(31)
CS Corporate Items	226	-		226
Customer Services	4,217	(614)		3,603
Commercial Governance	259	(36)		223
Decriminalised Parking Enforcement	(649)	-		(649)
Bus Lane	(334)	-		(334)
Policy, Partnership, Research & Culture	8,867	(270)	(26)	9,011
Performance, Research and Intelligence	4,496	(500)		3,996
Equality, Diversion & Inclusion	242	-		242
Reform and Innovation	1,278	(140)		1,138
<b>TOTAL</b>	<b>55,825</b>	<b>(5,061)</b>	<b>504</b>	<b>51,268</b>
				0
<b><u>TOTAL CORPORATE CORE</u></b>	<b>71,284</b>	<b>(5,719)</b>	<b>1,233</b>	<b>66,798</b>

## 5. Scrutiny Arrangements

- 5.1 As part of supporting scrutiny committees with their roles all service areas from across the Council under the remit of each scrutiny panel have been included in one overall report. Therefore, this section includes the proposed budget

reductions for other service areas outside of the Corporate Core which form part of the remit for Resources and Governance Scrutiny Committee. The details are set out in the following paragraphs and are shown in table 2 above.

### *Growth and Development*

- 5.2 **Operational Property -£0.636m -1.4fte**, since March 2020 the Council have made huge progress with the flexible working agenda, and this has provided an opportunity to replan for a smaller, higher quality, lower cost and lower carbon estate. This will be delivered alongside the Future Council work and link in with the ICT strategy. The work is focussing on the use of office space rather than community-based assets. There will be a need for some limited capital investment on an invest to save basis to ensure space can be used more flexibly. The work will target reductions in leased buildings as well as looking at whether more space can be shared with partners to generate rental income. The £0.6m savings will be delivered over a four-year period.
- 5.3 In addition to the review of the estate it is proposed to reduce the headcount by 1.4fte and save £36k. This will be achieved through the deletion of 1.4 existing vacant posts.
- 5.4 **Facilities Management - £270k -10ftes** the service includes building cleaning, security and repairs and maintenance, of which cleaning is provided in house, whilst the other two contracts are external contracts. As part of the recent procurement exercise for security it was agreed that the contractor would undertake a review of all existing security arrangements after an initial period of operation. Unfortunately, because of the Covid-19 impact the contractor has not yet worked under usual business conditions. Work is ongoing to identify possible savings proposals although these will need to be balanced against the increased risk, and these will be considered as part of the 2022/23 budget options.
- 5.5 Currently there are **10 vacant positions** with Facilities Management, and it is proposed to delete these posts to achieve **savings of £270k**.
- 5.6 **Investment Estate - £0.675m** - this will be achieved through increased income from the following areas: -
- Review existing fees for surveyors and ensure projects are covering the appropriate fee costs - £75k
  - New ground rental portfolio to be secured against long leasehold disposal of land as part of Northern Gateway development - £300k (2023/24)
  - Maximising income generation or reducing expenditure on assets through increased partnership arrangements - £300k.
- 5.7 Alongside the above a review of all commercial interests will be undertaken with a view to rationalising the estate through the identification of non-surplus generating assets which could then be sold to generate income and reduce ongoing costs.

### *Neighbourhoods Directorate*

- 5.8 **Operations and Commissioning - £5.985m**, - In continuing to develop the commercial offer and seeking to maximise external income, proposals have been identified that could provide **income of c£5.985m**, although £225k of this will be only realised in 2022/23, this includes:
- 5.9 Advertising - The tenders for the small format advertising contract were received in September and the new contract went live from January 2021. It is proposed that the income target will be increased by £1.3m per annum, following the award of the new contract.
- 5.10 Generation of a further £0.5m through advertising revenue. This will include A New large format site at Dawson St (£50k), and the introduction of a large new advertising screen in Piccadilly Gardens. The latter screen will be developed as part of the Piccadilly Gardens community scheme and could generate around £450k per annum. This will require planning permission and if planning approval is granted there will be a lead time of around six months following planning approval.
- 5.11 The existing **off-street parking** joint venture ended 31st December 2020. The new arrangements are that the car parks are to be managed in house from January 2021 once the City Council takes on responsibility for the ongoing management and maintenance of the City Council car parks, this will be funded through the parking fee income generated through the use of the car parks. It is forecast that the net surplus income retained by the City Council will be £4.1m per annum, this does assume that parking levels return to normal during 2021/22.
- 5.12 **Bereavement Services** operate as a business unit with agreed charges linked to the service offer. An increase of 1.9% above inflation is proposed which will bring fees and charges in line with other local authority areas, and result in an additional £85k income per year.
- 5.13 City Council markets operate on a cost recovery basis, except for Wythenshawe indoor market which continues to require financial subsidy from the Council. It is proposed to close the indoor market in order to remove the need for the annual £110k subsidy requirement. Work will progress to support the traders to access alternative sites, either in the outdoor market or elsewhere within the City. The outdoor market will remain operational

## 6. Capital Strategy

- 6.1 The approved Corporate Core capital programme is detailed in the Council's Capital Strategy report, which is included in the suite of budget reports submitted to the Executive and Council. The Capital Strategy also includes details on potential future capital investment which has been identified, and which is expected to be brought forward in the medium term.

- 6.2 The revenue implications of any approved capital projects have been incorporated into the revenue budget. Before any of the potential investment priorities are approved, the revenue implications of the investment will be reviewed and agreed as part of the approval process.

## 7. Workforce Implications

- 7.1 The proposals set out in this report will lead to the deletion of c.115.1fte posts in the Corporate Core, of which c.54 are vacant.

- 7.2 To support the workforce reductions a time limited targeted Voluntary efficiency scheme was opened, and this closed on 11 December, based on the number of applications received, it is expected that the required reduction in staff will be achieved.

- 7.3 Consultations have started with Trades Unions on the MPeople processes to ensure that the Council does not lose the focus on providing support for our workforce to develop and progress and where relevant to reskill into different roles, with a view to focussing on giving excellent support to those at risk of redundancy in finding suitable alternative employment.

## 8. Equality Diversity and Inclusion

- 8.1 We will continue to ensure that the Council meets its obligations under the Public Sector Equality Duty, building on our successes at fostering good relations between Manchester's communities of identity and maintaining fair and equal access to Council functions. Through ongoing customer monitoring, satisfaction and engagement approaches, we will strengthen and utilise our growing evidence bases within the Directorate to identify the differential experiences of individual identity groups in Manchester accessing Council services, and proactively respond to make these as fair and equitable as possible.

- 8.2 The Corporate Core is committed to understanding and addressing the effects and impacts of its activities for the diverse range of people using its services. To achieve this, we are committed to undertaking equality analysis of the proposed changed services to ensure they are accessible and inclusive, and do not cause adverse equality impacts. The Corporate Core will use the Council's Equality Impact framework to do this.

## 9. Risk Management.

- 9.1 The Corporate Core will seek to manage all expenditure within the approved budget and performance against budgets will be monitored and reported to members on a regular basis, this will include a risk register with any mitigations identified.

## 10. Legal.

- 10.1 There are no legal implications arising from this report.



## 11. Consultation

- 11.1 A public consultation is currently underway asking residents for their views on the Council's 2021/22 budget savings options. The consultation opened on 20 January 2021 and runs for a period of four weeks, closing on 21 February 2021. In addition to promotion via the Council's website, social media channels and e-bulletins, a consultation toolkit has been shared with community partners, voluntary and community sector partners, Councillors and key stakeholders to ensure that the consultation is promoted widely within our communities.
- 11.2 The consultation can be found at [www.manchester.gov.uk/budget](http://www.manchester.gov.uk/budget). The results will be shared at the Budget Resource & Governance Scrutiny Committee on 1 March 2021.

## 12. Conclusion

- 12.1 The Council continues to face a period of significant change and there are increased demands for services alongside the need to make budget cuts. The budget strategy provides Members with details of the work that has been undertaken, and is ongoing within the Corporate Core to ensure we are able to continue providing quality effective services, whilst also contributing savings towards the wider council budgets.
- 12.2 The proposed revenue budget for 2021/22 is a one year budget which is aligned to both the Government's one year budget settlement and the Council's one year budget proposals.
- 12.3 The future council work is ongoing which will set out what sort of Council we want to be in the longer term, building on the feedback in the Our Manchester Strategy reset, considering the major changes the Council is facing and the fact that there will be less resources available in the future. This will also provide the framework for future budget decisions.
- 12.4 The Directorate budget proposals in this report have been refined following feedback from both the November and January Scrutiny Committees. The report will be submitted to Scrutiny and Executive in February 2021 for review prior to going to Council in March for final approval.

## 13. Recommendations

- 13.1 The recommendations appear at the front of this report.

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**Appendix 1 - Subjective analysis**

<b>Subjective Heading</b>	<b>2020/2021 Budget</b>	<b>2021/2022 Indicative Budget</b>
	<b>£'000</b>	<b>£'000</b>
<b>Expenditure:</b>		
Employees	76,149	72,037
Running Expenses	237,185	241,517
Capital Financing Costs	-	-
Contribution to reserves	10,501	10,219
<b>Total Subjective Expenditure</b>	<b>323,835</b>	<b>323,773</b>
Less:		
Other Internal sales	(15,601)	(15,601)
<b>Gross Expenditure</b>	<b>(15,601)</b>	<b>(15,601)</b>
<b>Income:</b>		
Government Grants	(184,309)	(184,322)
Contributions from Reserves	(3,619)	(9,229)
Other Grants Reimbursements and contributions	(5,036)	(5,041)
Customer and Client Receipts	(32,189)	(30,985)
Other Income	(11,797)	(11,797)
<b>Total Net Budget</b>	<b>71,284</b>	<b>66,798</b>

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## Manchester City Council Report for Information

**Report to:** Resources and Governance Scrutiny Committee - 9 February 2021

**Subject:** ICT Update

**Report of:** Director of ICT

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### Summary

This report provides the Committee with updates in relation to

- The progress in developing the Council's IT Strategy
- The Datacentre Programme
- Liquidlogic Programme (Social Care System)
- Microsoft O365 Programme

### Recommendation

The Committee is requested to note the report.

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**Wards Affected:** All

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

Addressing the Council's Climate Emergency declaration is a core cross-cutting issue which is to be considered as a matter of course by all committees of the Council

### Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities.	n/a
A highly skilled city: world class and home-grown talent sustaining the city's economic success.	Through the acquisition of new technologies and services Manchester may attract investment as companies

	look to get a presence in the city
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities.	ICT will look to support communities through Social Value initiatives with new and existing suppliers.
A liveable and low carbon city: a destination of choice to live, visit, work.	ICT will look to support carbon reduction through the use of technology as well as suppliers who demonstrate good practice in this space.
A connected city: world class infrastructure and connectivity to drive growth.	ICT is upgrading all council buildings with fit for purpose network and WiFi.

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**Background documents (available for public inspection):**

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

Resource and Scrutiny Committee, ICT Update 04 February 2020

## **1 Introduction**

- 1.1 The Manchester ICT service is delivering on the key projects and programmes within the planned ICT strategy for 2020/21. 2020/21 is and continues to be a challenging year which includes a significant amount of work around the resilience for Manchester's IT network and service, as well as the Data Centre Programme and the replacement of one of the Council's core systems with the migration of MiCare to Liquid Logic.
- 1.2 The report will focus on key programmes and projects that are critical to providing this resilience to Manchester.

## **2 Development of an ICT Strategy**

- 2.1 The last ICT Strategy was approved by Executive in 2016. This set out the high-level direction of travel for ICT and the target operating model. Since then, considerable work has been carried out including:
  - A strengthened approach to resilience and cyber threats
  - A review of the ICT infrastructure and decisions on the underpinning technologies with a commitment to 'cloud first' where possible. As outlined in this report work is progressing with the Wide Area and Local Area Networks.
  - A spine on the key priorities for updating and replacing the Council's legacy system estate. Progress can be seen with the replacement of the old social care system, Micare and the planned work to replace the CRM system as part of the Resident and Business Digital experience initiative. ICT have been engaging with Directorates to ensure service priorities are supported.
  - A programme of improvements to support modernising working practices and improving how the Council works, including the new telephony contract, migration to M365, the launch of the intranet and the End User Device Strategy, all of which are key enablers to the planned changes in the Corporate Core.
  - Work is progressing on the specification and requirements for the Council's data integration layer which will enable key Council systems to share information and workflow tasks across systems.
- 2.2 A draft ICT strategy is with the Deputy CX to review prior to going to SMT in February.

## **3 Update on key projects**

- 3.1 The priority for ICT is the provision of fit for purpose, secure by design and resilient technology to enable improvements to the delivery of public services.
- 3.2 **Data Centre Programme**
- 3.3 The ICT Data Centre migration from the Sharp site is at the last stage of the physical move, with an overall aim of achieving improved resilience and

disaster recovery. The objectives are to migrate from the single data centre to two geographically separate co-located centres that provide disaster recovery and address previous single points of failure. This was approved by Executive in 2016 with the contract awarded later in 2017. This supported a programme of build and implementation work scheduled for 2018 -2020. Governance and oversight is provided by the Programme Board chaired by the Director of ICT.

- 3.4 The new solution is hosted across two separate data centre facilities to enabling dual connectivity, providing the foundation for a more robust and resilient disaster recovery capability that will significantly reduce recovery times in the event of a critical failure and help to protect the availability of business-critical services. The migration of applications to the new infrastructure was completed in November 2019.
- 3.5 The project successfully met the target of migrating 80% of Council services to the new data centre facilities before the previous financial year end (end of March 2020) with minimal impact to service availability. The remaining 20% of migrations were technical transitions to new connectivity services such as internet provision, security firewalls alongside the physical move of legacy telephony services. The final stage to migrate all on-site Council infrastructure and services was scheduled to complete by the end of June 2020. Unfortunately, completion was delayed until December 2020 at which point it was successfully completed.
- 3.6 The delay was largely attributable to the impact of the COVID pandemic and subsequent lockdown. Physical access to the new data centre facilities was restricted from March 2020 onwards and the physical relocation of the legacy telephony systems had to be postponed to November and December 2020. Delivery plans also had to be re-sequenced to prioritise activities which enabled staff to work remotely and permanent solutions to be put in place to support this. This also meant that the outages required to facilitate the remaining migration activities had to be prolonged over a longer duration as the risk of business impact was escalated due to a now largely remote homeworking workforce reliant on internet provision and the library service with the provision of IT to residents.
- 3.7 The scope was also expanded to support two enhanced methods of remote access to IT systems and applications between June – October 2020. This has been essential to enabling staff provided with Council issued laptops or PC's to logon from home as if they were in the office. In addition, staff and partners can now use their own devices to securely access Council services.
- 3.8 The impact of the delay was managed within existing revenue budgets without the need for additional revenue funding. The co-location has removed the need for some data centre management overheads such as specialist maintenance, support cleaning contracts and call out charges which are contributing to the delivery of the 2021/23 £600k ICT savings target. A capital increase of £450k was approved to cover the prolongation and additional works outlined above. This represented a 6.6% budget increase bringing the final spend to £7.6m.



- 3.9 The Sharp Data Centre is now redundant with all hardware removed and services 'switched off'. The decommissioning to remove redundant equipment to allow the space to be repurposed and relet is scheduled to complete by March 2021. A supplier is in the process of being engaged to undertake this work.
- 3.10 The final tasks are now underway to complete the transition from the project to the IT Service Operation teams and formally close the project. Regular service management reviews and Service Level Agreements are now in place with the new Data Centre Provider UKFast.
- 3.11 **Liquidlogic Programme (Social Care System)**
- 3.12 **Background**
- 3.13 The purpose of this update is to report the progress of the Liquidlogic Programme, including the implementation process, current status and benefits, as well as an overview of the expected savings and whether these have been realised.
- 3.14 In 2017, the decision was made to move away from the Frameworki (Micare) social care system, which was provided by Servelec CoreLogic. This was nearing end-of-life and no longer met operational requirements. Following a procurement exercise, the Liquidlogic's suite of systems was selected. Liquidlogic are the UKs number one provider of social care systems with 47% of Councils using Liquidlogic products.
- 3.15 A decision was also taken to implement a new social care payment and charging system (Controcc), which is integrated with Liquidlogic and enables the automation of processes between social care and finance. Previously payments were made using separate business processes, involving several different systems, including Softbox for foster carers, and Abacus for ASC financial assessments, billing and to pay social care providers. These systems were not compliant with the core process of commitment accounting on SAP through the raising of Purchase Orders.
- 3.16 The Liquidlogic suite of social care products have been operational for 18 months (since 23rd July 2019). The final component of this Programme is the replacement of the Early Years and Education system (EYEs) which will become the core system for the Education Service in May 2021. This will complete the entire changeover to a modern, single, integrated platform for Adult Social Care (ASC), Childrens Social Care (CSC), and Education.
- 3.17 **Benefits**
- 3.18 The implementation of an improved case management system that also enables the proper integration of commissioning and payments processes has been a core part of the Adult Social Care and Children's Services Improvement Plans. The main driver has been to improve functionality and productivity rather than delivering actual cost savings. The implementation of

the Liquidlogic social care systems (Adults and Children's) will also deliver wider benefits than just a best-in-class case management system. As a System C company, Liquidlogic has integrated with other System C products, including CareCentric (provided by Graphnet), which Manchester (and GM) have adopted as its health and social care (H&SC) shared record, aggregating data from GM H&SC systems into one place (the Greater Manchester Shared Care Record). In time this will mean that H&SC practitioners will not need to access multiple systems for the purposes of viewing records; all of which is underpinned by data sharing agreements.

- 3.19 Liquidlogic case management systems are used by 8 of the 10 GM Local Authorities, (increasing to 9 in the next 12 months), meaning the Council can better share and receive information from neighbouring authorities, when "cases" move across borders. Also, it allows GM to collaborate on initiatives, potentially reducing supplier costs in the future.
- 3.20 While not in scope of the original project, the implementation of Liquidlogic has meant that the wider functionality has been able to support front-line services, as demonstrated recently with the implementation of Liquidlogic portals, which will be used to support the discharge of patients from hospital into ASC.
- 3.21 Some financial savings have also been achieved, because Liquidlogic is integrated with the social care payments/charging system, processes have been automated and invoice reconciliation is electronic rather than manual. As well as reducing the scope for errors and mis-payments, Financial Management will deliver savings of £0.110m in 2021/22, in part through being able to reduce the number of people involved in the payment processes. The saving has been achieved through vacancies across the service in 2020/21 with the productivity gains being fully achieved in 2021/22.
- 3.22 In addition, at the point Liquidlogic and ContrOCC went live, the annual support and licence costs were £125k, a reduction of £146k from the £271k per annum for Frameworki (£221k) and Abacus (£50k). £8k of the Frameworki licencing is still required until 2021 whilst the archiving solution is fully implemented and the £50k Abacus licence saving will be achieved in 2021/22. Again, this will form part of the planned ICT savings.
- 3.23 **Implementation of new Liquidlogic Adults, Children's and Early Help System**
- 3.24 The implementation was overseen by the Director of Children's Services who was the Senior Responsible Owner supported by the Director of ICT. After a programme of preparatory work, the system went live in July 2019. The work included:
  - Migration of data (following data cleansing activities) from Servelec CoreLogic to Liquidlogic.
  - Training of the social care workforce - with a focus on moving to best practice in social care processes.
  - Implementation of improved standard reporting functionality.

- Writing new performance reports required by Children's and Adults services.
- Implementation of new social care payments system, ContrOCC (inc. migration of current system data) and integration with existing systems (e.g., SAP).
- Automation of processes supporting social care payments.
- Decommissioning of legacy products: Frameworki and Abacus

In addition to the above, the scope of the project also included the following:

- Integration of Liquidlogic and Capita ONE Skills and Education System
- Implementation of Homelessness within Liquidlogic
- Implementation of a Hospital Discharge Portal to enable rapid Covid 19 Discharge Pathways

### 3.25 **Current Status**

- 3.26 Work to embed the systems is ongoing, front line practice continuously seeks to exploit the use of the systems to produce effective interventions into vulnerable families lives, and the ability to understand and predict risk factors is enhanced.

### 3.27 **Children's Social Care and Education**

- 3.28 The Liquid Logic system has now been fully implemented within Children's services with the project closed and the handover report due to be completed in February 2020. The programme has involved a major change project which has necessitated changes to roles and responsibilities of social workers as well as finance and contract officers. The project teams surrounding CSC have been stood down and transferred, from a support perspective, into business as usual.
- 3.29 Because the EYEs implementation directly interacts with CSC, there will be further improvements to the information instantly available to CSC when EYEs become live in May 2021. For example, a social worker will be able to view the daily school attendance records, and any notes made within a school setting that are relevant to a child or Young person's wellbeing. For Looked After Children, this information also includes universities, colleges, and other educational settings outside of the MCC boundaries.
- 3.30 Several Citizen facing digital portals are also being implemented under a phased approach: A Childrens Portal that allows parents to access their children's social care assessments, for example Education and Health Care Plans (EHCP), whilst a Children's Portal enables Parents, schools and carers to request new assessments and to interact with social workers. Additionally, EYEs enable parents and schools to process admissions and appeals, and an Establishment Portal enables childcare providers, such as childminders and nurseries to share their information directly with the Council. Over the next 12-18 months, the benefits of these innovations will also result in practice changes and improve the intelligence upon which Council staff can make

enhanced data rich decisions about the risks and issues Manchester residents face.

### 3.31 **Adults Social Care**

- 3.32 The change programme required in ASC has been much more fundamental as it impacts on casework recording, contracts and commissioning processes for packages of care and financial assessments and charging. This has led to a more complex implementation programme, during a period where ASC has been implementing its Improvement Plan, and during 2020/21 intensively responding to the COVID-19 pandemic. The system is now fully implemented with case work recording embedded and functioning and ensuring a stable, simple to use and vastly improved system for front-line workers, as compared to the predecessor systems. For ASC commissioning, contract, finance operations and charging, full stability has not yet been achieved. The project is now entering its final phase to address this, which will involve changing the commissioning processes, ensuring full alignment of the configuration and contractual and payment arrangements, supporting the integration with community health services as part of the Manchester Local Care Organisation (MLCO). This work is being led by the Deputy Director of Adult Social Care.
- 3.33 Work to progress this final stage is now underway with a work programme documented and a plan to complete this work by the summer of 2021. Delivery of the plan is in progress but given technical requirements and the ongoing pressure on ASC commissioning and contracting to respond to the coronavirus pandemic, and in particular expediting work associated with hospital discharge, external resources will be working alongside internal teams to support delivery. This support will be time limited and once delivered will ensure closure of the project for ASC.
- 3.34 In addition, alongside the work to move the system into BAU and improve business process across ASC and support functions, the Coronavirus pandemic has also created the need for a high tempo of system responses and adaptations to be made to meet the demands placed on ASC, often in partnership with the LCO and other NHS partners.
- 3.35 This has led to a number of tactical and rapid system solutions being implemented to support the Directorate including:
- Homelessness management and support has been implemented within the Liquidlogic Platform, improving business processes and providing better management oversight.
  - A new patient discharge digital portal has been designed, built, and deployed into live use for the Acute Trusts, which will replace some of the manual processes that currently exist when discharging patients into ASC.
  - Integration with the Greater Manchester Care Record (formally Manchester Care Record provided by Graphnet), a system designed to create a shared view of a patient and Citizen's needs and circumstances will be available in the second quarter of 2021.

- From an ICT perspective, the systems are technically stable, and contain formidable capacity to be adapted to whatever changing practice circumstances, now, or in the future.
- In summary, continuous improvement progress is being made, and the work to extend the capacity and scope of the system functionality is progressing well. ASC currently have the challenges of Coronavirus as well as system stabilisation to contend with, and the appointment of a new Deputy Director has already enhanced this process.

### 3.36 **Costs**

- 3.37 The initial business case for the implementation of the Adult Social Care System and the Children Social Care system, the integration with a new social care payment system and charging system (CONTROCC) as well as the associated business and process change requirements included a capital resource requirement of £2.678m, however because of a combination of introducing additional modules, and the need for additional resources both internal and external third party resources two further budget increases were requested to ensure effective delivery of the project. The revised total approved budget was £4.379m and this has been fully utilised.
- 3.38 In January 2019 an additional £0.509m capex was approved in order to fund the introduction of a new additional software module which was not available when the project commenced and the need for additional specialist third party resource to support the implementation of the project, and increased internal resource costs due to the testing period for the system having taken longer than originally anticipated due to the need to implement changes to some of the standard elements of the programme to reflect safeguarding requirements.
- 3.39 In September 2019 a further £1.192m resource was required to fund the additional costs incurred for the internal and external resources needed to support the system in going live and other implementation costs, including retaining the project team for longer than anticipated to support business change activities linked to the new system and ensure a smooth transition within the service.

### 3.40 **Financial Implications**

- 3.41 As part of the initial business case seeking approval to the new system savings were identified in respect of both reduced licensing costs, and savings from reduced costs of processing payments. The current licensing costs of the new system are c£146k per annum lower than the previous system and there are proposed to be an initial c£110k per annum savings through a reduction of 4 fte's in finance because of the streamlined systems. These savings are included as part of the 2021/22 savings proposals and are expected to be realised from around September 2021.

### 3.42 **365 Collaboration Programme**

- 3.43 In 2016, a decision was taken to move from Lotus Notes and adopt Google as the corporate collaboration and productivity suite. This decision was driven by the need to replace Lotus Notes, an ageing application that offered no real collaboration functionality or flexibility and to move to more modern business practices. At the time, the Council did consider Microsoft, but there was uncertainty over Microsoft's pricing model and lack of collaboration functionality, therefore the decision was made to implement Google G-suite. The roll-out of G-Suite was challenging as major back-end systems were unable to integrate, and as a result the Council were unable to completely move away from Microsoft Office products, which as a result meant a mixed estate of both Google and Microsoft products and the associated licenses costs.
- 3.44 However, since the 2016 decision, available technology has developed and Manchester's operating environment has evolved, such as the integration of Health and Social Care, the increasing need for partnership working within GMCA and MLCO and increased collaboration with a multitude of external partners. As a result, the G-Suite platform had created real difficulties for the Council, its Officers, Members and partners.
- 3.45 A further option appraisal was carried out which considered G-suite's functionality and cost alongside Microsoft. The shortfalls of G-Suite's collaboration compatibility with Microsoft products and subsequent improvement of the Microsoft collaboration functionality supported the decision to adopt Microsoft productivity, collaboration and communications platform.
- 3.46 The objectives of the MS O365 Programme were migrating the Council from the Google email, drive and other applications, ceasing to operate a hybrid estate by decommissioning Google and Lotus Notes services and unifying the Council's Microsoft suite to ensure consistency across the workforce. Approval to proceed with this work was received in December 2019 and a budget of £2,304k was allocated.
- 3.47 The programme commenced in January 2020. Timescales for the programme were necessarily ambitious as the programme delivery date had to be aligned with the Google contract end date. Therefore, the target was to have completed the majority of the migration by the end of August 2020.
- 3.48 From the beginning, it was clear that this programme was not solely a technology implementation programme and to gain the full benefits of the Microsoft 365 platform it would require business process changes throughout the Council. It was this requirement which informed the planned delivery approach.
- 3.49 The programme itself was structured accordingly with an ICT programme team which included contracted expertise responsible for the technical migration and any other related technical projects, and a second programme team that was responsible for leading the business change. For the second programme team third party experts were engaged who had previous experience of

leading the required business engagement and enabling business readiness at Warwickshire County Council.

- 3.50 The approach for delivery of the required business change was to develop strong links with the Council's Our Transformation programme, ensuring business readiness, minimising disruption, and training staff through a combination of formal and informal bespoke face to face facilitated training events and drop ins, physical communication channels and floorwalking by change champions.
- 3.51 This included several scenario-based, hands-on demo-environments accompanied by face-to-face facilitators, large-scale one-to-many sessions, personal interaction with trained colleagues from the change network that would coach individuals and teams via organised training sessions, but who would also deliver impromptu information, advice and guidance in accordance with a "floor-walking plan.
- 3.52 Work to the original timescale continued up until March 2020, when external circumstances changed and the COVID pandemic commenced. During March, suppliers began to draw back from engagement on site, with ultimately a national lockdown being imposed. For this reason, a change request was submitted and approved by the programme board to delay the migration to Microsoft O365.
- 3.53 The programme of work was then paused for 2 months, given the emergency demand on internal resources to react to the pandemic, it was clear that the programme, calling on both ICT and wider business staff, could not be a priority at that time. The delay was to last until it became clear work could effectively resume. However, during this delay, some technical preparatory work was to continue.
- 3.54 Work on all projects within the programme restarted at the end of May 2020, migration timescales were replanned to carry out this work from 28th September 2020, planning to be completed by 30th October 2020, eight weeks later than originally planned. It was agreed that the programme should continue and be delivered in a remote, COVID compliant manner was approved.
- 3.55 With the vast majority of the Council's workforce either permanently based at home or spending significantly more time working in their own homes the original approach to deliver the required communication, training, information, and guidance that would ensure business readiness and a smooth transition was not feasible.
- 3.56 Whilst not being the preferred approach the option of remote adoption and remote learning was the only option available. Therefore, following significantly replanning the delivery approach placed greater emphasis on the creation and recruitment of a champions network and champions toolkit, communication via the weekly broadcasts as well as stand-alone digital messaging, and problem

and issue-driven interactive sessions moderated and facilitated by Change Network.

- 3.57 The knock-on effect of the first national lockdown continued to be felt across the ICT department with a number of other programmes, such as the Data Centre Project whilst other projects were accelerated in order to assist with the Council's response to COVID, such as Telephony. This meant that there would be a significant amount of activity concentrated over a relatively small timescale.
- 3.58 Data centre migration activity had to be carefully coordinated with Microsoft O365 migration activity. This also led to competing requirements for the same ICT resources to deliver the technical change as well as a number of intra programme dependencies across the ICT portfolio that needed to be carefully managed.
- 3.59 Furthermore, there was a real risk of change fatigue across the organisation with several users receiving a new device, a new collaboration tool and a new telephony application over a very short period.
- 3.60 In addition, there followed several difficulties with the rollout, with both internal and external technical issues causing significant disruption to the migration schedule. This required repeated replanning throughout quarter two and three, until migrations were ultimately completed early December 2020.
- 3.61 Challenges were also encountered with the migration of mobile devices to the new platform, both in terms of the migration itself and the sequencing of the work. This was due to the necessity of using the mobile devices as the method for multi-factor authentication (MFA), user authentication for security purposes when logging into Microsoft O365.
- 3.62 It was understood before migration began that migrating the mobile devices would need to take place after the user had begun using Microsoft 365 on their desktop or laptop device. However, to begin using Microsoft 365, the user would need to set up MFA on their mobile device, which had not yet been migrated.
- 3.63 In addition, the age of many of the mobile devices in use across the council is such that running the Microsoft Office applications on them is far from ideal, with delays when accessing documents or emails. Where possible, these devices will be targeted for early replacement in the End User Device project.
- 3.64 All individual users are now migrated to Microsoft 365, amounting to 7,250 accounts, and all but six shared mailboxes are now migrated, with the final mailboxes due to migrate on the weekend of the 30th and 31st January 2020.
- 3.65 Total project costs are £2,162k. Of the £2,162k, £650k were staffing costs to deliver the project, transition to business as usual and ongoing support. (£310k costs were for ICT only staff and £135k was for specialist contractors to deliver the technological change, £55k for 3rd party support to deliver the



business change, £150k for agency staff to support the Service Desk during the transition period).

- 3.66 The programme of works is currently commencing the closure phase and as part of this process a thorough lessons learnt review will be initiated.

**3.67 MS O365 Programme Social Value**

- 3.68 Microsoft has a presence in Manchester city centre, on Charlotte Street, and have approximately 400 partners who are permanently located in Manchester. They have historically partnered with Manchester based charities, such as Reason Digital who support charities to improve their digital presence and offer, and with Wythenshawe based charity BW3.

- 3.69 As an organisation Microsoft achieved carbon neutrality across global operations every year since 2012, currently 50 percent of their data centres run on renewable energy with an aim of 70 percent by 2023. The contract with Microsoft to deliver the technical migration yielded, over and above Microsoft's standard corporate social value offer, STEM for girls' events, Accessibility bootcamps, Digital Literacy Train the Trainer events and a Career Insights day. These events are yet to take place due to COVID restrictions however Microsoft continue to liaise with the Growth and Development department and will revisit as soon as it is possible to do so.

- 3.70 The new contract to supply Microsoft licenses to the Council is with Ardwick based Softcat who have over 300 employees. They have a large suite of social value-based initiatives which include regular work in partnership with the Universities, employing in excess of 50 apprentices, offer work experience opportunities to both university and school students, pay the Manchester Living wage and operate a Manchester first policy. In addition, as part of the latest contract Softcat will continue to sponsor the Manchester Culture Awards and work closely with the Mayor's We love Manchester Charity.

**3.71 End User Device (EuD) Project**

- 3.72 Since the start of the March 2020 lockdown, some 2000 laptops and 1400 mobile phones have been procured and issued, primarily to support staff working from home during the coronavirus pandemic.

- 3.73 With more staff now working remotely, and increasing numbers are utilising collaborative tools such as Office 365 and the new 8x8 soft phone telephony system, a review has indicated that the majority of devices, including approximately 2,000 mobile phones in the existing estate are not of an adequate specification and need replacing, as well as approximately 3,000 Wyse terminals which are end of life and need to be replaced. A business case has been compiled and is progressing through the financial checkpoint process to request a capital investment of an additional £3.6m (£1.5m has already been agreed at CP2) to replace, 'not fit for purpose' devices, mobile phones and supply the initial peripheral items such as mice, carry cases and locks to these users over the next 12-18 months. Peripheral items are

currently purchased via individual departmental budgets. There are also circa 3,000 users working securely on Council systems but using personal equipment.

- 3.74 To support the device rollout, HROD undertook an analysis exercise, in conjunction with service areas, that grouped staff into four different persona types based on how they work and use technology now and in the future. Each persona type is aligned with a standard device and telephony option which appropriately meets the needs and requirements of the staff grouped in the persona type. This will ensure that every staff member receives the right device and telephony option to be as productive as possible, but also will help to reduce costs and complexities around the purchase, maintenance and support of devices. Approximately 70% of staff fall into the 'standard on-line worker' persona which means they will be issued with a laptop by default. 28% were categorised as a 'standard offline worker, 1% as a specialist worker and 1% as a field worker.
- 3.75 Following the changes in the way staff work and where they are located, as a result of the lockdown, the data sets are being revisited. This is to ensure they are still valid and considering the continuation of staff working remotely during the pandemic and the likely reduction of the need for fixed IT within office spaces.
- 3.76 Concurrently alongside the rollout of new devices, a rationalisation exercise will take place to reduce the amount of equipment within the Council's managed device estate. The End User Strategy stipulates that each user has access to only one device where possible, with the addition of a mobile phone, only where needed. Therefore 'surplus' devices will be returned to the IT service to either be reallocated or recycled as appropriate.
- 3.77 To support the procurement of the necessary devices and mobile phones, a tender exercise has completed for a three-supplier framework that can be used for the procurement of necessary devices, mobile phones and associated peripherals.
- 3.78 When the business case and expenditure has been signed fully agreed, it is anticipated that Manchester City Council will procure and rollout approximately 4,000 laptops and desktop devices, over 2,000 mobile phones and 1,500 monitors from March 2021 over a 12–18-month time frame to rationalise the estate and ensure staff are equipped with the right devices to undertake their role effectively, regardless of their workplace.

#### **4 Response to the COVID crisis**

- 4.1 In response to Covid-19 the Telephony project rescheduled the planned procurement and build timescales to allow for an accelerated delivery of telephony hardware and software services to those Council functions that were on the frontline of the COVID response. A rapid deployment focus meant that by May 2020, contact centre services were built and migrated to the new resilient and reliable cloud-based solution for the Covid Hub, Social Care and

the ICT Service Desk queues. This provided the immediate capability for contact centre staff to be able to work from any location, including from home if required.

- 4.2 Throughout the pandemic the Know IT All walk up service, located on the 7th floor at THX has been open with subject matter experts available for Council staff to access support, guidance and resolve laptop and telephony issues. ICT Service desk staff have encouraged and supported users in using technology to undertake remote working e,g Google Meet & now the use of 365 Teams
- 4.3 ICT working with services and SMT, prioritised the ICT response and prioritised its service delivery to both pause some activities and to accelerate others, this prioritisation is now being incorporate into future ICT planning,

## **5 Future Planning & Future Council**

- 5.1 Detailed work has been undertaken to understand the priorities across the Council and across particular service areas, particularly in the Council's response to Covid and how this impacts future Council services.
- 5.2 A detailed paper is currently being prepared that lays out these plans for the next year. Following on from approval of this paper, the business cases and projects will be taken through the usual projects and programmes approval route.

## **6 Conclusion**

- 6.1 ICT has delivered a number of key projects and programmes during a very challenging year both responding so that front lines services could be maintained and enhanced, as well as providing additional capacity allow over 6,000 users to regularly work remotely during lockdown.
- 6.2 Work is continuing to exploit the investment made in these programmes both within ICT and across service areas.

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