

**Manchester City Council
Report for Resolution**

Report to: Executive – 17 February 2016
Finance Scrutiny Committee – 25 February 2016

Subject: Budget and Business Plans 2016/17-2017/18: Comments of
Overview and Scrutiny Committees

Report of: Governance and Scrutiny Support Unit

Summary

This report advises members of the approach that scrutiny committees have taken to looking at business plans this year. It summarises which business plans scrutiny committees have looked at and sets out their key findings and recommendations.

Recommendations

The Committee is asked to take this information into account during its consideration of the Executive's budget proposals for 2016/17-2017/18.

Wards Affected: All

| Community Strategy Spine | Summary of the contribution to the strategy |
|---|---|
| Performance of the economy of the region and sub region | This report sets out the comments of Scrutiny Committees in respect of Business Plans in order to inform the development of a balanced budget for 2016/17. The budget is aligned to the priorities of the Community Strategy. |
| Reaching full potential in education and employment | |
| Individual and collective self esteem – mutual respect | |
| Neighbourhoods of Choice | |

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 report contains comments from scrutiny committees in respect of combined budget and business planning reports which detailed the recommended savings and

investment proposals. The savings proposals already approved for 2016/17 as part of last year's budget strategy total £12.305m with proposals for a further £13.780m in 2016/17. The pressures and growth proposals total £26.811m

Financial Consequences – Capital - Not applicable

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Background documents (available for public inspection):

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

None

1.0 Approach to Scrutiny of Business Plans in 2016/2017

- 1.1 The Council carries out a business planning process to determine how resources are allocated to achieve its objectives. On 21 January 2016 the Council published reports to scrutiny committees setting out budget and business planning proposals for 2016/17. Proposals were based on the Provisional Financial Settlement and members were advised that changes may be required following the publication of the Final Financial Settlement in February 2016.
- 1.2 A number of reports were provided which were: Financial Context of the 2016/17 Budget, Children and Families Budget and Business Planning 2016/17 (including Children and Families Directorate Delivery Plans 2016/17), Growth and Neighbourhood Budget and Business Plan 2016/17 (including Growth and Neighbourhoods Directorate Delivery Plans 2016/17), Corporate Core Directorate Budget and Business Planning 2016/17 (including Corporate Core Directorate Delivery Plans 2016/17), Manchester Health and Social Care Locality Plan- A Healthier Manchester, Pooled Budget 2016/17, Housing Revenue Account 2016/17 to 2018/19, and Draft ICT Information Strategy 2015-18.
- 1.3 Each Scrutiny Committee received those reports relevant to its remit, the combined minutes of which would be provided to Budget Executive on 17 February 2016 to help inform its final proposals. Executive proposals would then be scrutinised by Finance Scrutiny Committee at its meeting on 25 February 2016 before being submitted to Budget Council on 4 March 2016.
- 1.4 The Council's business planning structure mirrors its organisational structure, and there are three business plans, the 'Corporate Core', 'Growth and Neighbourhoods' and 'Children and Families'. The six scrutiny committees do not exactly match this structure, although there are clear links. The committees were consulted on how they wished to scrutinise the business plans and agreed to receive combined budget and business planning reports relevant to their remits at their January 2016 meetings.
- 1.5 The Young People and Children Scrutiny Committee and the Health Scrutiny Committee both considered the proposals for the Children and Families Budget and Business Planning 2016/17 (including Children and Families Budget and Business Plan 2016/17). The Economy Scrutiny Committee and the Neighbourhoods Scrutiny Committee both considered the proposals for the Growth and Neighbourhood Budget and Business Plan 2016/17 (including Growth and Neighbourhoods Directorate Delivery Plans 2016/17). The Finance Scrutiny Committee considered the proposals for the Corporate Core Directorate Budget and Business Planning 2016/17 (including Corporate Core Directorate Delivery Plans 2016/17).
- 1.6 Communities Scrutiny Committee received instead bespoke reports which included an update on those aspects of the Council's budget and business proposals which related to the Committee's remit; and outlined the approach the Council had taken to incorporate the consideration of equality issues into

the organisations business and budget planning process this year. In previous years Communities Scrutiny Committee did not consider Equality Action Plans until after the Council's budget setting process had concluded. However, following feedback from members' officers commenced the process to identify where Equality Action Plans would be required at a much earlier stage this year and embedded this within the budget setting process.

1.7 This report will now set out the key findings of each committee.

2.0 Young People and Children Scrutiny Committee

2.1 At its meeting on 26 January 2016 the Committee considered the draft Directorate for Children and Families Business Plan, along with the Health Scrutiny Committee.

2.2 Members emphasised the importance of Child and Adolescent Mental Health Services (CAMHS) and recommended there be no reduction in these services. The Executive Member for Children's Services reported that she had been assured there would not be frontline reductions to this service but this needed to be monitored and should be funded by the NHS rather than the Council.

2.3 Members welcomed the progress the Council had made in working with the voluntary sector to deliver community based, asset based support around the strengthening families work.

2.4 A member emphasised the importance of ensuring structured planning and partnership working across Manchester schools and recommended that the Committee continue to monitor this.

2.5 Members expressed concern that while the High Needs Block had been increased it was still not enough.

2.6 Members emphasised the importance of the workforce in improving children's services. The Chair expressed concern at sickness levels for social workers, the proportion of social workers who were newly qualified and the loss of experienced staff. Members noted these issues would be investigated further by the Ofsted Subgroup.

2.7 Members expressed concern that the risk of the Early Help Strategy not sufficiently reducing demand had been rated high on the risk register. The Strategic Director of Children's Services advised that work to mitigate this should reduce the risk in coming months.

2.8 A member requested assurance that a robust process had taken place in assessing the impact of proposed changes to free school travel. It was noted that a formal policy change would require a statutory consultation process which would address this.

3.0 Neighbourhoods Scrutiny Committee

- 3.1 At its meeting on 26 January 2016 the Neighbourhoods Scrutiny Committee considered the Draft Business Plan for Growth and Neighbourhoods, along with the Economy Scrutiny Committee.
- 3.2 Members welcomed the planned investment in leisure facilities such as the Hough End Leisure Centre and Moss Side.
- 3.3 Members welcomed the assurance from the Executive Member for Neighbourhoods that the new waste contract was being closely monitored and this combined with the introduction of a new IT system would improve the delivery of this service for the residents of Manchester. It was noted that negotiations with other Greater Manchester authorities was still ongoing to agree a fairer and equitable waste levy.

4.0 Economy Scrutiny Committee

- 4.1 At its meeting on 27 January 2016 the Committee considered the draft Directorate for Growth and Neighbourhoods Business Plan, along with the Neighbourhoods Scrutiny Committee.
- 4.2 Members expressed concern at the budget cuts and the increase in council tax and the impact of these on residents. A member recommended that local residents form a community collation to campaign on this issue.
- 4.3 Members expressed concern about waste and fly tipping and the need for education and enforcement. Members noted that whilst this was the remit of Neighbourhoods Scrutiny Committee the cleanliness of an area impacted on its potential for economic growth. Members welcomed the proposals for a citywide taskforce to tackle waste and fly tipping.
- 4.4 Members expressed interest in proposals to review grant funding arrangements for the voluntary and community sector and requested to consider this in more detail at a future meeting.

5.0 Communities Scrutiny Committee

- 5.1 At its meeting on 28 January 2016 the Committee considered a bespoke report of the Deputy Chief Executive (People) and the Deputy Chief Executive (Growth and Neighbourhoods) which provided an update on those aspects of the Council's budget and business proposals which related to the Committee's remit. The Committee also considered a report of the Deputy Chief Executive (People) which outlined the approach the Council had taken to incorporate the consideration of equality issues into the organisations business and budget planning process this year.
- 5.2 Members requested further information on proposals around Advice, Information and Guidance (AIG) including an analysis of the types of services they provided and how residents were accessing services.
- 5.3 The Chair queried what safeguards were in place should an Equality Impact

Assessment indicate proposals required amendment, given the need to agree a final budget by April. Officers responded that whilst Equality Impact Assessments were not scheduled for completion until April the process of developing them was well underway and required amends were fed in throughout their development. They noted that whilst the Council set its budget for the year ahead a number of proposals would only commence part way through the year, giving greater time for equality consideration in these areas. Members requested a further report on Equality Impact Assessments and Equality Action Plans be brought in the new municipal year in order to compare the final version of proposals with the drafts and see whether there were any changes as a result of equality considerations.

- 5.4 Members expressed interest in equality considerations in relation to the Council's workforce and noted that Finance Scrutiny Committee considered this. They requested to be informed next time this was considered.

6.0 Finance Scrutiny Committee

- 6.1 At its meeting on 28 January 2016 the Committee considered the draft Corporate Core Business Plan.

- 6.2 The Chair stressed the importance of Communications to drive the 'Behaviour Change' strategy which would save the Council a lot of money. Executive Members provided detail and assurance that the proposed savings arose from activities which did not relate to this including cessation of the telephone survey and increased use of social media which was low cost.

- 6.3 Members requested further information on the proposed review of the Corporate Core which would shortly commence.

7.0 Health Scrutiny Committee

- 7.1 At its meeting on 28 January 2016 the Committee considered the draft Children and Families Business Plan, along with Young People and Children Scrutiny Committee.

- 7.2 Members were broadly supportive of proposals to move to a community asset based approach to delivering care which would reduce the need for high cost residential care and therefore deliver savings. Members said that the review would require close monitoring to ensure people receive the correct service.

- 7.3 Members welcomed plans to use a hub model to deliver sexual health services across the city and recoup the costs of services delivered to non Manchester residents.

- 7.4 Members welcomed plans not to reduce the number of Qualified Health Visitors in the city. Members noted that Young people and Children Scrutiny Committee would receive an update on Health Visitors at their February meeting entitled 'Joint Strategic Needs Assessment of Children and Young People in Manchester' and they would be invited to attend.

8.0 Recommendations

- 8.1 The Finance Scrutiny Committee are requested to note and take into consideration the comments of all scrutiny committees in respect of the draft business plans.