



# **Resources and Governance Scrutiny Committee**

Date: Thursday, 25 May 2023

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

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

## **Access to the Antechamber**

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension.

## **Filming and broadcast of the meeting**

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

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

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

## Supplementary Agenda

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5. **Commercial Activity Update (Part A)** 3 - 12  
Report of the Deputy Chief Executive and City Treasurer.

This report provides an overview of key aspects of the Council's commercial portfolio as well as outlining the governance and assurance activity which take place before, during and post completion of commercial transactions.

8. **Commercial Activity Update (Part B)** 13 - 28  
Report of the Deputy Chief Executive and City Treasurer.

This confidential report provides further detail regarding the structure, financing and terms of the Council's commercial activities.

**Please note, there will be a Work Programming session at the rise of this meeting for committee members only**

## Further Information

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

Charlotte Lynch  
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This supplementary agenda was issued on **Friday, 19 May 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester, M60 2LA

**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee - 25 May 2023

**Subject:** **PART A** - Commercial Activity, Investments and Governance

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

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**Summary**

The Council is involved in a wide range of commercial activities, including, but not limited to, provision of loans to third parties, Joint Ventures, investments into a range of initiatives and property transactions. This report provides an overview of key aspects of the commercial portfolio as well as outlining the governance and assurance activity which take place before, during and post completion of commercial transactions.

**Recommendations**

The Committee is recommended to:

- (1) Note the content of the report and comment / question the information presented to the Committee as appropriate.
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**Wards Affected:**

All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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This report does present information or propose decisions that have direct implications for the delivery of the Council's zero-carbon targets.
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<b>Equality, Diversity and Inclusion</b> - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
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Consideration of equality, diversity and inclusion issues for Manchester residents and businesses have been taken into account in the development and delivery of the specific schemes covered in the report.
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<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Through a number of the commercial activities and / or companies that the Council wholly owns or is a party to, jobs have been created and will continue to create employment opportunities across a wide range of sectors.
A highly skilled city: world class and home grown talent sustaining the city's economic success	It is anticipated that the commercial activities outlined with the report will act as a catalyst for investment through supporting infrastructure, innovation, and people, providing a significant boost to the future economic growth for the local area.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The commercial activities which the Council is a party to, primarily through Joint Venture arrangements, act as a regeneration catalyst delivering positive socio-economic changes for communities.
A liveable and low carbon city: a destination of choice to live, visit, work	A number of the commercial activities and investments act as a catalyst for regeneration.
A connected city: world class infrastructure and connectivity to drive growth	Infrastructure improvements are an integral part of commercial activities the Council are a partner in delivering to ensure that opportunities are accessible to all.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

### **Financial Consequences – Revenue**

There are no direct capital consequences arising specifically from this report.

### **Financial Consequences – Capital**

There are no direct capital consequences arising specifically from this report.

### **Contact Officers:**

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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.

- Resources & Governance Scrutiny Committee: Tuesday 7 September 2021 – Spend and financing of external wholly owned organisations.
- Audit Committee: Tuesday 14 June 2022 – Register of Significant Partnerships

## 1. Introduction

- 1.1 This report provides an overview of commercial activity which Manchester City Council is a party to. The report details the range of commercial endeavours covering a broad spectrum of activities such as wholly owned companies and Joint Ventures, development agreements, loan arrangements and equity investments into various ventures.
- 1.2 The sections below cover a number of aspects related to commercial activities including:
- Governance, assurance and oversight structures
  - Summary of key Joint Venture arrangements
  - Activities to close companies that are no longer required
  - An overview of the Council's commercial loan, equity and shareholding portfolio
  - A summary of the work being undertaken on the commercial and development estate
  - Regulation of commercial activity
  - Reflections on the review of Public Interest and Best Value reports into other Local Authority commercial activities

## 2. Background

- 2.1 The Council's Capital Strategy, approved by Executive in February 2023, sets out the priorities for capital investment in line with the delivery of the Our Manchester Strategy. These include
- Investment in growth and regeneration to support employment growth through a strengthening and diversification of the economic base and efficient use of land and investments which is catalytic in supporting recovery and economy and delivery of the Recovery Plan
  - The delivery of major regeneration schemes in the north and east of the city: North Manchester including North Manchester General Hospital, Victoria North, Back of Ancoats and Holt Town and Eastern Gateway
  - To promote the role and continuing growth of the City Centre as a major regional, national and international economic driver.
  - Securing investment for an internationally competitive cultural and sporting offer
- 2.2 The strategy also sets out the principles that govern investment decisions and to ensure that the limited capital resources available are prioritised to achieve best value for money:
- The Council will not invest in capital schemes purely for yield, although some schemes will be financed all or in part from returns on investment. Usually, investment will be within the local authority area although there may be exceptions if it is within the relevant economic area and meeting a key regeneration or zero carbon objective. The Prudential Code and Public Works Loan Board (PWLB) criteria will be followed.

- Assets will be reviewed to identify assets to realise capital receipts to support future investment priorities.

- 2.3 These are longstanding priorities and principles which have framed the Council's commercial activities and for many years, Manchester City Council has been at the forefront of utilising a variety of vehicles and structures to facilitate the delivery of commercially orientated schemes to deliver these priorities to the benefit of Manchester residents and the local economy. This has been evident in the way in which the city has recovered post COVID-19, with significant levels of investment continuing to take place in Manchester post pandemic, demonstrating the continued confidence in the future of our city.
- 2.4 In September 2021, Resources and Governance Scrutiny Committee received a comprehensive report that brought together all aspects of the Council's commercial activities. This report is the annual update on the progress being made.

### **3. Commercial Governance and Assurance**

#### **Strategic oversight of companies, Joint Ventures and charities**

##### ***Commercial Governance inc. Manchester Professional Services Limited***

- 3.1 Manchester City Council has been pro-actively involved in a range of commercial activity, with a range of entities which it owns or has some degree of shareholding in. The Council is currently involved with over 80 active companies, Joint Ventures and charities which undertake different type of activities that provide economic and social benefits to the City and support the Council's policy aims. These company vary in the scale and complexity, as well as type of activities delivered and level of turnover.
- 3.2 To ensure that there is robust oversight of company activity and performance, in 2018 the Council established a Commercial Governance service. The objectives were to ensure corporate co-ordination and oversight for commercial activities. The service subsequently developed to include the company secretarial function under the guise of Manchester Professional Services Limited (MPSL) and to ensure robust shareholder governance in place for commercial ventures. MPSL is a wholly owned council company established for this purpose, which supports 36 different entities. The function was previously hosted by GMCA and was transferred to provide an independent Company Secretary service which would have its own autonomy despite being wholly owned by the Council.
- 3.3 The Commercial Governance service provides a corporate co-ordination and oversight function for companies, joint ventures and charities which the Council is involved in. This is to ensure that information is held in one centralised place, bringing together information from both legal and finance, as well as looking to standardise process and embedding good practice. Work is currently underway to refine and standardised processes to review companies

and create a 'house style' financial model to test the financial viability of all projects in the future. In addition, officers from the commercial governance and finance functions are undertaking knowledge share sessions, facilitated via external consultancies to ensure that processes are effectively embedded and lessons are learnt from any Local Authorities who have had challenges with commercial activities.

- 3.4 Commercial Governance proactively review the Best Value and Public Interest reports into Local Authority commercial ventures to review any lessons learnt and learning that Manchester can apply. It should be noted that there have been no specific weaknesses found in the way in which the Council operates or structures its commercial activities but there is no room for complacency and this has provided an opportunity to strengthen practice.

### ***Commercial Board***

- 3.5 The Council's Commercial Board, chaired by the Deputy Chief Executive and City Treasurer, was established in late 2018 with an initial focus on major projects and significant investments, to ensure alignment with corporate priorities, value for money and benefits realisation. Over time, the remit of the Commercial Board has increased to cover matters such as procurement, income generating contracts fees and charges, spend on agency staff and new policy areas such as the Subsidy Control Act. The Commercial Board doesn't have any formal decision-making powers and acts in a capacity of oversight / monitoring and a check and challenge function prior to commercial proposals being progressed for decision making through agreed constitutional governance routes.

### ***Directorship Training***

- 3.6 To ensure that there is a consistency of approach as to how Members and Officers undertake company Director role(s), the Council has co-produced a company Director training programme with CIPFA which all Members and Officers fulfilling a Directorship role are required to attend. At the time of writing, the Council has 59 seats on a wide range of company Boards. Three successful training cohorts have already been completed, with 24 Members and Officers attending the sessions. Further training is being scheduled for those performing a Directorship role unable to attend previous sessions in Autumn 2023. It is to be noted that a lack of sufficient training for those undertaking a company Director role has been highlighted as a key issue in a number of Best Value and Public Interest reports into failings in the operation of Local Authority commercial ventures.

### ***Shareholder Panel***

- 3.7 In 2021, the Council established a Shareholder Panel. The panel meets on a monthly basis to review the performance of various entities, provides assurance on compliance with Shareholder Agreements, has oversight of company reviews and addresses any issues in relation the operation of any of the companies, Joint Ventures or charities which the Council is involved with.



The Shareholder Panel is chaired by the Deputy City Treasurer and involves representative from Commercial Governance, Financial Management and Legal Services. Following a recent workshop session with officers who attend the group, a clear action plan prioritising key activities for 2023/24 has been devised. The current priority is to ensure the enforcement of Shareholder and Member Agreements which the Council has in place to ensure that the terms and conditions are complied with.

### ***Due Diligence Framework***

- 3.8 In July 2022, Commercial Governance led the design of a Due Diligence Framework (DDF). The purpose of the DDF is to provide financial and reputational assurance to the Council via the analysis of the performance and sustainability of the organisations which the Council are currently working or proposing to contract with. The framework and supporting pre / during / post transaction monitoring forms are designed to enhance existing approaches and formalise the way the Council conducts due diligence in relation to arrangements with third parties. At present, the DDF is being applied to loan agreements and equity investments, development agreements and major contracts that are classified as 'gold'. Following initial testing over the last six months, there have been some areas identified which require further strengthening, with an action plan established to progress the improvement areas to ensure that the DDF is providing the optimum level of assurance.

### ***Register of Significant Partnerships***

- 3.9 The Register of Significant Partnerships is an annual assurance process undertaken on partnership arrangements that are considered to be of the highest significance, could result in material implications to the financial position / reputation of the Council or to the delivery of corporate and Our Manchester objectives. These arrangements include; Joint Ventures, wholly owned companies, statutory groups, Private Finance Initiatives (PFIs) as well as a variety of other types of collaborative structures. The partnerships have varied approaches to governance which are deemed appropriate to their scale, legal status and delivery objectives.
- 3.10 Through the process, the partnerships are rated based upon the information provided by the officers completing the form. The assessment ratings are: substantial, reasonable, limited and weak. The rating is generated on the assessment on areas such as finance, audit, risk and governance. At present, there are 47 partnerships on the register which is reported to Audit Committee on a bi-annual basis; one report on the assessment of all entities received in June and an update report on those rated as reasonable, limited or weak in November / December.

## **4. Commercial Activities**

- 4.1 Due to the commercially sensitive and confidential nature of section 4, this is being treated as a Part B item. The areas which the Part B report covers are:

- Companies that are included in Council group accounts outlining their structures and financial arrangements which the Council has in place with these entities
- An overview of some of the Joint Ventures which the Council is a party to and their current status
- Details of the companies which the Council either wholly owns or is a party to that are intended to be closed over the next 12 months
- A schedule of the Council's loan, shareholding and equity portfolio
- Details on any guarantees the Council provides to third parties
- An overview of the development estate including asset performance and impacts on the development estate

## **5. Regulation of Commercial Activity**

- 5.1 The commercial activities of Councils are regulated in a number of ways through a number of interdependent codes and regulations, including the Treasury Management Code, the CIPFA Prudential Code, the CIPFA Financial Management code and PWLB guidance, all designed to ensure sound financial management of long-term assets and liabilities held by the Council.
- 5.2 Recent revisions to CIPFA's Prudential Code include the risk management framework local authorities should follow to manage debt and investments and requires authorities to include within their Capital and Treasury Management Strategies the approach that they take in relation to non-treasury management investments, including equity and loans to third parties.
- 5.3 The Code includes two specific categories of non-treasury investments:
- being service investments that are made to support service provision and for which the return on the investment is not the primary reason for it, and
  - commercial investments where the yield on the investment is the primary reason.
- 5.4 The Council does not make commercial investments, as defined by the Code. The activities noted above have been undertaken to support service provision and regeneration activities within the City of Manchester, and whilst there are commercial elements of the investments they are not held solely for financial return and yield.
- 5.5 The commercial activities detailed above are classed as assets and form part of the Council's annual accounts and are therefore reviewed regularly. All shareholdings and equity investments are valued on an annual basis using the latest financial information available for each company, and for loans an annual assessment is made of any potential losses for bad debts.
- 5.6 Any proposed equity investment made by the Council, and any loans longer than 12 months in duration, must be classed as capital expenditure and therefore are subject to the Council's capital approval process. This allows

them to be scrutinised before they are progressed, with the reasons for making the investment clearly set out and linked to the Council's priorities.

## **6. Public Interest and Best Value Reports**

- 6.1 Several Public Interest and Best Value reports into Council commercial ventures, issued between 2020 and 2023, have highlighted a number of flaws with regards to Local Authority oversight and monitoring of such activities. These reports have often drawn attention to Local Authorities' pursuit of an objectives with no effective scrutiny and challenge before or during the implementation of the commercial initiative. The reasons for the failure of Local Authority companies are wide-ranging but primarily centre on two key points:
- ineffective governance arrangements; and
  - commercial propositions that are fundamentally challenged from the outset.
- 6.2 This has provided some salutary lessons for councils about conducting appropriate due diligence when investing and lending to third parties. Undertaking robust due diligence, with support from an appropriately qualified external advisory team, when required, is absolutely critical.
- 6.3 The importance of thorough consideration has recently been underlined in Manchester through the due diligence undertaken on the potential acquisition of a solar farm. The comprehensive due diligence process highlighted a number of areas which posed potential significant material risks to the Council and therefore it was agreed that this particular opportunity should not be progressed.
- 6.4 Given the important part which Commercial Governance played in the due diligence of the large-scale energy opportunity, the service is going to play an enhanced role in being the lead for due diligence on investments and transactions that have potential material implications for the Council.
- 6.5 In 2022, CIPFA produced a Local Authority Owned Companies good practice guide, outlining processes and procedures councils are recommended to follow when considering progressing with commercial ventures. Manchester is cited twice in the guide, highlighting good practice examples linked to the Register of Significant Partnerships and the delegations matrix that has been put in place for the Manchester Heat Network, which clearly outlines the companies decision making authority and what needs to be referred back to the Shareholder for consideration. It is to be noted that other Local Authorities have contacted Manchester for further information about both these examples in order to assess how these approaches can be applied in their respective councils.

## **7. Risk Management**

- 7.1 Robust risk management is a key tool that needs to be deployed effectively to ensure that any emerging issues are addressed in a timely way to effectively negate any impacts for the Council. As part of the assessment for any commercial activity and investments, a thorough assessment of potential risks is undertaken and outlined as part of the decision-making process. Detailed risk registers are also in place and reported at the relevant Board meetings.
- 7.2 Through the Council's Commercial Board, Shareholder Panel and Due Diligence Framework, these routes provide further risk management and oversight to ensure that the Council's interests are protected.

## **8. Conclusions**

- 8.1 The Council has become a party to a broad range of commercial arrangements that have been facilitated through, for example, equity investments, development agreements and company structures. These arrangements all vary in size, scale and complexity, all of which have some form of potential for material implications for the Council's finances and / or reputation if not managed and monitored correctly. Through the continual improvement of the processes that have already established and further embedding of the importance of assurance and due diligence throughout the lifetime of transactions, it provides senior leadership with the confidence that Manchester won't be in a similar position to those councils where commercial activities have failed and resulted in government intervention.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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# Resources and Governance Forward Plan 2023/2024

## May 2023

# Chair's Introduction

I was elected as Chair of RAGOS last year and have really enjoyed the role. We had some very good and detailed discussions on a wide range of topics.

Any member of the Committee can suggest issues for us to scrutinise. Here are some of the topics we'll be looking at over the coming months:

- How are the Town Hall and Factory projects progressing?  
Looking at how well placed the Council would be to bring outsourced services back inhouse.
- How effectively is the Council responding to the Cost-of-Living crisis facing our constituents?
- Where are we up to in making all Council services more digitally inclusive for our residents?

Regular items we'll be considering are the Council Budget, our Capital programme, the performance of our Revenue and Benefits teams, the progress of our IT services and updates on Human Resources.



**Councillor Andrew Simcock, Chair of  
Resources & Governance Scrutiny  
Committee**



# Resources and Governance Scrutiny Committee

The Resources and Governance Scrutiny Committee exercises functions in relation to the Council’s corporate leadership and management, notwithstanding those that fall within the remit of another Committee.

In particular, this remit can largely be categorised under the following headings:

Finance and Budget Setting	Corporate and Partnership Governance
Capital Programmes	City Region Governance
Procurement and Commissioning	Revenues, Benefits and Customer Services
Property Management	ICT
Human Resources, Organisational Development and Transformation	

As usual, it is proposed to construct the Resources and Governance work plan around themes where possible (for example, a Human Resources focused meeting). This should make it easier for members to prepare for meetings and allow the Committee to deep dive areas under its remit and encourage cross-cutting analysis. Individual items that are time specific will still be presented to the Committee at the appropriate times.

# Finance and Budget Setting (1)

**Item:** 2024/2025 Budget Process

**Purpose:** To receive a short report on the current position of the MTFP and planned approach to setting the 2024/25 budget process

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Sam McArdle

**Timing:** September 2023

**Item:** HRA Update

**Purpose:** To receive a report on the proposed Housing Revenue Account (HRA) budget process for 2024/25 and a refresh of the 30-year business plan

**Executive Member:** Councillor Akbar, Councillor White

**Lead Officer:** Tom Wilkinson, Dave Ashmore

**Timing:** December 2023

**Item:** Section 106 Governance

**Purpose:** To receive a report on the Governance arrangements relating to Section 106.

**Executive Member:** Councillor Akbar, Councillor White

**Lead Officer:** Julie Roscoe

**Timing:** July 2023

# Finance and Budget Setting (2)

**Item:** Update on the Autumn Statement

**Purpose:** To provide a short update on the impact of the Autumn Statement on the Council's MTFP and budget position for 2024/25.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Sam McArdle

**Timing:** November 2023

**Item:** Corporate Core Budget 2024/2025

**Purpose:** To receive a report outlining the budget position for 2024/25 and progress in reaching a balanced budget, including preliminary savings and investment options.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Paul Hindle

**Timing:** November 2023

**Item:** Review of Investments

**Purpose:** To receive a report on the Council's capital investments being made through the Capital Strategy in terms of delivering future VFM

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Tim Seagrave

**Timing:** December 2023

# Finance and Budget Setting (3)

**Item:** Budget Settlement

**Purpose:** To receive a report on the Provision Local Government Finance settlement to outline the impact on the Council's budget position for 2024/25.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Sam McArdle

**Timing:** January 2024

**Item:** Corporate Core Budget 2024/2025

**Purpose:** To receive and consider the final 2024/25 budget proposals that will go onto February Budget Executive and Scrutiny and March Council.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Paul Hindle

**Timing:** February 2024

**Item:** Budget 2023/2024

**Purpose:** To receive a suite of reports from all scrutiny committees on the budget proposals for 2024/25 subject to Executive and Council approval.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Sam McArdle

**Timing:** February 2024

# Finance and Budget Setting (4)

**Item:** Review of Development Agreements

**Purpose:** To report on the Councils development agreements, monitoring arrangements and overages secured

**Executive Member:** Councillor White

**Lead Officer:** David Lynch

**Timing:** July 2024

**Item:** Sales Fees and Charges

**Purpose:** To review the Council's commercial activities through trading operations and the setting of fees and charges

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Paul Hindle

**Timing:** January 2024

# Capital Programmes

**Item:** Update on Progress for the Our Town Hall Project

**Purpose:** To report on the Councils restoration and refurbishment of Manchester Town Hall

**Executive Member:** Councillor Rahman, Councillor Akbar

**Lead Officer:** Carol Culley, Jared Allen, Paul Candelent

**Timing:** July 2023

**Item:** Update on Progress for the Factory Project

**Purpose:** To report on the Councils development of The Factory, St Johns.

**Executive Member:** Councillor Rahman, Councillor Akbar

**Lead Officer:** Carol Culley, Jared Allen

**Timing:** July 2023

**Item:** Review of investments being made by the Council into its Capital Strategy in terms of delivering future VFM post COVID19

**Purpose:**

**Executive Member:** Councillor Rahman, Councillor Akbar

**Lead Officer:** Carol Culley, Jared Allen

**Timing:** December 2023

# Procurement and Commissioning

**Item:** Contract Management

**Purpose:** To receive a report on the Council's key contracts, its approach to the procurement of these contracts and assessments of how to source contracts due for renewal and/or extension

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Peter Schofield

**Timing:** June 2023

**Item:** Ethical Procurement and Fair Tax

**Purpose:** To receive a report on the Council's ethical procurement and fair tax assessments in procurement and development decision making

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Peter Schofield

**Timing:** July 2023

**Item:** Update on new Procurement Regulations

**Purpose:** To receive a report on the updated Procurement Regulations coming into effect and how the Council intends to implement them.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Peter Schofield

**Timing:** Autumn

# Property Management

**Item:** Annual Property Report

**Purpose:** This report provides an annual update on the work of the Estates and Facilities Service (Corporate Core, responsible for the Operational Estate) and the Development Team (Growth and Development Directorate, responsible for the Investment Estate and assets held for development). In particular, this year we will be looking at the use of agency staff within the team.

**Executive Member:** Councillor Rahman (Operational Estate), Councillor White (Development)

**Lead Officer:** Carol Culley and Becca Heron (Dave Lord / Richard Munns)

**Timing:** September or November 2023



# Human Resources, Organisational Development and Transformation

**Item:** Workforce Equalities Strategy – Progress Update

**Purpose:** This report provides members with an update on progress to date to increase diversity, ensure we are an inclusive employer and to challenge discrimination.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Mark Bennett

**Timing:** October 2023

**Item:** Workforce Strategy Update

**Purpose:** This report provides members with the new Workforce Strategy

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Mark Bennett

**Timing:** October 2023

**Item:** Future Shape of the Council Update

**Purpose:** This report provides members with an update on progress to date with the Future Shape of the Council programme, which is evolving the Council's ways of working in order to meet current challenges.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Mark Bennett

**Timing:**

*Any changes to the Council's Human Resources policies would be covered by the Personnel Committee*

# Corporate and Partnership Governance

**Item:** Commercial Activity Update

**Purpose:** Provision of an overview of the performance of the portfolio of Council commercial activities including companies, Joint Ventures, loans, equity investments and development agreements

**Executive Member:** Councillor Akbar, Councillor White (some development matters will be referenced here)

**Lead Officer:** Carol Culley, Tom Wilkinson, Sarah Narici, Dave Lynch/Dave Lord

**Timing:** May 2023. This needs to become an annual report moving forward in January, February or March each year. This will need to be Part B due to commercial sensitivities

Page

**Item:** Manchester Heat Network – Business Plan Update

**Purpose:** Presentation of performance update and the 2023/24 business plan for the Manchester Heat Network Special Purpose Vehicle (SPV), which is wholly owned by Manchester City Council. The report will also outline the SPV's approach to securing new customers to the network and the decarbonisation of the asset

**Executive Member:** Councillor Akbar, Councillor Rawlins (falls under the environment portfolio)

**Lead Officer:** Carol Culley, Tom Wilkinson, Sarah Narici

**Timing:** EaFebruary or March to ensure approval ahead of the new financial year. This will need to be Part B due to commercial sensitivities

# City Region Governance

**Item:** Manchester City Council connections with Greater Manchester Combined Authority (GMCA)

**Purpose:** To update the Committee on Manchester's connections with GMCA in terms of partnerships, governance and financial arrangements

**Executive Member:** Councillor Akbar

**Lead Officers:** Carol Culley, James Binks, Tom Wilkinson

**Timing:** No critical dates for this

**Item:** Manchester City Council connections with the Greater Manchester Integrated Care System and the Manchester Locality

**Purpose:** To update the Committee on Manchester's links with the Greater Manchester Integrated Care System, including governance and financial arrangements.

**Executive Member:** Councillor Akbar

**Lead Officers:** Carol Culley, Tom Hinchcliffe, James Binks, Tom Wilkinson

**Timing:** No critical date for this

# Revenues, Benefits and Customer Services (1)

**Item:** Update from the Revenues and Benefits Unit

**Purpose:** Update on the activity of the Revenues and Benefits Unit including details of ongoing cost of living schemes and activities delivered by the service.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Lee Owen, Matthew Hassall, Charles Metcalfe

**Timing:** This is an annual report . It has typically been presented in the Autumn and bringing the report in September maintains this approach

**Item:** Council Tax Support Scheme

**Purpose:** To bring recommendations on CTSS options from 2024/25 onwards, with a view to taking approved recommendations to public consultation in the Autumn.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Lee Owen, Matthew Hassall, Charles Metcalfe

**Timing:** This is a one-off report. Bringing the report in early September allows time for public consultation in advance of any agreed changes applying from 2024/25.

**Item:** Resident & Business Digital Experience Programme Update

**Purpose:** To provide an update on the delivery of the Resident & Business Digital Experience Programme which is a key workstream as part of the Future Shape Programme.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Lee Owen, Jon Burt, Alex Forbes

**Timing:** Quarter 2 23/24

# Revenues, Benefits and Customer Services (2)

**Item:** Council Tax Support Scheme Consultation Responses

**Purpose:** Update on the public consultation responses to the approved Council Tax Support Scheme recommendations.

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Lee Owen, Matthew Hassall, Charles Metcalfe

**Timing:** December 2023

# ICT

**Item:** Enterprise Resource Planning (ERP) System Replacement

**Purpose:** To receive a report on the replacement of the Council's core finance and HR system (ERP) progress to date, programme update, change management and communications plan

**Executive Member:** Councillor Akbar

**Lead Officer:** Carol Culley, Tom Wilkinson, Mark Bennett, Chris Wanley

**Timing:** June 2023 (however – this will be in the midst of procurement so the report would be limited. This could either slip to September or a further report brought to RAGOS).

# Proposed Workplan

## RAGOS Meeting Dates 2023/2024

25th May 2023

22nd June 2023

20th July 2023

7th September 2023

12th October 2023

9th November 2023

7th December 2023

11th January 2024

8th February 2024

26th February 2024 (Budget RAGOS)

7th March 2024

Page 45

## 25th May 2023

- Commercial Activity Report
- Workplan Presentation

## 22nd June 2023

### Procurement Theme

- Contract Management
- Enterprise Resource Planning (ERP) System Replacement
- Ethical Procurement and Fair Tax



**20th July 2023**

**Growth and Development theme**

- Review of Development Agreements
- Section 106 Governance
- Update on Progress for the Factory project
- Update on Progress for the Our Town Hall Project

**7th September 2023**

**Revenues, Benefits and Customer Services theme**

- 2024/25 Budget Process
- Update from the Revenues and Benefits Unit
- Council Tax Support Scheme
- Residents and Business Digital Experience Programme Update

## 12th October 2023

### HRODT Theme

- Workforce Equalities Strategy – Progress Update
- Workforce Strategy
- Future Shape Update

## 9th November 2023

- Update on the Autumn Statement
- Corporate Core Budget 2024/25
- Update on new Procurement Regulations

## 7th December 2023

### Capital Theme

- Review of Investments
- Annual Property Report
- HRA Update
- Council Tax Support Scheme Consultation Responses
- Review of investments being made by the Council into its Capital Strategy in terms of delivering future VFM post COVID19

## 11th January 2024

### Commercial Theme

- Budget Settlement 2024/25
- Sales Fees and Charges
- Commercial Activity
- Manchester Heat Network

## 8th February 2024

- Corporate Core Budget 2024/25

## 26th February 2024 (Budget RAGOS)

- Budget 2024/25

# 7th March 2024

Devolution Theme

- Manchester City Council connections with the Greater Manchester Combined Authority (GMCA)
- Manchester City Council connections with the Greater Manchester Integrated Care System and the Manchester Locality

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