MANCHESTER CITY COUNCIL

Resources and Governance Scrutiny Committee

Date: Thursday, 22 June 2023
Time: 10.00 am
Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

There will be a private meeting for committee members only from 9:30am on Thursday, 22 June 2023 in Room 2006, Level 2, Town Hall Extension.

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. **There is no public access from any other entrance.**

Filming and broadcast of the meeting

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Membership of the Resources and Governance Scrutiny Committee

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

Agenda

1. **Urgent Business**
   To consider any items which the Chair has agreed to have submitted as urgent.

2. **Appeals**
   To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

3. **Interests**
   To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

4. **Minutes**   7 - 10
   To approve as a correct record the minutes of the meeting held on 25 May 2023.

5. **Elections Act 2022 and the 4 May 2023 Local Election -**   11 - 26
   Progress Report on its Impacts
   Report of the Chief Executive.

   This report provides figures and a full update on how the new duties of the Elections Act 2022 impacted on the 4 May 2023 local election, with specific focus on voter registrations, polling station accessibility, voter ID requirements and the local Greater Manchester / Manchester communications campaign to raise awareness of these changes.

6. **Our New Finance and HR System**   27 - 38
   Report of the Deputy Chief Executive and City Treasurer and the Director of HR, OD and Transformation.

   This report provides an update on the work undertaken so far to replace the Council's legacy SAP HR and Finance system (also referred to as an Enterprise Resource Planning (ERP) system), the procurement approach and timescales, alongside the risks and opportunities presented by such an important system implementation.

7. **Contract Management**   To Follow

Report of the Governance and Scrutiny Support Unit.

This report provides the Committee with details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also includes the Committee's work programme, which the Committee is asked to amend as appropriate and agree.

Information about the Committee

Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Resources and Governance Scrutiny Committee areas of interest include finances, Council buildings, staffing, corporate and partnership governance as well as Council tax and benefits administration.

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. To help facilitate this, the Council encourages anyone who wishes to speak at the meeting to contact the Committee Officer in advance of the meeting by telephone or email, who will then pass on your request to the Chair for consideration. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk.

Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
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Further Information

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

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This agenda was issued on **Wednesday, 14 June 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester, M60 2LA

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Resources and Governance Scrutiny Committee

Minutes of the meeting held on Thursday, 25 May 2023

Present:
Councillor Simcock (Chair) – in the Chair
Councillors Andrews, Brickell, Connolly, Davies, Kilpatrick, Kirkpatrick and Lanchbury

Also present:
Councillor Akbar, Executive Member for Finance and Resources
Councillor Moran, Deputy Executive Member for Finance and Resources

Apologies: Councillors Evans and Wheeler

RGSC/23/21   **Interests**

Councillor Julie Connolly declared a prejudicial and pecuniary interest in items 5 and 8 and would leave the meeting for the duration of discussions.

RGSC/23/22   **Minutes**

Decision:

That the minutes of the previous meeting, held on 7 March 2023, be approved as a correct record.

RGSC/23/23   **Commercial Update (Part A)**

The committee considered a report of the Deputy Chief Executive and City Treasurer which provided an overview of key aspects of the Council's commercial portfolio as well as outlining the governance and assurance activity which took place before, during and post completion of commercial transactions.

Key points and themes within the report included:

- Providing an introduction and background;
- Commercial governance and assurance, including strategic oversight of companies, Joint Ventures, and charities;
- Directorship training facilitated for members and officers;
- The Due Diligence Framework, which provided financial and reputational assurance to the Council via the analysis of the performance and sustainability of the organisations which the Council were currently working or proposing to contract with;

- The regulation of commercial activity;
- The purpose of Public Interest and Best Value Reports; and
- Risk management.

Key points and queries that arose from the committee's discussions included:

- How confident officers were in the governance of the Council's commercial activities, citing a recent announcement of a government audit into Teesworks in Teeside;
- How many individuals were still to undertake directorship training;
- Whether directorship training was available prior to being appointed for those considering the position;
- If a list of those who had undertaken directorship training was available;
- Whether the Council reported on the diversity of boards which members and officers were appointed to;
- The impact of the Subsidy Control Act;
- Noting that the Due Diligence Framework was applied to 'gold' contracts, and querying the approach to non- 'gold' contracts;
- How the Council was being proactive in managing reputational and financial risk through its investments and holdings;
- Whether the Council made any savings with regard to culture and leisure during the Covid-19 pandemic; and
- Suggesting that a public notice is included on the website to explain why the Council appoints to boards.

The Deputy Chief Executive and City Treasurer explained that the Council had a successful record in development and regeneration activity. She stated that the governance arrangements in place were robust and continuously monitored and that the Council sought to identify and review good practice from others.

The Chair highlighted a recent news article which disclosed that a review into allegations of "corruption, wrongdoing and illegality" at the Teesworks redevelopment scheme in Teeside had been ordered by the Secretary of State for Levelling Up, Housing and Communities. In response to a query regarding officers' confidence in the governance of the Council's commercial activities, members were advised that there were robust governance arrangements in place around transactions, partnerships and ventures. The Head of Commercial Governance explained that the Due Diligence Framework was used to monitor schemes with regular updates on progress of entities and their stability. She also stated that the Commercial Board received regular updates on major property transactions and regeneration projects and were sighted on the activity and performance of these.

The Head of Commercial Governance advised members that there were less than 10 individuals still to undertake directorship training and that a regular overview of memberships was maintained to ensure any new appointees were fully trained. She

stated that the directorship training programme had been well received with a lot of positive feedback.

In response to a query around the diversity of boards, the Head of Commercial Governance stated that this would be a focus for the team in the year ahead. She stated that officers had an understanding of diversity across boards, but work was needed to strengthen knowledge and understanding.

Members were also advised that directorship training could be undertaken by those considering a Board position prior to being appointed.

The Head of Commercial Governance explained that some members and officers held directorships on multiple Boards, and this was registered through the declaration of interests process and company board registrations, which were public record on the Companies House website. This information would be circulated following the meeting.

In response to queries, the committee was informed that the Subsidy Control Act was introduced at the beginning of 2023 and the Council had an active working group which was examining the implications of the Act. It was also stated that the Council was required to complete a database to publicly outline what subsidies the Council had given to third parties.

The Head of Commercial Governance also stated that 'gold' contracts were those of significant value to the Council and were used to test the fitness of the Due Diligence Framework. She stated that the Framework was now being applied to 'silver' contracts and further detail on the type of contracts this covered would be provided following the meeting. The Deputy Chief Executive and City Treasurer also stated that a report on the Council's Major Contracts Oversight Board would be provided to a future meeting of the committee.

Members were advised that the Council reviewed the Public Interest Reports and Best Value Reports of other local authorities to assess whether Manchester's approach was appropriate.

In response to a member's query regarding lower spend on culture and leisure during the pandemic, the Deputy Chief Executive and City Treasurer explained that the government reimbursed local authorities for any additional costs incurred as a result of the pandemic and the Council had utilised the entirety of this funding. She explained that this did not, however, cover the loss of commercial income such as parking and leisure services revenue. She stated that the Council's reserves had been built up for a number of reasons, such as the Covid Outbreak Management Fund (COMF) and additional grants and relief schemes for business rates.

In response to a suggestion made by a member, the Head of Commercial Governance confirmed that the Council did not currently have any published

information to explain why some members and officers were appointed to Boards but that this could be considered.

Decision:

That the report be noted.

RGSC/23/24   Overview Report

The committee received a report of the Governance and Scrutiny Support Unit which provided details of key decisions that fell within the Committee's remit. The report also included the Committee's work programme, which the Committee was asked to amend as appropriate and agree.

The Committee noted that it would be discussing the work programme for the forthcoming municipal year in further detail in a private session following the meeting, and that an updated work programme reflecting this discussion would be circulated as normal in the papers for the next meeting.

Decision:

That the report be noted.

RGSC/23/25   Exclusion of Press and Public

Decision:

That the press and public be excluded during consideration of the following item which involved consideration of exempt information relating to the financial or business affairs of particular persons and public interest in maintaining the exemption outweighed the public interest in disclosing the information.

RGSC/23/26   Commercial Update (Part B)

The committee received and considered a confidential report of the Deputy Chief Executive and City Treasurer which provided further detail of the structure, financing and terms of the Council's commercial activity, supplementary to item 5.

Decision:

That the report be noted.

Manchester City Council
Report for Information

Report to: Resources and Governance Scrutiny Committee – 22 June 2023

Subject: Elections Act 2022 and the 4 May 2023 local election – progress
report on its impacts

Report of: The Chief Executive

Summary

To provide figures and a full update on how the new duties of the Elections Act 2022 impacted on the 4 May 2023 local election, with specific focus on voter registrations, polling station accessibility, voter ID requirements and the local GM / Manchester communications campaign to raise awareness of these changes.

Recommendations

The Committee is recommended to note:

1. Progress and statistics of the changes passed in the Elections Act 2022 and how they impacted on the Local Elections held in Manchester on 4 May 2023; and

2. Statistics with the implementation of the communication plan for local residents in Manchester and Greater Manchester regarding the changes for the May 2023 polls.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
The legislative changes brought about by the Elections Act had a small, negative impact on achieving the zero-carbon target across the city. This included requiring a greater number of polling stations across the city to handle longer transaction times, more staff travelling across the city to work in stations, with some staff required to use their cars for the role they carry out on polling day. In addition, there was more paperwork required in stations to capture voter information and report back to the Department for Levelling Up, Housing & Communities (DLUHC) and the Electoral Commission (EC). As much as possible, the Electoral Services Unit actively tried to reduce the carbon impact of the local election.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
The Electoral Services Unit developed a Manchester Local Election Equality Impact Assessment, which was approved by the Council's Equalities Unit and fully

implemented. It focused on a wide range of actions in promoting photo ID and accessibility with all areas of the community, particularly groups that may be most affected by both duties. The assessment is now being reviewed and learning points will be brought into assessments for the elections planned and expected in 2024.

Voter Authority Certificates (free Voter ID requests) were processed via a new Government Portal and were not included as part of the Equality Impact Assessment, as this is not a site or process that the Electoral Services Unit have control over.

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	The Our Manchester Strategy sets out the vision for the city to 2025.

Local elections provide the opportunity for eligible Manchester residents to elect councillors to represent them and therefore to influence how the strategy is delivered. |
A highly skilled city: world class and home-grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

The introduction of the Electoral Integrity Programme places a burden on the local authority in various ways, including:
- the time administrative staff will need to process applications for Voter Authority Certificates,
- additional equipment that may be required for some offices or polling stations, and additional poll clerks that will need to be hired for polling day.

DLUHC are responsible for providing funding for this additional burden.
- Manchester received initial grant funding of **£79,496**.

- A further grant payment was timetabled to be provided to the Council in April 2023 with an indicative figure of **£127,431** but this was increased due to a further review of the financial challenges of implementing the new duties, as well as changes to inflation in March. The revised figure of **£158,908** (increase of £31,477) was made in April 2023.
- The final amount for 2024 has not yet been confirmed
- The JLB window for local authorities to retrospectively claim additional funding will be in Summer/Autumn 2023 and 2024.

Financial Consequences – Capital
None

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Background documents (available for public inspection): None

Appendices: None

1.0   Introduction and Background

1.1   The Elections Act 2022 was introduced by the UK Government to make new provision for and amendments to existing electoral law. The Government claimed that it would ensure that UK elections remain 'secure, fair, modern, inclusive, and transparent'.

1.2   Two significant legislative changes relating to the delivery of elections came into effect for the Local Elections in May 2023. Other duties will come into effect later this year, and in 2024, and will impact on the combined Local / Mayoral Election in May 2024 and a UK Parliamentary General Election that needs to take place no later than January 2025. These changes are placing significant additional responsibilities and resourcing pressures on Electoral Registration Officers (ERO) and Returning Officers (RO), and the local authority in the widest sense.

1.3   The changes that came into effect for the May 2023 local election include:

- Voter ID – Requirement for voters to show an approved form of photo ID at polling stations before a ballot paper is issued.
- Accessibility Provisions – These relate to the requirement to provide reasonable equipment to assist voters with disabilities in polling stations.

1.4   This report outlines progress on how the required changes for the May 2023 local election were implemented, and it presents some statistics and initial 'lessons learned' from the local election. It may take a little longer to fully understand all the key issues from the local election, following the publication of wider research being undertaken by the Electoral Commission.

1.5   The report also includes information on the national, GM and Manchester approach to communications for the local election that sought to ensure that all residents were aware of the planned changes and were able to vote.

2.0   The Legal Duties implemented in May 2023

2.1   Voter ID

2.1.1 The Voter ID requirements were implemented for the May 2023 polls. This included a requirement for voters to show an approved form of photo ID at polling stations before a ballot paper is issued. Those who did not possess appropriate photo ID could apply for a free Voter Authority Certificate (VAC) no later than 5pm on the 25 April to vote in the 4 May poll.

2.1.2 The new government portal went live on the 16 January 2023. As of the 25 April deadline for the May poll, Manchester received a total of 1,058 applications from local electors for a VAC. Of the 1,058 applications, 124 VAC applications did not meet the criteria for being processed due to a lack of appropriate detail or issues with the photo. The national level of VAC applications for the same date was around 86,000 applications. For both

figures, this is a small proportion of the population calculated to not possess photo ID. It needs to also be noted that there was only a short timeline to encourage VAC applications – from 16 January to 25 April 2023 for this election.

2.1.3   After the 25 April cut off, there was a provision in exceptional circumstances to enable the ERO to issue a temporary certificate up to 5pm on polling day, where an elector had applied by the deadline, but the VAC was issued after the deadline and the elector had not received it. There were no temporary VAC applications issued in Manchester between the 25 April deadline and polling day. Electors who reported their existing acceptable ID as lost, stolen, destroyed or damaged beyond use after the application date were able to appoint an emergency proxy up until 5pm on polling day. There was a request for 4 emergency proxies to appoint an emergency proxy using one of these reasons.

2.1.4   The Council's Contact Centre/Customer Service Centre assisted the public with any enquiry over the new election duties and in applying for a VAC. Calls with queries from the public on photo ID had been very low prior to polling day. On polling day, the Customer Service Centre received 283 calls relating to the election. Of the 283 calls, 64 were around the issue of voter ID. The rest of the calls were around standard requests made at election time, such as whether a voter was registered on the electoral register.

2.1.5   Poll cards contained detailed information on the need for photo ID and the types of acceptable photo ID for electors who vote in polling stations. In addition, information on the need for photo ID when voting at a polling station went out with council tax bills sent to all householders. There was no significantly increased spike in applications for VACs or to register on the electoral register after these two postal deliveries.

2.1.6   Staff numbers were increased at each polling station to allow for the additional time required to check Voter ID and complete reporting documentation. An additional five stations were also added to polling places where historical information showed a larger turnout. There was a total of 242 polling stations at 200 polling places for this election.

2.1.7   All staff taking part in the local election receiving updated training packages that outlined the new duties relating to photo ID and increased accessibility requirements. A total of 12 online and 1 in-person briefings were held for staff. The briefings also provided scenario planning on dealing with difficult situations from electors that arrive at a polling station without photo ID, or who do not possess the correct photo ID. A detailed survey on the effectiveness of the briefings and training package, and issues on the day, is taking place with the 1,033 staff who took part in the election. Responses to the survey has been positive with a rate of 4.15 out of 5 from staff satisfied with the content of the training.

2.1.8   The Electoral Commission (EC) and the Department for Levelling-up, Housing and Communities (DLHUC) requested that all councils who held elections in

May should fill in paperwork on how many electors attended the polling station without photo ID, or the required photo ID and were refused a ballot paper. Staff were also asked to record electors who then returned to the polling station with the correct photo ID, and tally up electors that did not return with photo ID. The figures for Manchester City Council, which were published on its website on the 18 May, are as follows:

- Total number of electors who were eligible to vote in person at the polling stations – 313,519
- Total number of electors who voted at this election in a polling station – 60,742
- Total number of polling station electors who applied for, but initially were not issued with, a ballot paper – 1,649
- Total number of polling station electors who were not issued with a ballot paper and who later returned with accepted ID and were issued with a ballot paper – 1,060 (64.3% returned)
- Total number of polling station electors who applied for but were not issued with a ballot paper by close of poll – 589 (35.7% did not return). This is 0.9% of the total votes cast.

2.1.9   The BBC has undertaken analysis of the published figures from around 160 of the 230 councils that held elections on 4 May. This found that 26,165 voters were initially denied ballot papers at polling stations. Of these, 16,588 people (63.3%) came back with valid ID, whilst 9,577 (36.7%) did not return. The BBC calculate that those electors that did not return from the 160 councils is around 0.2% of the votes cast, and that the average between the councils that have published figures varied between 0.1% and 1%.

2.1.10 The EC are taking the data from all 230 councils who held elections in May to produce a report evaluating the full impact of the voter ID requirement. They stress that the impact can only be revealed through detailed data collection and analysis. In their May bulletin to councils, the EC commented that they already know from associated research that the ID requirement posed a greater challenge for some groups in society, and that some people were regrettably unable to vote as a result. The EC added that it will be essential to understand the extent of this impact, and the reasons behind it before a final view can be taken on how the policy has worked in practice and what can be learnt for future elections. An interim report is expected to be published sometime in June 2023, and the full report on the May elections will be published in September 2023. Officers will seek to report the key findings of the report to the Scrutiny Committee when it is published.

2.1.11 VAC applications and electoral registration will continue to be processed now for elections planned for 2024 and the UK Parliamentary General Election, which can be held at any point until January 2025.

2.2   Accessibility

2.2.1   The May local election also included new duties requiring Returning Officers to provide "equipment as it is reasonable to provide for the purposes of enabling,

or making it easier for, relevant persons to vote independently". These rules also made changes to who will be allowed to be a companion of a disabled voter.

2.3   Reasonable equipment and processes at Polling Stations

2.3.1 With assistance from the Elections Strategic Lead for Greater Manchester, officers from the Manchester Elections Unit and an Equalities Specialist Officer from Policy, Performance and Reform, discussions and meetings were held with Manchester / GM Disabled persons groups and Manchester / GM Equality Panels. These meetings helped to disseminate the new duties on accessibility and how to communicate these provisions to disabled voters and other voters who could be affected by these changes.

2.3.2 Following suggestions on reasonable equipment provisions from the Electoral Commission (EC) and legislative provisions a considerable amount of equipment to support accessibility requirements was fully incorporated in Manchester for the 4 May local election. Much of this equipment had been in place in previous elections in Manchester. The full list included, with its use at the election in brackets, the following:

- A large sample copy of the ballot paper displayed in all polling stations and sample hand-held copies for voters to use (27 electors used this in the polling stations)
- Tactile Voting Devices to assist visually impaired voters to mark their vote on a ballot paper (5 electors used these in polling stations)
- A braille copy of the ballot paper (2 electors used these)
- Ramps to allow access and egress where required and relevant signage for access
- Appropriate lighting
- Chairs / seating for voters who could stand for long periods
- Magnifiers to increase the size of text on a document (26 electors used these)
- Polling booths which were at wheelchair level
- Name badges for polling station staff so voters were clear who are members of staff
- 'Here to help' signs
- Large chunky pencils and pencil grips (5 electors used each of these)
- Where available, parking spaces for disabled voters
- Temporary doorbells where doors are closed and where it may be difficult to get assistance from staff – or a workable alternative
- Access to audio versions of ballot papers
- Hearing loops where available / temporary provision to be considered
- Electors could use any specialist devices or Apps that required to assist them to cast their vote independently.

2.3.3 Other important considerations that were also implemented included:

- A consideration of what equipment could be provided in all stations in relation to more specialist equipment, and what could be provided on request
- A guide about voting and what assistance is available – including easy read / web versions / translations into a wide range of languages as noted in section 2.5.4 below
- A message on poll cards to request adaptations / equipment – some additional equipment was added following discussion with groups, such as an extra ruler to help dyslexic voters, and a mirror to assist people requesting a privacy check around their photo ID.

2.3.4 Detailed training took place for all staff working in polling stations to increase awareness and understanding of this new equipment, and how to use and promote it. The staff survey noted in section 2.1.7 above asked if any issues of concern took place around accessibility issues and none were reported. In addition, staff were asked to tally the use of such equipment on internal paperwork during polling day. This information from this is noted above in section 2.3.2.

2.4 Companions of disabled voters

2.4.1 From the local elections taking place on 4 May 2023 onwards, disabled voters who make a declaration in the polling station that they require assistance were able to bring any person over the age of 18 as a companion to assist them to cast their vote. All staff were notified of this change in the training sessions delivered to them. There were no reported issues with this change in the local election. 50 electors required assistance from staff in the polling station to cast their vote.

2.5 Communications Campaign

2.5.1 To support the changes outlined for May 2023, a comprehensive local communications campaign began on 16 January 2023, following the launch of the VAC application portal, running through to polling day on 4 May 2023. At the national level, the EC ran a four-phase high-profile campaign focusing on raising awareness of the requirement for eligible Voter ID, targeting those who may not already have the required photographic ID, so they understand how/where to apply, and ensuring electors know they need to take Voter ID with them to vote.

2.5.2 The EC undertook research into the effectiveness of its national communications campaign. It noted that in its opinion surveys public knowledge of the need to bring photo ID in a polling station had grown from 22% in December 2022 to 87% the week before the poll.

2.5.3 To supplement the EC's national campaign, a four-phased campaign was delivered across Greater Manchester to ensure key messages were consistently disseminated and to maximise campaign budget and reach. A Manchester specific channel plan was delivered alongside this with a focus on

Manchester only advertising sites, digital and social channels, community networks and free and partner channels.

2.5.4 The Council's Strategic Communications Team co-ordinated the Voter ID campaign across Greater Manchester, booking advertising channels, creating campaign assets and producing four campaign toolkits for GM local authorities to use at a local level, one for each of the four phases of the 5-month campaign.

2.5.5 A full channel advertising campaign was run across Greater Manchester which included; TfGM tram and bus advertising; out of home adverts; radio, mobile and in-App adverts; digital screens; newspaper adverts and editorial; and a wide range of social media channels. In Manchester, the Council also put up 166 lamppost banners and 71 railing banners outside or close to polling stations across the city a week before polling day to remind people of the need to bring voter ID on 4 May. The Council also secured the opportunity to 'wrap' an advertising campaign around the MEN newspaper, with a circulation of c.16,700 and a readership of c.40,000, on the Friday before polling day.

2.5.6 Alongside the out-of-home advertising campaign, a voter ID leaflet was printed and included in approximately 235,000 mailed council tax bill and all e-bills, articles on voter ID were included in the Council's resident e-bulletins each month up to the election. Standalone e-bulletins detailing voter ID, eligible ID and how to apply for a VAC were also sent to residents each month. These generated a combined 617 click throughs to the voter ID links. Libraries promoted voter ID and the support to apply online via their social channels, blogs and newsletter and Premise and Taxi Licensing, Work & Skills and many other service areas shared information via their e-bulletins.

2.5.7 An animation to explain voter ID, types of eligible ID and how to apply for a VAC was created and posted on the Council's website and social media channels, a BSL version was also created. Social media posts displaying the voter ID animation generated 34k impressions, 377 click throughs and 211 likes and shares.

2.5.8 Posters and pull-up banners were produced and printed for libraries to raise awareness of the weekly voter ID support sessions available in libraries across the city. Leaflets and posters were sent to libraries, the Council's Customer Contact Centre, Neighbourhood teams, Age Friendly Manchester colleagues, Parks and leisure centres and digital versions were shared with key resident-facing services across the Council.

2.5.9 The EC's voter ID guide and other key documents and notices for electors were made available in 22 languages covering the most requested community languages in Manchester and Greater Manchester. The guide was also available in 'Easy Read', large print and Braille and four British Sign Language videos were available. It should be noted that the Electoral Commission initially only provided and recommended translated information in 5 languages, but the Council provided additional resources in 17 other languages to support all parts of the community. In Manchester, in polling

stations, 16 electors directly used the translated documents in assisting them to vote. A further 3 electors used the available translation services of Language Line to speak to a translator who could explain the process of voting to them in their own language.

2.5.10 Voter ID was added to the Council's website homepage and a suite of web pages was created informing people of the need to bring eligible photo ID to polling stations on 4 May, how to apply for a VAC and to highlight the local support offer in libraries. A variety of voter ID information documents were made available online and information about how to access translated copies of the voter ID booklet was included.

2.5.11 Community toolkits were shared extensively with housing providers, VSCE organisations, food providers, schools, universities, colleges, NHS, community groups and support networks across the city to aid local awareness raising. The Council also presented at board meetings and spoke with equality and disability panels to reach key audiences and build relationships to enable further engagement. Although the co-design of communications information with key groups and organisations was not possible for these May elections due to the tight timescales there is opportunity with proposed plans to co-produce information for future elections.

2.5.12 A full breakdown of the communication and reach for the paid GM campaign can be found in Appendix 1.

2.6   Engagement Campaign

2.6.1   Neighbourhood Teams were activated to engage with local groups and communities across the city to promote awareness of changes in relation to Voter ID and new requirements. This was heavily promoted through local libraries providing information and advice and also opportunities to apply online with support from staff through drop-in sessions. An extensive word of mouth approach was adopted with neighbourhood teams ensuring the issue was raised at all possible occasions of community engagement to ensure the message was communicated.

2.6.2   Extensive use of the Neighbourhood Teams social media channels to share messaging was applied also alongside other Directorate comms including Manchester Libraries blog, parks, leisure services also.

2.6.3   Neighbourhood Teams worked closely with groups, individuals, traders, community centres and businesses to ensure appropriate materials e.g., posters were available, and provided information in multiple languages where that was requested. A detailed spreadsheet of activity by the teams across north, central and south wards is available as required.

2.7   Governance and Capacity

2.7.1   A Strategic Elections function at Greater Manchester Combined Authority (GMCA) continues to provide the 10 Greater Manchester districts and GMCA

with specialist knowledge and dedicated strategic resource for the elections in 2024/5.

2.7.2 A cross-departmental Manchester Elections Act Steering Group has been in place since June 2022, providing support to the Elections Team. From March 2023 until the May election the meeting was merged with the Elections Project Board, which kept a close overview of core activities required to be delivered for polling day. This joint group is alternately chaired by the Deputy Chief Executive & City Treasurer, and the City Solicitor. It has met since the election to look at initial lessons learned, and it will continue to meet to consider further action and deal with the next tranche of duties within the Elections Act.

2.7.3 As part of the Equalities Impact Assessment undertaken for the election, the Elections Team worked closely with the Equalities Team to disseminate core information to relevant networks and provide advice where required. This included discussion between the Equalities Team and Equalities Panels from across Manchester and GM to pro-actively disseminate information on Voter ID and accessibility issues to parts of the community which the Electoral Commission have identified as potentially negatively affected by these new duties. The local communications plan has disseminated key messages through these networks as well. This engagement will continue to ensure key messages are transmitted over the next year to support the elections planned in 2024.

2.7.4 As a part of this assessment, privacy screens were identified as essential to allow for sensitive checks of people who are wearing face masks or coverings, or where additional checks on identity are required. As a result, polling stations were provided with privacy screens. On polling day there were 88 requests for the use of a privacy screen in polling stations. A review is taking place of the use and type of privacy screens following feedback from staff in polling stations in the May poll and understanding what other councils with a similar sized electorate to Manchester used for their polls.

2.7.5 Elected members were regularly briefed on the changes that were being implemented as part of the Elections Act. The Member Working Group was also re-established, and the Elections Team provided it with regular and detailed updates from January up to the May poll.

3.0 Changes after July 2023

3.1 A second tranche of legislation arising out of the Elections Act will start to come into effect from July 2023 onwards, ahead of the combined Local and Combined Authority Mayoral Elections in May 2024, and the next UK Parliamentary General Election, which must take place no later than January 2025. The Council's Elections Team are closely engaging with the GM Strategic Lead for Elections to be fully prepared for these changes and in directly engaging with the Government.

3.2 These changes include:

- A gradual move to online postal voting applications, which will require elector ID checks at the point of application, similar to when applying for Voter ID. This process will initially start with new voters.
- Changes to postal vote handling rules that are delivered on polling day.
- Changes to restrictions on overseas voters allowing them to participate in UK Parliamentary General Elections.
- It should be noted that the timescales for the start of the review of entitlement for some EU citizens to remain on the electoral register has been moved from summer 2023 to summer 2024, and so it looks unlikely to be in place for the May 2024 combined local and Mayoral elections. Such citizens are currently not allowed to vote in a UK Parliamentary General election.

3.3   Revised proposals for future parliamentary constituency boundaries have been published by the Boundary Commission for England and the final recommendations will be made to the government by the start of July 2023. The new constituencies are expected to come into place by the end of October 2023. The draft recommendations suggest significant change to a few Manchester constituencies and in creating more cross-council boundary constituencies.

3.4   Local authorities will be required to undertake a polling district and polling place review to make the new boundaries work and to publish a revised electoral register to reflect the new scheme. Manchester City Council is commencing a public consultation on its polling districts over the summer. This will be followed up by a complimentary statutory review in 2024.

3.5   An update on these changes will be provided to a future meeting of the Council's Constitution and Nominations Committee.

4.0   Recommendations

4.1   The recommendations are set out on page 1 above of this report

5.0   Appendices

5.1   Appendix 1 - Breakdown of the communication and reach for the paid GM campaign

Appendix 1 - Breakdown of the communication and reach for the paid GM campaign

MEDIA CHANNEL(S)	ACTIVITY	LIVE DATES	ENGAGEMENT
Out Of Home Media			
Ocean & JC Decaux City Centre Outdoor	115 x large commercial digital screens in the city centre, Mancunian Way and all major routes into the city.	13 Feb to 4 May	11.2million Opportunities to See.
Digital screens in residences in Manchester	43 digital screens in lobbies and lifts in 30 residential buildings across the city.	10 second adverts running from 10 -23 April.	Combined Opportunities to See - 612k
Transport Advertising			
Bus Advertising - Panels, Rears & Sides	4-week bus advertising campaign on interior and exterior bus media covering Depots in Bolton, Wigan, Stockport, Queens Road, Hyde Road, Oldham, Wythenshawe.	20 March to 16 April	
TFGM	2 x 4 Week outdoor campaign cross the GM Tram network. Outdoor poster sites across the 93km Metrolink network, internal Coving Advertising Panels across 120 Metrolink trams. Bus network interchanges - Poster sites across GM. Plus 2 weeks on the Digital 48 screen on major roads: Talbot Road, Trafford Bar, Bowker Vale and Middleton Road and 2 Weeks of digital ads on TFGM website.	13 Feb to 12 March and 27 March to 23 April	OTS approx. 100k plus per day
TfGM Matrix screens	Messages on TfGM's matrix screens 87 locations across GM: Stockport x 14 locations Oldham x 5 locations Rochdale x 15 locations Wigan x 9 locations City Centre (1) x 25 locations City Centre (2) x 19 locations	1 week before polling day	

Radio			
DAX Radio adverts	30 Second Audio adverts delivered across streaming audio platforms: Tune In Radio Alexa/Echo Google Home In-station Radio Apps 2 x advert messaging - Voter ID, register to vote	22 March to 18 April 19 April to 4 May	30 Second adverts - 1.2 million opportunities to hear 220k Adverts - 220k opportunities to hear
Heritage Radio - 24-hour Islamic radio station	DAX adverts plus adverts in Urdu and Arabic. Also played in Mosques around prayer time. Advert and live read.	11 April to 17 April 12 April to 4 May	Over 1m listeners
MEN Online & Print			
MEN - Digital	Digital adverts In your area native ads sponsored content editorial	4 bursts between 20 February and 4 May	190k ads per week (19k per GM borough)
MEN - Print ads	Print adverts in MEN publications: MEN (Manchester) Rochdale Observer Saturday Heywood & Middleton Guardian (Oldham) Stockport Express	8 x Ads running in MEN publications from 20 Feb to 4 May	Combined readership 96k per week
MEN Newspaper wrap	Full printed wrap on paper, inners and outers	Friday 28 April	16.7k circulation - 40k plus readership
Local Print Media			
Tameside Reporter	Paid Print and digital adverts in localised GM council area papers/Websites	2 x Adverts in March and April Issues	
Bolton Evening News			
Bury Times			Combined Readership 158k
Oldham Times			
Wigan Observer & Wigan Post			

Trafford Messenger			
Wigan Observer & Wigan Post			
Asian Leader	Advertorial lead piece and paid advert	11 April issue	Readership 35k
Paid Mobile and In App Advertising			
Mobile Phone & App Ads	Targeted mobile display to reach the key audiences with demographic targeting to GM. Awareness messages and driving traffic to website, including key register to vote and voter ID messages.		Running 6 March to 4 May Impressions - 1.5m Clicks - 13,596
Paid social media			
Facebook (including Instagram and audience expanded partners)	Paid for Facebook adverts promoting Voter ID, register to vote, how to vote.	Phase 1,2,3 - Running ads from 15 March to 25 April Phase 4 running from 25 April to 4 May	Impressions - 6.1m Reach - 1.05m Clicks - 11,750 Comments - 54 Shares - 86 Reactions -372

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Manchester City Council
Report for Information

Report to: Resources and Governance Scrutiny Committee - 22 June 2023

Subject: Our New Finance and HR System

Report of: Deputy Chief Executive & City Treasurer
Director of HR OD & Transformation

Summary

The Council is about to replace its legacy SAP HR and Finance system (also referred to as an Enterprise Resource Planning (ERP) system), which was implemented in 2006. The technology platform which it operates on will no longer be supported after 2027. The system itself has been heavily bespoked to fit the way the Council operated in 2006, making upgrades and developments technically difficult and resource intensive. It has therefore been decided to procure a new, more modern system prior to the 2027 backstop date. This report provides an update on the work undertaken so far, the procurement approach and timescales, alongside the risks and opportunities presented by such an important system implementation.

Recommendations

The Committee is recommended to:

(1)   Note the content of the report and comment / question the information presented to the Committee as appropriate.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
The Our New Finance and HR system programme aims to improve the Council's efficiency and effectiveness in the context of reducing our carbon impact in areas such as printing and energy consumption. The proposed approach is to move to a cloud-based solution and adapt best practice in using electronic communications where possible and practical. The procurement of the new system allocates 10% of the overall scoring specifically for carbon impact, as part of the award criteria.

Equality, Diversity, and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
Consideration of equality, diversity and inclusion issues for Manchester residents, employees and businesses have been considered in the development and procurement of the replacement system. Our equalities team has been engaged with

and staff network groups consulted who have fed back experiences from the current system. This feedback has been collated with consideration about how a new system may impact their experience as part of a marginalised group or present an opportunity to improve their experience in the council.

The information gathered from the discovery stage will inform both a wide-reaching Equality Impact Assessment (EqIA), and a Programme EDI report that will detail what steps can be taken to ensure these findings are used throughout the life of the programme.

The change management programme will take these needs and experiences into account when planning organisational training on the new system.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The programme is closely aligned with the ICT & Digital Strategy which is designed to strengthen the deliveries of the priorities in the Council's digital plan.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	The new Finance and HR system will enable to us further improve our employee brand and our recruitment offer to make sure we are attracting and developing diverse talent in the organisation.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	User self-serve modern technology will support best use of resources and enhance data quality for decision making around organisational finances and workforce deployments including supporting MCC to forecast the roles we will need to deliver services for our residents.
A liveable and low carbon city: a destination of choice to live, visit, work	The project will support ICTs ongoing commitment to Cloud-first environments and the reduction in carbon emissions that they bring. This will include reducing our reliance on paper and printing where possible. A focus on Zero Carbon is a core expectation in the procurement process with these questions making up 10% of the evaluation scores.
A connected city: world class infrastructure and connectivity to drive growth	The new system will enable our HR and Finance functions to deliver digitally, supporting Manchester's ambition of being a digital leader.

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.

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Background documents (available for public inspection):

The following documents disclose key 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.

- Key Decision - Original approval was granted by Deputy City Treasurer at Check Point 4 in May 2022 - Resources and Governance Scrutiny Committee 24 May 2022.
- Capital Programme Update – Executive 1 June 2022

1. Background

1.1. On 4 May 2022, funding was approved to commence with the programme to replace the Council's legacy SAP HR and Finance system (also referred to as an Enterprise Resource Planning (ERP) system), which it uses to conduct its core payment, finance, and HR activity.

The initial budget allocation of £1.425m, was approved to establish a dedicated programme team to undertake pre-development work and the initial procurement phase. The predevelopment work was necessary to prepare the organisation for the significant business change associated with replacing our core finance and HR systems. This work was used to prepare the specification and system requirements to inform the procurement phase. The preparation of the procurement specification has also helped to inform the operational improvements and training associated with the programme which will deliver long term efficiencies and improvements.

1.2. This pre-development work was happening alongside internal reviews within both services to improve processes following consultation with our core users.

1.3. The Our New Finance and HR system programme forms part of the Council's Future Shape transformation programme, which includes the customer and digital interface and the future ways of working programmes, alongside the recently refreshed ICT and Digital strategy, being delivered by the Corporate Core.

2. Introduction

2.1. The current SAP system was implemented in 2006 and will no longer be supported after 2027. This programme is therefore necessary to move Finance, Human Resources, payroll, and Procurement (procure-to-pay) functions from the current system to a new system platform. Post-pandemic, the Council needs a modern finance and HR system that supports flexible working within a modern, digital Council.

2.2. The current system has been heavily bespoked to adapt to the way the Council worked in 2006, making whole-system upgrades and developments technically difficult and resource intensive to carry out, making it difficult to develop the current SAP system and make it more user-friendly. The system's lack of flexibility has led to a multitude of off-system spreadsheets in the various back-office functional areas resulting in a large number of manual processes being undertaken outside of the system to perform what should be routine tasks.

2.3. The programme represents a once in a generation opportunity to upgrade our core finance and HR systems to help drive change to the way we operate our services, manage, report our performance, and interact with our suppliers. This is in line with the Councils new Operating Model as detailed in the Corporate Plan. It provides the opportunity to transition our customers

into digital channels for routine tasks and redirect our resources to those people and services that need it most, building our capacity to strategically plan for the future.

3.   Programme Vision

3.1.   The aspiration is to create an opportunity for operational digital transformation. This will enable us to achieve a wholesale channel shift for our services and employees whereby they self-serve through unmediated channels for most straightforward transactions.

3.2.   This will in turn allow the council to reduce the number of professional staff engaged on manual and transactional tasks, allowing them to focus on value added, business focused advice to aid decision making and resource allocation decisions. It will not be sufficient to simply replace the legacy ERP on a like-for-like basis.

4.   Alignment to Digital Strategy

4.1.   This work is aligned to the Councils ICT and Digital Strategy, the vision of which is "*A relentless drive towards digitally empowering better outcomes for the Council and its communities using inclusive, secure & connected technologies to underpin exemplary ICT & Digital service delivery.*" The Strategy has outlined some guiding principles which this programme is applying, these include:

- Define and adopt end-to-end business best practices offered by a modern technology supported by effective change management.
- Cloud First software solution
- 'Adopt not Adapt' the software selected, this should provide resilience in technology and lower risks to us.

4.2.   The programme's vision has four themes.
- Digitisation – To drive efficiency and streamline processes
- Data – To improve the data and quality of information.
- People – To empower users with improved self-service functionality, improve job satisfaction and support our people through the change.
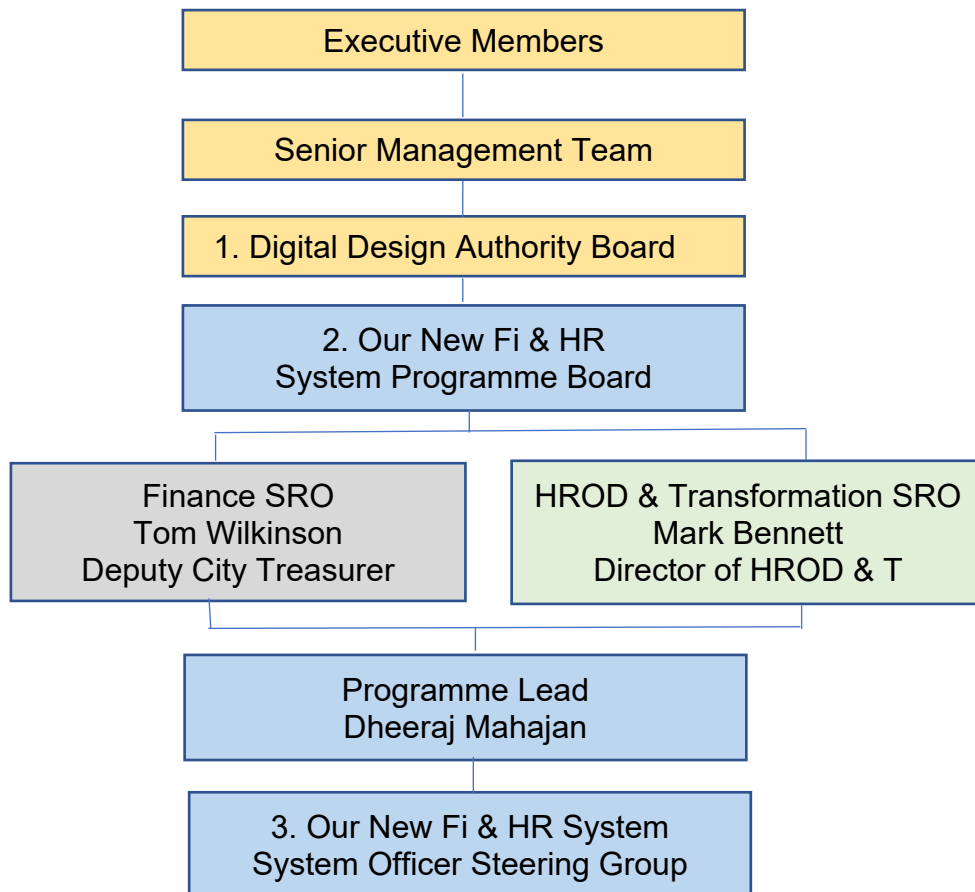- Digital Strategy – To future proof our investment in the technology.

5.   Approach and Journey to date

5.1.   The programme reports into the "Our New Finance and HR system" Board. The Senior Responsible Officers for the programme are the Deputy City Treasurer and Director of HR OD &Transformation. Board members are:

- Deputy City Treasurer
- Director of HROD & T
- Director of ICT
- Assistant Chief Executive

- Head of Integrated Commissioning and Procurement
- Programme Lead

5.2. The board will assess the progress of planned work activities, budget allocation, and project timeline in relation to the business case. Additionally, the board evaluates any emerging risks and issues within the programme and examines potential opportunities for adjustments, while carefully considering the overall impact and realisation of any benefits. This periodic review ensures that the board remains updated on project developments, enabling informed decision-making and effective governance and providing a forum for constructive and timely challenge.

5.3. Governance and Scrutiny of the programme will be carried out as per the diagram.

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          ┌─────────────────────────────┐
          │      Executive Members       │
          └─────────────────────────────┘
          ┌─────────────────────────────┐
          │    Senior Management Team    │
          └─────────────────────────────┘
          ┌─────────────────────────────┐
          │ 1. Digital Design Authority Board │
          └─────────────────────────────┘
          ┌─────────────────────────────┐
          │      2. Our New Fi & HR       │
          │    System Programme Board     │
          └─────────────────────────────┘
   ┌──────────────────────┐   ┌──────────────────────┐
   │      Finance SRO      │   │ HROD & Transformation SRO │
   │     Tom Wilkinson     │   │      Mark Bennett      │
   │  Deputy City Treasurer │   │  Director of HROD & T  │
   └──────────────────────┘   └──────────────────────┘
          ┌─────────────────────────────┐
          │       Programme Lead          │
          │      Dheeraj Mahajan          │
          └─────────────────────────────┘
          ┌─────────────────────────────┐
          │   3. Our New Fi & HR System   │
          │  System Officer Steering Group │
          └─────────────────────────────┘
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5.4. The programme approach follows a series of stages, each building on the last, from discovery through to appointing the suppliers, redesigning our processes, implementing, training, and going live.

Stage 1 – Discovery

5.5. The discovery phase was a fact-finding exercise gathering information about the way the Council currently operates the system. This work established an

important baseline of key activities, technology, issues, opportunities, and requirements.

5.6.   Over 147 workshops were held during 2022 with key stakeholders. Soft market testing took place where seven leading markets vendors were invited to demonstrate their software, for the teams to experience new products and new ways of working.

5.7.   The output from the workshops has been used to prepare Finance and HR Functional Requirements to inform the procurement tender requirements. Alongside the requirements, a document outlining areas teams currently face difficulties and opportunities and aspirations to take advantage of modern technology was shared.

Stage 2 – The Procurement and Predesign Stage

5.8.   The replacement system is a significant purchase for Manchester, and to support the process, STAR Procurement have been commissioned to provide tailored professional advice and support.

5.9.   The procurement approach is a Competitive Procedure with Negotiation which allows for negotiation following initial tenders, if required.

5.10.   The process has various steps. The Council is currently in the Request to Participate (RtP) stage, where suppliers are invited to express an initial interest in the process. There will be evaluation of the request to participate submissions and the top six ranked suppliers will be invited to the Invitation to Tender (ITT) stage. ITT will include platform walkthroughs with multi-disciplinary teams across the organisation, again these bids will be scored and evaluated and shortlisted to a final three suppliers for the additional negotiation stage if a clear winner is not evident. The formal award and contract will we awarded subject to the Council's formal approval processes and is expected to be finalised by December 2023.

5.11.   Whilst the procurement phase is progressing, a high-level review of current processes, and data is underway, to begin the process of cleansing and rationalising the current system data to allow integration into the new system. In addition, a review of reporting requirements and the approach to the archiving of current system data will be conducted.

Stage 3 -Kick off and design

5.12.   When the contract is awarded, the supplier and MCC will mobilise resources and agree a detailed implementation project plan. The system integrator and supplier will outline the system design, processes, and the system build approach.

<u>Stage 4 – Build and Configuration</u>

5.13.   This stage configures the software to meet the business requirements. This stage will have regular 'playback' sessions to demonstrate how the system will work functionally to help prepare the business for this change. Throughout this stage there will be intensive and robust testing of all elements that will be due to go-live to ensure that the system functionality allows for a seamless transition from one system to another.

<u>Stage 5 – Implementation</u>

5.14.   During the service transition phase, focus will be on a smooth transition from the implementation phase to live operations. This phase encompasses activities such as data migration, system testing, and user training to ensure a successful deployment. With official sign off, the live production system will be used for parallel running, and reconciliation of opening system balances.

<u>Stage 6 – Go-Live and Continuous Improvement</u>

5.15.   Once the system is live, early life support is crucial to address any issues or challenges that may arise in the first few weeks and months of operation. This support includes monitoring system performance, resolving user queries, and providing technical assistance.

5.16.   Additionally, continuous improvement is essential for optimising the system's functionality over time. User feedback will be used to identify areas for enhancement or modifications to enhance system performance and user interfaces. Ongoing training programs will play a vital role in enabling users to adapt to system changes and take full advantage of the system's capabilities, ensuring long-term success and benefits realisation.

6.   Business Change

6.1.   In line with the overall Future Shape programme and broader Organisation Development work, the way we manage this change will align to human-centred service design principles, whereby we are informed by the experiences of staff and specialists who use the systems. The change programme has already started within Finance and HR by reviewing existing processes with a view to streamlining and cleansing data and structures where possible.

6.2.   As part of the service design approach, analysis, stakeholder engagement, and a communications strategy will be planned to ensure that all employees understand the reasons for change and are prepared for the transition.

6.3.   The change programme will step up further once the system has been procured and the Council starts adopting the processes of the new system. A full-scale training and communications strategy will be developed to support all end users in their transition to the new system.

6.4.   To ensure all staff can use and get maximum benefit from the new system there will be a focus on training and upskilling staff to ensure they have the appropriate digital skills needed to adapt to new ways of working.

6.5.   By doing this, the organisation will be able to work in a more agile way that is responsive to the needs of the user, ensuring high quality and meaningful engagement, as part of a "do-with" and not "do-to" approach to increase the chances of successful behaviour change. This approach should support staff and managers with the move to self-serve as much as possible, freeing up much needed capacity to deal with more complex or specialist tasks as per the operating model.

7.   Lessons Learned from other System Implementations

7.1.   During the discovery phase, the programme team has engaged with other Local Authorities who are ahead in their journey of implementing new Finance and HR systems. This has allowed the Council to share in their experiences, particularly in relation to the procurement stage, and early implementation pitfalls. The team has considered this when preparing the procurement documents including the system requirements.

7.2.   A Core Cities group has also been established to share knowledge and learning around systems, and to share ideas for successful change and reporting specifically in relation to the financial functions.

7.3.   The project has also been undertaking desk-based research on other large Council Finance and HR system implementations, in particular, focusing on those where the programmes have encountered issues that have attracted adverse press and reputational damage to the councils.

7.4.   Some of these implementations have experienced significant delays to go-live, the implications of which have been significant, including, in one case, a call to extend the remit of a planned Whitehall investigation into the Council's housing and SEND services to cover its finances. One such programme has resulted in an inability to have sound financial controls in place, and the Council are potentially at risk of the 2022/23 Statutory Accounts being qualified.

7.5.   The table below outlines the key points of information derived from various sources from this desk-based research including examining other Council's scrutiny reports in relation to the ERP upgrades and press releases, alongside MCC's proposed mitigating actions.

ERP Implementation Reported Issues	MCC's Mitigating Action
Programme scrutiny and governance was highlighted as an area for improvement. The council added enhanced scrutiny from the Executive Team with updates to Elected Members and Scrutiny meetings responsible for reviewing spending, timeline, and work progress.	As outlined at 5.1 to 5.3 of this report, there is a board to hold the programme team to account, reports to Senior Leadership Team and further scrutiny from RAGOS which is already an established model at MCC.
Data Security – One Council had to revise its approach to data management to achieve the correct levels of data security, to enable the secure transfer of data from SAP to Oracle, so they encountered delays to rethinking their approach, and the additional cost of Egress to enable appropriate secure transfer of data.	The programme team are working with IT colleagues for secure storage of data whilst cleansing is underway. MCC already has the Egress solution which is available for the final data transfer as part of the implementation process.
Customisation – some implementations have included complex customisations of the system which have then failed and are hard to fix. One example meant custom features have been posting incorrect transactions in high volumes and material amounts. Improvements are now underway, but a huge data cleansing exercise in now required	MCC's plan is to "Adopt the software and not adapt it." This will require changes to our ways of working, supported by a planned change management program, rolled out to all affected users.
Data cleansing was difficult and not conducted prior to migration to the new system, and data carried over which resulted in complex migrations.	MCC has not routinely conducted data cleansing exercises in the past for SAP. The Finance and HR teams are already working through data cleansing exercises across, Customer, Vendor, Employee and Structure data to prepare for the integration and updates fed back to the 'Our New Finance and HR system' Board.
Implementation issues were reported in relation to issuing invoices, making payments to staff and suppliers, financial reporting issues and incorrect transaction postings.	MCC plans to carry out system functionality testing, parallel running of the old and new system and user acceptance testing with formal sign off. This approach should ensure significant issues other programmes faced should be resolved before go-live stage.
Some Council's chose to go live mid financial year. The decision created additional work for teams' including duplication of reconciliation of balances, buying and receipting goods. They also experienced additional work when external auditors were giving an opinion on the annual accounts. As work for the financial year was in two systems.	MCC plans a 1 April Go live date.

7.6.   The Programme team will keep abreast of developments within other Councils' implementation lessons learned once a preferred supplier has been selected to gain more focused learning prior to implementation and go-live stages.

8.   Next Steps and Timeline

8.1.   The procurement timeline and next steps are,

- Request to Participate closed 30 May 2023
- Recommended suppliers approved by Programme Board 10 July 2023
- Approved suppliers Invitation to Tender issued 17 July 2023
- Potential rounds of negotiation October 2023 to December 2023
- Site Visits October 2023 to December 2023
- Interim update to Digital Design Authority November 2023
- Programme Board approval of recommended supplier 15 December 2023
- Digital Design Authority Board decision 20 December 2023

There will be a number of visits to councils that have successfully implemented the proposed system(s) and up to three rounds of negotiation. It is difficult to predict the number of each that will be required at this stage, but the timetable includes an adequate period the negotiations and site visits that will take place simultaneously.

8.2.   The business case for the whole programme will be taken through the capital approval cycle during the procurement phase, planned for the following dates

- CP2 Submission 21 July 2023
- Capital Peer Review 2 August 2023
- Capital Update Report 11 August 2023
- Executive Meeting 13 September 2023
- Council Meeting 4 October 2023.

8.3.   Whilst the procurement activity progresses, the programme team will focus on the following, which will all aid and support the design stage once the contract is awarded

- Engage and align work with the SAP support team
- Review and alignment of the organisational structure across HR and Finance.
- Review of Employee data fields, analyse, review gaps and data cleanse
- Review payroll, case management and joiners, movers and leavers processes for challenges and opportunities.
- Data cleansing of finance coding structures and data
- Review and data cleansing of customer and vendor records.
- Review of the Procurement to Pay processes and look at opportunities and challenges

9.   Recommendations

9.1.   The Committee is recommended to note the content of the report and comment / question the information presented to the Committee as appropriate.

Manchester City Council
Report for Information

Report to: Resources and Governance Scrutiny Committee – 22 June 2023

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme
- Items for Information

Recommendation

The Committee is invited to discuss and note the information provided and agree the work programme.

Wards Affected: All

Contact Officer:

Name: Charlotte Lynch
Position: Governance and Scrutiny Team Leader
Telephone: 0161 219 2119
E-mail: charlotte.lynch@manchester.gov.uk

Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

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

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

Date	Item	Recommendation	Action	Contact Officer
There are no outstanding recommendations				

2.   Key Decisions

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

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

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

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

An extract of the most recent Register of Key Decisions, published on **9 June 2023**, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Corporate Core					
Framework Agreement for the Provision of Commercial Office Furniture and Furniture Services (2022/08/04A) The appointment of	City Treasurer (Deputy Chief Executive)	Not before 4th Sep 2022		Report and recommendations	Mike Worsley, Procurement Manager mike.worsley@manchester.gov.uk

Provider to deliver Commercial Office Furniture and Furniture Services.					
Award of Electricity Supply contracts from existing Framework Agreements (2022/08/22A) To award a contract for the supply of Electricity from the Council's existing HH (large sites) and NHH (smaller sites) frameworks via direct award to the incumbent suppliers.	City Treasurer (Deputy Chief Executive)	Before 30 Sep 2022		Award Report	Peter Schofield, Head of Integrated Commissioning and Procurement peter.schofield@manchester.gov.uk, Walter Dooley, Group Manager - Energy walter.dooley@manchester.gov.uk
Adopting new powers to increase the Council Tax on some empty properties (2023/01/09A) To consider whether or not to charge double Council Tax on empty furnished properties (including second homes) and empty, unfurnished properties that have been empty for between 1 and 2 years from 1 April 2024 onwards.	Executive	15 Feb 2023		Report to Executive	Charles Metcalfe, Head of Corporate Revenues charles.metcalfe@manchester.gov.uk
Enterprise Resource Planning Software	City Treasurer (Deputy Chief	Not before 10th Apr		Report and recommendation	Tom Wilkinson, Deputy City Treasurer

(2023/03/10B) To award a contract for new Enterprise Resource Planning software to support finance, HR, procurement and related functions.	Executive)	2023			tom.wilkinson@manchester.gov.uk
TC435 - Provision of a Multifunctional Device and Print Management Service (2023/03/20A) To contract with a supply for the provision of multifunction print devices and print management services	City Treasurer (Deputy Chief Executive)	23 May 2023		Contract Report	Keith Hayes, ICT Project Manager keith.hayes@manchester.gov.uk
TC645 Research Evaluation and Data Sciences Framework (2023/05/10A) Approval to appoint a number of organisations to the Framework Agreement for Research & Intelligence Specialist Advice.	Assistant Chief Executive	Not before 10th Jun 2023		Report and recommendation	Dawn Billups, Performance and Insight Manager dawn.billups@manchester.gov.uk
Irish World Heritage Centre - Loan re-financing and restructuring	Executive	13 Sep 2023		Part B report to the Executive	Sarah Narici, Head of Programme Office sarah.narici@manchester.gov.u

(2023/05/15A) To agree to the restructuring and refinancing of existing loan finance arrangements to ensure that there is an affordable and sustainable agreement in place between the Council and the Irish Diaspora Foundation Limited.					k
Family Time building refurbishments (2023/05/30A) To approve capital funding for the refurbishment of two Council assets to improve building environments for the Family Time service and Manchester's children	Executive	28 Jun 2023		Capital Outturn/Update report	Richard Munns, Head of Corporate Estates and Facilities richard.munns@manchester.gov.uk
Perimeter Firewall (2023/06/02A) To award funding to enable the purchase of network infrastructure.	City Treasurer (Deputy Chief Executive)	Not before 30th Jun 2023		Briefing Note	Andrew Blore, ICT Strategic Business Partner andrew.blore@manchester.gov.uk
TC979 Archival Storage, Non-Archival Storage and Scanning Framework	City Treasurer (Deputy Chief Executive)	Not before 8th Jul 2023		Report and recommendation	

(2023/06/08C) To seek approval to appoint a supplier to provide TC979 Framework for Archival Storage, Non-Archival Storage and Scanning The framework is split into 3 Lots as follows: Lot 1: Archival Storage Lot 2: Semi Active Records (Non-Archival) Lot 3: Scanning and Storage of Planning and Building Control Records and other Council Departments					
Development and Growth					
Strategic land and buildings acquisition 2019/06/03C The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework	City Treasurer (Deputy Chief Executive)	Not before 1st Dec 2022		Checkpoint 4 Business Case & Briefing Note	Richard Cohen, Strategic Lead - Development (South and East) richard.cohen@manchester.gov.uk

Disposal of site of former Chorlton Leisure Centre for residential development (21/05/13A) Approval to the terms for the leasehold disposal of the site of the former Chorlton Leisure Centre for residential development.	Strategic Director - (Growth and Development)	Not before 3rd Jul 2023		Report to the Strategic Director of Growth and Development	Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk
Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease (2021/07/16A) Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease.	Strategic Director - (Growth and Development)	Not before 1st Sep 2023		Report and recommendations	Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk
Land at Downley Drive, New Islington/Ancoats (2022/02/18B) Land disposal by way of lease for residential development at Downley Drive, New Islington/Ancoats.	Strategic Director - (Growth and Development)	Not before 18th Mar 2022		Report and recommendations	

Disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS (2022/05/19A) Approval to the terms for the leasehold disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS.	Strategic Director - (Growth and Development)	Not before 19th Jun 2022		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk
Lower Campfield and Upper Campfield - granting of new ground leases (2022/09/07A) Approval to the granting of new ground leases to allow the repair and refurbishment of both buildings by the lessee.	Chief Executive	Not before 6th Oct 2022		Report to the Chief Executive and Strategic Director of Growth and Development	David Norbury, Strategic Lead Development City Centre david.norbury@manchester.gov.uk
Land at Kelbrook Road (2022/11/14A) Approval to dispose of land at Kelbrook Road for development	Strategic Director - (Growth and Development)	4 Jan 2023		Report to the Strategic Director – Growth & Development	Thomas Pyatt, Senior Development Surveyor Tel: 0161 234 5469 thomas.pyatt@manchester.gov.uk
Leasehold disposal of Unit 5, Nuovo A, Great Ancoats Street (2022/12/13B)	Strategic Director - (Growth and Development)	Not before 11th Jan 2023		Briefing Note	Richard Cohen, Strategic Lead - Development (South and East) richard.cohen@manchester.gov.uk

To approve a 15 year lease of Unit 5, Nuovo A					
Disposal of land at the back of Ancoats, Manchester (2023/03/23A) To approve the disposal of land bounded by Naval Street, Radium Street, Poland Street and Jersey Street	Strategic Director - (Growth and Development)	23 Apr 2023		Briefing Note	Bhavesh Chauhan, Principal Development Surveyor bhavesh.chauhan@manchester .gov.uk
The disposal of land at Store Street Manchester (2023/04/25A) To approve the disposal of land at Store Street, Manchester.	Strategic Director - (Growth and Development)	Not before 25th May 2023		Briefing Note	
Acquisition of Leasehold Interest at 35 Garratt Way (2023/05/23A) Acquisition of residual leasehold interest to support the delivery of Gorton District Centre Development Framework.	Strategic Director - (Growth and Development)	Not before 21st Jun 2023		Briefing Note	Richard Cohen, Strategic Lead - Development (South and East) richard.cohen@manchester.gov .uk
Neighbourhoods					

TC045- Arborist Services (2023/04/26A) This Contract will cover all the Council's requirements across the City for the provision of Arboricultural Services. The Council's Arboricultural Section based at Hooper Street Highways Depot will manage the Contract.	Strategic Director (Neighbourhoods)	Not before 26th May 2023		Confidential Contract Report with Recommendations	

3. Resources and Governance Scrutiny Committee - Work Programme – May 2023

Thursday 22 June 2023, 10:00am (Report deadline Monday 12 June 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Local Elections Update	To receive an update on the 2023 local elections, particularly in reference to the new duties of the Elections Act which were used in May for the first time.	Cllr Craig (Leader) Cllr Rahman (Statutory Deputy Leader)	Fiona Ledden Clare Travers Sean Morris	
Enterprise Resource Planning (ERP) System Replacement	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	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Chris Wanley	
Contract Management	To receive a report on the Council's key contracts, its approach to procurement of these contracts and assessments of how to source contracts due for renewal and/or extension	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Peter Schofield	
Ethical Procurement and Fair Tax	To receive a report on the Council's ethical procurement and fair tax assessments in procurement and development decision-making.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Peter Schofield	
Social Value	To receive a report on the Council's approach to social value.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Peter Schofield	

| Overview Report | The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information. | N/A | Scrutiny Support | |

Thursday 20 July 2023, 10:00am (Report deadline Monday 10 July 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Review of Development Agreements	To receive a report on the Council's development agreements, monitoring arrangements and overages secured.	Cllr White (Housing and Development)	David Lynch	
Section 106 Governance	To receive a report on the governance arrangements relating to Section 106.	Cllr Akbar (Finance and Resources) Cllr White (Housing and Development)	Julie Roscoe	
Update on Progress of the Factory International Project	To receive a report on the Council's development of The Factory, St John's.	Cllr Rahman (Statutory Deputy Leader) Cllr Akbar (Finance and Resources)	Carol Culley Jared Allen	
Update on Progress of the Our Town Hall Project	To receive a report on the Council's restoration and refurbishment of Manchester Town Hall.	Cllr Rahman (Statutory Deputy Leader) Cllr Akbar (Finance and Resources)	Carol Culley Jared Allen Paul Candelent	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Thursday 7 September 2023, 10:00am (Report deadline Friday 25 August 2023 to account for Bank Holiday)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Update from the Revenues and Benefits Unit	To receive an update on the activity of the Revenues and Benefits Unit including details of ongoing cost-of-living schemes and activities delivered by the service.	Cllr Akbar (Finance and Resources)	Carol Culley Lee Owen Matthew Hassall Charles Metcalfe	
Council Tax Support Scheme (CTSS)	To bring recommendations on the CTSS options from 2024/25 onwards, with a view to taking approved recommendations to public consultation in the autumn.	Cllr Akbar (Finance and Resources)	Carol Culley Lee Owen Matthew Hassall Charles Metcalfe	
Residents and Business Digital Experience Programme (RBDxP) Update	To receive an update on the delivery of RBDxP which is a key workstream as part of the Future Shape programme.	Cllr Akbar (Finance and Resources)	Carol Culley Lee Owen Jon Burt Alex Forbes	
Artificial Intelligence	To receive a report on the impact of Artificial Intelligence (AI) on the Council's ways of working and what work is taking place to approach this.	Cllr Akbar (Finance and Resources)	Carol Culley Chris Wanley	
2024/25 Budget Process	To receive a short report on the current position of the Medium-Term Financial Plan and planned approach to setting the 2024/25 budget process.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Sam McArdle	

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Thursday 12 October 2023, 10:00am (Report deadline Monday 2 October 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Workforce Equalities Strategy Progress Update	To receive an update on progress to date to increase diversity, ensure the Council is an inclusive employer and to challenge discrimination.	Cllr Akbar (Finance and Resources)	Carol Culley Mark Bennett	
Workforce Strategy Update	To receive the new Workforce Strategy.	Cllr Akbar (Finance and Resources)	Carol Culley Mark Bennett	
Future Shape of the Council Update	To receive 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.	Cllr Rahman (Statutory Deputy Leader) Cllr Akbar (Finance and Resources)	Carol Culley Mark Bennett	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Thursday 9 November 2023, 10:00am (Report deadline Monday 30 October 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Update on New Procurement Regulations	To receive a report on the updated Procurement Regulations coming into effect and how the Council intends to implement them.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Peter Schofield	
Update on the Autumn Statement	To receive a short update on the impact of the Autumn Statement on the Council's Medium-Term Financial Plan and budget.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Sam McArdle	
Corporate Core Budget Proposals 2024/25	To receive a report outlining the budget position for 2024/25 and progress in reaching a balanced budget, including preliminary savings and investment options.	Councillor Craig Councillor Akbar	Carol Culley Tom Wilkinson Paul Hindle	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Thursday 7 December 2023, 10:00am (Report deadline Monday 27 November 2023)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Review of Investments being made by the Council into its Capital Strategy in terms of delivering future value-for-money post-COVID19	To receive a report on the Council's capital investments being made through the Capital Strategy in terms of delivering future VFM.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Tim Seagrave Jared Allen	
Annual Property Report	To receive the annual update on the work of the Estates and Facilities service (Corporate Core directorate) and the Development team (Growth and Development directorate), with particular reference to the use of agency staff.	Cllr Rahman (Statutory Deputy Leader) Cllr White (Housing and Development)	Carol Culley Becca Heron David Lord Richard Munns	
Housing Revenue Account 2024/25 to 2026/27	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.	Cllr White (Housing and Development)	Tom Wilkinson Dave Ashmore	
Council Tax Support Scheme Consultation Responses	To receive an update on the public consultation responses to the approved Council Tax Support Scheme recommendations.	Cllr Akbar (Finance and Resources)	Carol Culley Lee Owen Matthew Hassall Charles Metcalfe	

| Overview Report | The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information. | N/A | Scrutiny Support | |

Thursday 11 January 2024, 10:00am (Report deadline Friday 29 December 2023 to account for Bank Holiday)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Budget Settlement 2024/25	To receive a report on the Provisional Local Government Finance Settlement to outline the impact on the Council's budget position for 2024/25.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Sam McArdle	
Sales Fees and Charges	To review the Council's commercial activities through trading operations and the setting of fees and charges.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Tim Seagrave	
Commercial Activity Update	To receive a report on the performance of the portfolio of Council commercial activities, including companies, Joint Ventures, loans, equity investments and development agreements.	Cllr Akbar (Finance and Resources) Cllr White (Housing and Development)	Carol Culley Tom Wilkinson Sarah Narici David Lynch David Lord	
Manchester Heat Network Business Plan Update	To receive a performance update and the 2023/24 business plan for the Manchester Heat Network Special Purpose Vehicle (SPV), which is wholly owned by the Council. This report will also outline the SPV's approach to securing new customers to the network and the decarbonisation of the asset.	Cllr Akbar (Finance and Resources) Cllr Rawlins (Environment and Transport)	Carol Culley Tom Wilkinson Sarah Narici	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Thursday 8 February 2024, 10:00am (Report deadline Monday 29 January 2024)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Corporate Core Budget Proposals 2024/25	To receive the final 2024/25 budget proposals that will go onto February's Budget Executive and Scrutiny and March's Council.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson Paul Hindle	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Monday 26 February 2024, 10:00am – BUDGET (Report deadline Wednesday 14 February 2024)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
The Council's Budget 2024/25	To receive an update on the Council's financial position following scrutiny of the draft budget proposals and Directorate budget plans by all Scrutiny Committees.	Cllr Akbar (Finance and Resources)	Carol Culley Tom Wilkinson	

Thursday 7 March 2024, 10:00am (Report deadline Monday 26 February 2024)

Item	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Manchester City Council Connections with the Greater Manchester Combined Authority (GMCA)	To update the committee on Manchester's connections with GMCA in terms of partnerships, governance, and financial arrangements.	Cllr Craig (Leader) Cllr Akbar (Finance and Resources)	Carol Culley James Binks Tom Wilkinson	
Manchester City Council Connections with the Greater Manchester Integrated Care System and the Manchester Locality	To update the committee on Manchester's links with the Greater Manchester Integrated Care System, including governance and financial arrangements.	Cllr Akbar (Finance and Resources) Cllr T Robinson (Healthy Manchester and Adult Social Care)	Carol Culley James Binks Tom Wilkinson	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Scrutiny Support	

Items to be Scheduled

(Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings).

(New items added are highlighted in blue)

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Progress on Council Motions over last 12 months	To receive an update on the progress made in respect of motions that have been passed before Manchester City Council since the last update in March 2023.	Councillor Craig Councillor Rahman	Fiona Ledden	**To be considered around March 2024**

4. **Items for Information**

Responses to several requests for information made at the previous meeting on 25 May 2023 are being awaited. These will be shared with members once received.