

**Manchester City Council  
Report for Resolution**

**Report to:** Executive - 17 February 2016  
Finance Scrutiny - 25 February 2016

**Subject:** Corporate Core Directorate Budget and Business Planning  
2016/17

**Report of:** Chief Executive, City Treasurer, City Solicitor, Deputy City  
Treasurer and Chief Information Officer

**Purpose of the Report**

This report provides a high level overview of the priorities to be delivered in the Core Directorate in 2016/17 alongside the Directorate's saving proposals. This report should be read together with the accompanying delivery plans which set out the performance, financial, risk management, workforce monitoring framework, and public sector equality duty impacts.

The report sets the savings the Directorate has to make in the context of its objectives and broader changes to deliver them. The accompanying delivery plans provide a framework that will be used during the 2016/17 financial year to monitor performance towards objectives, workforce development, risk and financial outturn. Taken together, the three Directorate reports and delivery plans show how the Directorates will work together and with partners to make progress towards the vision for Manchester set out in the new Manchester Strategy.

**Recommendations**

Finance Scrutiny Committee is invited to review and comment on the Corporate Core Budget and Business Plan.

The Executive is recommended to approve the proposals in this report to be included in the budget to be recommended to Council.

**Wards Affected:** All

Community Strategy Spine	Summary of the contribution to the strategy
Performance of the economy of the region and sub region	The proposals in this report focus on the capacity of the Core in its leadership, governance and support role to the Council in the delivery of the
Reaching full potential in education and employment	

Individual and collective self esteem – mutual respect	support role to the Council in the delivery of the Council's key strategic priorities.
Neighbourhoods of Choice	

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

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### **Financial Consequences - Revenue**

The report contains the recommended savings and investment proposals for comment. The savings proposals already approved for 2016/17 as part of last year's budget strategy total £0.909m with proposals for a further £2.679m in 2016/17. The investment proposals total £3.536m.

### **Financial Consequences – Capital**

Not applicable.

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

None

## **1 Corporate Core - Vision**

- 1.1 The Corporate Core provides leadership, governance and support that enables the organisation to achieve Manchester's ambition to be a world class city, with sustained economic growth and better lives and opportunities for residents. Despite the Council's reduction in funding, the Core will continue to provide streamlined and effective support for the delivery of the Council and city's priorities to support economic growth, deliver radical reform of public services and support elected members and the Council as a whole to provide "leadership of place".
- 1.2 Manchester has seen a renaissance over the last decade and a half, driven by strong economic and population growth, such that it is now a hub of business, investment, education, culture and community activity, which rivals any other city in the UK. Despite the progress made, many residents experience significant poverty and hardship and the challenge now lies in better connecting Manchester residents to the benefits and opportunities of Manchester's economic growth. This will require behavioural change, changes to the way the Core works with partners and how it will work in the future.

*Sir Richard Leese – Leader of the Council*  
*Councillor Sue Murphy - Deputy Leader of the Council*  
*Councillor Bernard Priest – Deputy Leader of the Council*  
*Councillor Rosa Battle – Executive Member for Culture and Leisure*  
*Councillor Kate Chappell – Executive Member for Environment*  
*Councillor John Flanagan – Executive Member for Finance and Human Resources*  
*Sir Howard Bernstein – Chief Executive*  
*Richard Paver – City Treasurer*  
*Liz Treacy – City Solicitor*  
*Carol Culley – Deputy City Treasurer*  
*Bob Brown – Chief Information Officer*

## **2 About the Corporate Core**

- 2.1 The Council aims to deliver excellent customer service, value for money and a choice of ways to access services. The Corporate Core is a directorate of the Council that both delivers services to these standards and enables the rest of the Council to do the same. The Core delivers a range of services from school meals, cemeteries, welfare and benefits, to local markets as well as customer services through contact and service centres. Human Resources, Information and Communications Technology (ICT), Finance, Legal and other support services provide the infrastructure that enables other Council directorates to also deliver excellent services.
- 2.2 Some of these service areas are focused on providing services to residents directly, such as Revenues and Benefits, Business Units, Registrars, Coroner's and Customer Services, other areas provide support services to internal and external customers. An effective working partnership is established between core support functions and Council services through a Strategic Business Partner.

## **Chief Executive's Department**

- 2.3 Within the Chief Executive's Department there are a number of support functions including ICT, Performance Research and Intelligence (PRI), Human Resources and Organisational Development (HROD), Reform and Innovation, Communications and the services within the City Solicitor's Division. ICT manage the network, computers and systems that support Council services and direct technology development and ICT Project Management. PRI support the Council and its partners to use data to guide decision making and improve performance, as well as run the Council's complaints service. HROD support the Council to adapt, develop and transform its workforce to operate effectively, as well as ensuring services are equally accessible across the city and that the Council is an equal opportunities employer. Reform and Innovation focus on co-design of new delivery models with partners to improve the effectiveness and cost of services to achieve growth and reform. Communications develop effective communication strategies and campaigns to lead, influence and drive the required behaviours and values for key Council objectives, both public facing and with our employees, whilst safeguarding the Council's reputation in both the online and traditional media.
- 2.4 The City Solicitor's division hosts Legal Services which ensure the Council operates within the law and provides legal advice to other Council departments and to Salford City Council. The Division includes Democratic and Statutory Services, which runs elections for local Councillors, MPs and MEPs and referenda and supports decision-making and scrutiny within the Council and the Combined Authority, as well as the Executive Office which provides professional support to elected members in their roles as decision makers and local representatives and support for the Lord Mayor with civic leadership functions. It also includes the Registrars and Coroners Services.

## **Corporate Services**

- 2.5 Corporate Services includes the Financial Management and Procurement services. Financial Management interprets government financial requirements and models impact; acts as a critical friend in supporting change and reform, and ensures strategies and processes focus on using resources for the greatest benefit. Procurement ensures value for money in procuring goods and services required by the Council, whilst also promoting, as far as possible, the city's objectives relating to the economy and environment.
- 2.6 The division also includes the Audit and Risk Management service which ensures that an effective approach to the Council's risks is taken and encompasses audit, risk, insurance, health and safety and anti-fraud measures. The Shared Service Centre provides 'transactional' support services such as payroll, personnel and training administration, and payments to suppliers.
- 2.7 Corporate Services also host the Core's customer-facing service areas Business Units, Revenues and Benefits, and Customer Services. Business Units focus on delivering value for money services for Manchester residents,

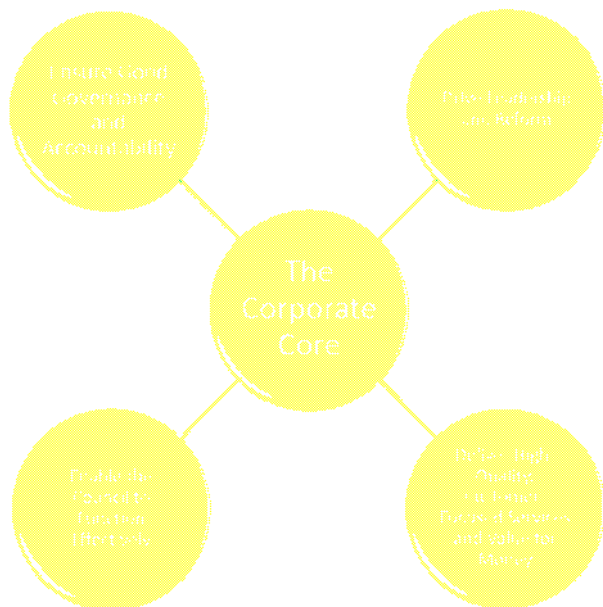
such as pest control and cremations, as well as maintaining Council buildings and vehicles. The Revenues and Benefits Service collects Council Tax, Business Rates and other money owed to the Council as well as assessing entitlement and making payments for benefits for those on low incomes. Customer Services provides high quality services to residents, business and partners at the first point of contact across a range of channels.

### 3 The Corporate Core – Objectives

3.1 Manchester has established a new vision for 2025 as a world class city with:

- A competitive, dynamic, sustainable economy channelling our distinctive strengths in science, advanced manufacturing, creative and digital
- Highly skilled, enterprising, industrious people
- National and international connectivity
- Climate change impacts being limited
- Residents from all backgrounds that feel safe, can aspire, be successful and live well
- A welcoming atmosphere that's clean, attractive, rich in culture and outward looking.

3.2 The objectives for the Corporate Core direct its focus on supporting the Council to bring about this vision for the city for 2025. The objectives are:



3.3 The activities of the Corporate Core contribute both to the Council's objectives and one or more of the four objectives for the Core above.

#### **Drive Leadership and Reform**

- 3.4 The Council's available resources have reduced by 40% since 2010/11, which has meant the organisation has had to transform to adapt and use its resources more effectively for the people of Manchester. The Council cannot do this alone, and has negotiated with partners new ways of delivering services which promote independence and reduce long-term reliance on the most costly public services. The public service reform programme seeks to develop new investment and evaluation methods that make better use of the total resources for public services in the city, through new ways of delivering service models based on the principles of integrating public services across agencies, working with whole families rather than addressing individual, isolated issues, and delivering services proven with robust evidence to be effective.
- 3.5 The directorate is at the forefront of supporting the drive for the integration of Health and Social Care across Greater Manchester (GM) and changes to how services for children will be delivered most effectively across GM linked to the devolution agenda. The Confident and Achieving Manchester programme to reduce Complex Dependency will be further developed by extending Early Help Hubs to become Public Service Hubs. This will incorporate adults with complex needs and employment and skills initiatives. Staff from the Directorate are also leading on the arrangements to support the continuing evolution of the Combined Authority with further devolution powers from 2017 and the appointment of an Elected Mayor. Across the Core, staff have a key role in providing the financial case, performance analysis and technological support to ensure people in Manchester feel the benefit of these new powers through new opportunities for them and their families.
- 3.6 Finally, the core has to be able to support and respond to the continuing changes to the welfare reform agenda and local government finance localisation opportunities, ensuring that local schemes are delivered within budget and cost effectively and that money due to, and collected by the Council can be maximised. A key area for this will be the ongoing collection of Council Tax due and the changes to how Local Government is funded with the move towards full business rates retention.

### **Enable the Council to Function Effectively**

- 3.7 The Core provides human resources, ICT, legal, finance, performance management, procurement and a range of other crucial support services which allow other Council service areas to focus on delivering services to the highest quality standards. There will be a need to continue to change how technology, systems and data are utilised to deliver further savings and efficiencies; this will involve both internal City Council systems and those of partners. The increased use of automation will not only increase independence and simplify process; it will enable a reduction in the governance and compliance role undertaken within the Core.
- 3.8 Whilst progress has been made in relation to data and the use of data, further improvements are required. The data strategy will come together with the emerging ICT strategy and should be considered in the context of devolution,

health and social care integration and the changing shape of back office support for Manchester and other GM authorities. There has been significant investment in the ICT strategy which has started to deliver some positive outcomes. However, continued investment in our ICT infrastructure and resilience is required in order to deliver future efficiencies and enable improved ways of working.

- 3.9 A key enabler for changing the shape of the core will be the development and implementation of improved, simplified business and technology processes to reduce dependency and increase automation and self service. This will involve a review of existing processes, business rules and systems across a range of services, including Finance, HR/OD, Shared Service Centre, Customer Contact Centre and Revenues and Benefits. Changing the internal operation of the Council's most commonly used systems and processes to increase productivity may require external skills and capacity given the size and scale of the challenge. There is a fundamental review of the Core starting early in the new year which will consider the shape of the Core required for the future.

### **Ensure Good Governance and Accountability**

- 3.10 The Council is committed to operate in a transparent, fair and accountable way. This means:
- supporting decision makers to take decisions in accordance with the law, involving communities and based on the best available data and intelligence.
  - providing essential support to elected members in their role as elected representatives within their ward.
  - implementing robust financial management practices that comply with law and regulations and having the right insurance and risk management arrangements in place.
  - protecting the personal information held about people or businesses, whilst disclosing information that is in the public interest.
  - setting out clearly what the Council is aiming to achieve and how it will do it, through plans and strategies for the city, such as the new Manchester Strategy.

### **Deliver High-Quality, Customer-Focused Services and Value for Money**

- 3.11 The Corporate Core will deliver, and support others to deliver high quality services that meet the needs of residents, businesses and partners and demonstrate value for money. It will enable quick and easy access to effective digital services whilst focusing on providing support to those most in need.
- 3.12 Through the Revenues and Benefits service the Core will act with persistence to collect owed council tax, business rates and other money owed to the Council and take action against those who defraud the Council. It will act proportionately to support people on low incomes to repay money that is owed. It will procure goods and services at the best combination of price and quality. It will ensure pest control, cemeteries and crematoria, markets and other services provide excellent value for money for Manchester people. By



doing this successfully, and maximising revenue collection, the Council can keep council tax and charges for services as low as possible whilst ensuring it has the resources to deliver effective public services.

#### 4 Corporate Core Directorate Budget

- 4.1 The 2015/16 Corporate Core budget is gross budget of £397.776m and a net budget of £47.106m. The number of FTEs is 2,399.95, see tables below for breakdown by service area. Further analysis is shown in Appendix 1.

Service Area	Gross Budget 2015/16 £,000	Net Budget 2015/16 £,000	FTE Number
Communications	4,642	3,095	87.20
Performance, Research and Intelligence	3,108	3,068	74.40
HR/OD	3,413	3,360	76.80
ICT	12,180	12,100	166.20
Reform and Innovation	726	726	14.00
<b>Sub Total</b>	<b>24,069</b>	<b>22,349</b>	<b>418.60</b>
Legal Services	6,527	2,334	194.69
Democratic & Statutory Services	4,438	3,071	70.80
Executive Office	3,662	3,662	26.50
<b>Sub Total Legal &amp; Democratic Services</b>	<b>14,627</b>	<b>9,067</b>	<b>291.99</b>
CEX Corporate Items	1,897	1,812	-
<b>Total Chief Executives</b>	<b>40,593</b>	<b>33,228</b>	<b>710.59</b>
Procurement	1,244	1,033	29.00
Revenue and Benefits	302,763	7,943	382.19
Shared Service Centre	1,944	1,683	125.00
Customer Services	4,047	3,944	149.64
Financial Management	6,524	5,658	162.60
Audit, Risk and Resilience	1,925	1,500	44.60
Corporate Services Corporate Items	323	256	-
Business Units	38,413	(8,139)	796.33
<b>Total Corporate Services</b>	<b>357,1836</b>	<b>13,878</b>	<b>1,689.36</b>
<b>Grand Total Corporate Core</b>	<b>397,776</b>	<b>47,106</b>	<b>2,399.95</b>

- 4.2 The table below sets out details of growth and other budget changes, the already approved savings, and the proposed 2016/17 savings. The Corporate Core net budget will reduce by £2.483m to £44.623m.

<b>Chief Executives</b>	<b>Net Budget 2015/16 £,000's</b>	<b>Growth and Other Budget Changes £000's</b>	<b>Already Agreed Savings £000's</b>	<b>Proposed 2016/17 Savings £000's</b>	<b>Net Budget 2016/17 £000's</b>
Communications	3,095		(25)	(222)	2,848
Performance, Research and Intelligence	3,068			(100)	2,968
HR/OD	3,360			(45)	3,315
ICT	12,100		(435)		11,665
Reform and Innovation	726				726
<b>Sub Total Performance</b>	<b>22,349</b>	<b>0</b>	<b>(460)</b>	<b>(367)</b>	<b>21,522</b>
Legal Services	2,334		(50)	(65)	2,219
Democratic & Statutory Services	3,071			(39)	3,032
Executive Office	3,662		(92)		3,570
<b>Sub Total Legal &amp; Democratic Services</b>	<b>9,067</b>	<b>0</b>	<b>(142)</b>	<b>(104)</b>	<b>8,821</b>
CEX Corporate Items	1,812	1,105			2,917
<b>Total Chief Executives</b>	<b>33,228</b>	<b>1,105</b>	<b>(602)</b>	<b>(471)</b>	<b>33,260</b>
<b>Corporate Services</b>					
Procurement	1,033		(50)	(43)	940
Revenue and Benefits	7,943		(130)	(200)	7,613
Shared Service Centre	1,683		(120)	(100)	1,463
Customer Services	3,944		(147)	(126)	3,671
Financial Management	5,658			(119)	5,539
Audit, Risk and Resilience	1,500			(120)	1,380
Corporate Services Corporate Items	256				256
Business Units	(8,139)		140	(1,500)	(9,499)
<b>Total Corporate Services</b>	<b>13,878</b>	<b>0</b>	<b>(307)</b>	<b>(2,208)</b>	<b>11,363</b>
<b>Grand Total Corporate Core</b>	<b>47,106</b>	<b>1,105</b>	<b>(909)</b>	<b>(2,679)</b>	<b>44,623</b>

4.3 The Core has developed the following principles to support the budget decision making:

- Proposals developed in the context of reform, the emerging role of the Greater Manchester Combined Authority (GMCA) and the need for greater integration of support services across GM.
- Proposals to fit with the requirement for savings in 2016/17 alongside the need to develop a five year strategy – it is important not to do anything now that may have a negative impact in the future.
- Create the conditions to deliver success recognising the need for change.
- Consider different delivery models – including Collaboration - where it makes sense and fits the long term strategy.

- Reduction in bureaucracy and automation where possible (process and technology)
- Preserve resources to drive continued improvement in collecting income due to the Council.
- Maximise opportunity for investment and sustainable income and commercial propositions to be considered to deliver core services/outcomes.
- Develop the next phase of the Centres of Excellence model to deliver efficient, streamlined services with improved outcomes.
- Understand our customers and use customer data to develop and co-design where appropriate and enable evidence based decision making.
- Thinking from a place perspective.
- Co-location of transactional services.

## **5 Delivery of Objectives and Savings**

- 5.1 As part of the 2015-17 budget strategy, there were savings of £7.950m built into the Corporate Core assumptions, £6.941m to be delivered in 2015/16 and a further £0.909m from 2016/17. The breakdown of the £0.909m for 2016/17 is detailed below and in Appendix 2.
- 5.2 ICT will deliver a £435k savings predominantly through contract negotiations and reductions in third party spend; this is partially predicated on the back of the amalgamation of support contracts with suppliers.
- 5.3 The ICT Service underwent a significant transformation programme during 2015/16 which included changes to the staffing structure encompassed within a revised Target Operating Model. To fund the full year cost of this transformation in 2016/17 virements are required from existing ICT budgets including funding from the Maintenance and Refresh budget which had been established to provide ongoing capacity to deliver technological changes, the Flex Pool budget which was previously used to support additional staffing requirements and unallocated growth from 2015/16. There will also be a virement from other Directorates to fund staff whose responsibilities have transferred in to the service. Funding for the revised structure acknowledges the support required to deliver the ICT elements of the Council's capital programme and assumes some costs will be funded from capital resources.
- 5.4 Discussions across GM are ongoing in relation to ICT collaboration. These discussions will ensure current and future technology decisions will enable collaboration at scale in the future. Whilst it is too early to gauge the outcomes productivity and efficiency gains are anticipated. This approach should also set the platform for other new delivery models and greater collaboration of core services across the Council.
- 5.5 Outside ICT the budget strategy for 2015-17 included the following savings for 2016/17:
- £25k - due to increased income expectations within Communications
  - £50k – Legal Services anticipate further income from increased work for other public service providers

- £92k in Executive which is due to the phasing out of members superannuation contributions.
- £130k – in Revenues and Benefits due to staff savings from the reduced cost of housing benefit claims through a risk based approach and internal improvements to the ways of working to reduce running costs.
- £147k – Customer Services will make more services available on the website and improve online services and information which will enable reductions in staffing due to reduced call volumes (£52k). Savings will also be realised against the Tourist Information Centre (£95k)
- £50k – Corporate Procurement will generate £50k through the continuation of collaboration arrangements and the expansion of services provided.
- £120k – from a redesign of the Shared Service Centre which has reviewed the senior management structure and reduced processing resources.
- (£140k) – Business Units will achieve increased income from Bereavements Service Offer (£60k) and more efficient parking enforcement (£50k) offset by £250k Manchester Contracts income adjustment to reflect timing of savings proposals.

5.6 In addition to this an additional £2.679m of new savings proposals have been proposed for the Core in 2016/17. These proposals are summarised as follows with more detail provided below and in Appendix 2 on a service by service basis:

<b>Corporate Core</b>	<b>New Savings Proposals 2016/17 £000's</b>
Chief Executives	471
Corporate Services	2,208
<b>Grand Total</b>	<b>2,679</b>

#### **Chief Executives Department - £471k**

5.7 **Communications - £222k.** Savings of **£107k** will be achieved through offering a reduced service offer and the introduction of further charges where possible for external support. Communications will need to prioritise work that supports Council objectives to determine which activity should and should not be taken forward.

5.8 A further **£115k** is also proposed, this will directly impact on creative support for major events in the city and potentially reduce the attractiveness of the offer and resultant economic impact – the cross cutting impact of this proposal on the Growth and Neighbourhoods Directorate services are being explored.

#### **5.9 Performance, Research and Intelligence - £100k**

The PRI function is currently split into the following areas:

- Research and Intelligence (13 FTE) - these two teams carry out the demographic and state of the City work and evaluation work (which is part GM funded). The teams are working at full capacity to ensure the information is available to deliver the strategic priorities set out in the Manchester Strategy and the Devolution agreement. Additional high priority work includes analysis of consultation, preparation for the Census (which is on-going between censuses) and the claim made to the Troubled Families Unit.
  - Performance and Complaints (36 FTE) - these teams are responsible for statutory reporting, servicing regulation - inspections and improvement, managing corporate complaints, including on behalf of the Chief Executive and managing the business planning/Performance Management Framework process.
  - Data Governance (25 FTE) - as part of the work to develop the ICT and Information Strategy a full review and restructure of the Data Governance Team is being carried out. This will require investment to consolidate the work on knowledge databases and data. This will be dependant on new technology to enable data integration and reporting that meets the needs of the organisations aspirations for greater collaborative and partnership working. There are linked proposals for investment in Data Governance and ICT and for the rolling out of i-base (the system which links data about individuals to present a family network view) to front line staff.
- 5.10 Savings of **£100k** are proposed and will be made from the cessation of the telephone survey (£44k) and the deletion of a Grade 10 post (£56k) following a review of staffing. Opinion research will continue to be conducted through other means including for example web surveys and interviews with people contacting the council. Opinions will also be tracked through analysing content such consultations, comments and research carried out by others. Where required, bespoke surveys and research will be commissioned.
- 5.11 **HR/OD - £45k** savings will be delivered through the deletion of vacant posts that have been held in anticipation of the need to deliver savings. Whilst posts are vacant not filling roles in the short term will increase risks in relation to assurance of HR practice and support to managers during a period when a greater level of support and professional knowledge is required across all areas of HR practice.
- 5.12 The Reform and Innovation function was established in April 2015 and consists of a team of 14. The work programme for Reform and Innovation focuses on three priority areas:
- increasing the pace and scale of reform,
  - developing a 'different deal' for the future of the Council and the City, and
  - driving reform through devolution.

- 5.13 The role of the team is flexible and in the longer term over the next five years there is an opportunity to reduce resource levels as Public Service Reform becomes more embedded within the organisation. However, in the short term there will be no reductions in this area.
- 5.14 **City Solicitors including Democratic Services and Executive - £104k.** In addition to the £50k increased income already agreed for 2016/17, Legal Services have identified further savings of circa £50k through scaling up the Caseline electronic bundling system across the whole service. Savings of £10k could be realised if the Norwel case management system can be rolled out in the Coroner's service. It is anticipated that a review of processes including those around Lexcel compliance is required which will include increased electronic working with the Courts and realise savings of £10k. These proposals have a significant dependency on ICT. It has been identified that a saving of £5k will be generated if the legal support to taxi licensing applications is reduced, legal support in relation to all complex matters would remain in place.
- 5.15 The proposals for City Solicitors division also include savings which can be realised through GM procurement arrangements for the Coroner's Service (£21k) as well as a change in the pricing structure for the Nationality Checking Service within Registrars (£8k).

#### **Corporate Services - £2.208m**

- 5.16 **Procurement - £43k** can be achieved due to reduced hours of a member of staff, however this will not be recurring.
- 5.17 **Audit, Risk and Resilience - £120k** will be achieved through deleting 2 FTE vacant posts (£76k) in 2016/17. In addition to staffing changes there will be £10k reduction in the Health and Safety budgets and increased income of £34k, although £30k of this is time limited grant funding, and this will cease in 2018/19.
- 5.18 **Financial Management - £119k.** It is proposed to review the existing payment arrangements with the Adults finance team, and this will realise savings of £24k.
- 5.19 There will also be additional income generated through support provided to other organisations including administration of the Business Rates Pool (£15k) and support for GM work in respect of Public Service Reform (PSR) (£30k). Other savings will be to reduce the funding set aside to support valuations (£30k) which will need to be risk assessed and a reduction of £20k in the training budget held within the Service.
- 5.20 **Revenue & Benefits - £200k** savings achieved through a number of areas as detailed in the paragraphs below.
- 5.21 Discretionary Council Tax payment Scheme - It was always intended that the requirement for this budget should reduce as the original cohort of residents

- affected by the 2013 changes (approximately 37,000 residents received a bill for the first time in 2013) get used to paying this bill. This cost, if required, can be met against the collection fund and the proposal is therefore to remove this current budget with an associated **saving of £150k**. The Council will still be able to consider cases and any payments made will be offset against the collection fund.
- 5.22 The Revenues and Benefits Service has been significantly impacted upon by central government changes and the welfare reform agenda. The service now has to administer a number of local and in some cases discretionary budgets including a localised Council Tax Support scheme, Welfare Provision, Discretionary Housing Payments and Discretionary Council Tax Payments. The service has also had to collect more money owed including Council Tax from 37,000 households that historically would not have any Council Tax to pay. The amount collected in current year and in arrears has been increasing year on year. This is in addition to the changes to Business Rates that has required improved management and control of Business Rates billing, collection and recovery due to its significant impact on the Council's budget.
- 5.23 Finally the service has absorbed new service areas within the existing senior management structure, supporting savings in other areas including the assessment of adult social care charging and contributions, the collection of income and the transfer of miscellaneous recovery and the integration of finance. For 2015/16, in addition to the savings already identified the service is proposing savings of **£50k** which will be as a result of further reduction in posts (2 FTE) in areas not associated with the collection of income.
- 5.24 **Customer Services - £126k in 2016/17** - the service has delivered significant savings over the last four years and has worked alongside service areas to deliver digital shift through behaviour change and other initiatives. This approach has resulted in a significant reduction in call volumes relating to Revenue and Benefits and Growth and Neighbourhoods Directorate and a significant increase in the volume of on line transactions in relation to these areas. This has been further supported with the introduction of risk based verification, on line claims and e-signatures for benefit claims. It is proposed to continue with the strategy for the Contact Centre by placing more transactions online.
- 5.25 For the Revenues and Benefits service the Contact Centre (phone service) currently operates between the hours of 8am and 8pm. It is proposed to reduce the opening hours of the Contact Centre for the Revenues and Benefits service to 9am to 6pm. Although this will impact on a number of residents who currently make contact during the longer opening hours, there are a range of other options available, including improvements to the website, as well as the facility to make a payment outside of the opening hours via the automated payment system. This proposal will deliver savings of £72k.
- 5.26 Further savings of £54k can be achieved by amending the opening hours of the Customer Service Centre (face to face service) from 8am to 5pm, each day to 9am to 5pm each day. This would impact on residents' ability to have

face to face contact with Customer Advisors in the Customer Service Centre during the hours of 8am and 9am. The closing time would remain unaffected.

- 5.27 Although these options do reduce the timeframe in which residents can talk to the Council about the services referenced above, the proposed model still offers 45 hours per week for telephone contact, and 40 hours at the counter as well as 24/7 website, email process and payments system. In addition residents can access the website or email and will have the ability to report emergencies through to the Contact Centre 24 hours day 7 days a week.
- 5.28 **Shared Service Centre (SSC) £100k in 2016/17** – The service continues to review business processes, review staffing arrangements, management structures and look for further efficiencies. In anticipation of the need to make further savings the Shared Service Centre is on a cycle of process improvement, this has enabled a number of vacancies to be held. The deletion of vacancies will deliver a further saving of £100k in 2016/17. This will need to be considered alongside the potential for savings through the review of HR transactional services, referenced below.
- 5.29 **Business Units – £1.150m** is to be realised in the coming year, this is through additional income from traded services across the business units portfolio. The breakdown of this across service areas is shown in the table below:

<b>Service Area</b>	<b>2016/17 £000's</b>
Manchester Contracts – income, increased workload	500
Manchester Fayre – income, increased volume	300
Parking Enforcement – more efficient enforcement of parking	120
Parking Joint Venture	230
<b>Grand Total</b>	<b>1,150</b>

- 5.30 It should be noted that Manchester Fayre has just won the Cost sector catering award for the second year running based on health and nutrition. They have also been benchmarked by Association for Public Service Excellence (APSE) as one of the most efficient providers nationally, leading in a number of categories. The Manchester Fayre brand however is old fashioned and may well be regarded negatively by Manchester Schools. The Manchester Fayre team will now lead a project which takes in views from customers and stakeholders and identifies the potential benefits of rebranding, working with Communications to develop a more suitable brand/image.
- 5.31 In addition to the above, a further initial **£350k** is anticipated through increased advertising income, this will require a fundamental review of the existing contract and resources are to be procured to assist with this. The option to digitise paper advertising boards around the Town Hall has been explored however as the fabric of these is in poor condition there would be a cost of circa £100k for development which may not result in value for money.

## **6 Big Ticket Items**



### ***Business Units Peer Review***

- 6.1 The services within Business Units are delivered via direct delivery, outsourced and partnership arrangements. To ensure these services deliver the optimum commercial value for the Council a peer review is in process which is considering all relevant delivery models to enable the Council to make informed decisions, based on evidence about the future of these services. The review is being assessed by independent Council stakeholders, Executive Member for Finance and HR, Assistant Chief Executive (Growth) and Growth and Neighbourhoods Commercial Lead. The peer review team have asked for a number of options to be clarified and it is anticipated that the review will be concluded in February 2016 to enable any decisions to be made. The outcome of the review is also considering any implications on the currently proposed savings.

### ***Review of HR Transactional Processes across HR and the Shared Service Centre***

- 6.2 A fundamental review of HR transactional process across HR and the Shared Service Centre will be undertaken to enable new delivery models to be considered in the future. The review commenced in November, however, the full financial and productivity gains are yet to be quantified. In addition the SSC have identified savings which are not specifically linked to the review.
- 6.3 This is a significant piece of work which will require the input of independent industry experts to provide the appropriate level of support, challenge and innovation. As part of seeking to improve the systems and processes, consideration will be given to levers which provoke and sustain the behavioural change required and the identification of specific opportunities for collaboration. As referenced throughout this report the Centres of Excellence are proposing savings that will impact on their service offer. It is essential that this does not add to the processes that are in place and that a more holistic view is taken to ensure that they are streamlined and any unnecessary steps removed.

## **7 Review of the Corporate Core**

- 7.1 A comprehensive review of the Corporate Core will commence early in the new year to ensure that the Core is not only set up to deliver the service change and required savings within its own Directorate but also support the delivery and performance management of service transformation within the other Directorates. This will include support from key areas such as ICT, HROD, Finance, Legal and Research and Intelligence.
- 7.2 The Core must also play a key role to both drive and support the delivery of the Council's strategic objectives during a period of significant change which includes the impact of the devolution agenda.

## **8 Investment Proposals, Budget Growth and Pressures**

- 8.1 As part of the proposed budget, the following unavoidable recurring budget pressures have been included within the Corporate Core budgets, it is proposed that all the budget pressures are held centrally, and are only distributed once the pressures are impacting upon the service budgets:
- 8.2 **ICT - £2.0m** to fund the delivery of the Information and ICT strategy, in particular the provision of disaster recovery capability.
- 8.3 The Council does not have business continuity for its ICT estate, nor does it have budget to provide such a service. In the event that the Council experiences extended power failure or a disaster at the Data Centre (Sharp) the Council will be unable to restore operational services that support the council today. To address this very significant risk there are two options under consideration as follows:
- Establish a **Managed Service** which in effect procures a service from a 3rd party that gives us full Disaster Recovery services underpinned by recovery Service Level Agreements (SLAs) or,
  - **Partner with another Council** to establish Disaster Recovery services for each other underpinned by recovery SLAs.
- 8.4 Work has commenced to review these options and propose a clear recommendation on which option to take. Whilst both options above will need investment, it should be noted that the £2.0m set aside in the budget is a worst case scenario predicated by a fully outsourced managed services solution being chosen.
- 8.5 **ICT - £523k** to fund the increased costs of the Senior Management restructure as approved by Personnel Committee in March 2015.
- 8.6 **Elections - £205k** to fund the recurring staffing costs required to deliver the support for Elections.
- 8.7 **Human Resources - £220k** to fund 3 FTEs providing a dedicated team to support Directorates on complex disciplinary, attendance and grievance cases. It is anticipated that the benefits in terms of officer time undertaking investigations, lost time through suspension or long term absence and settlements would outweigh the investment required. A further 2 posts are required to support the induction of new managers within Children's and Families
- 8.8 There are also further investment requirements and pressures which will arise from 2016/17 as listed below:
- **ICT Reduced Income - c£154k.** Currently ICT receive income from the HRA for maintaining and running the Civica Housing Management System. A tender exercise is currently underway, and as a result the hosting arrangements could change, with ICT not receiving the income.

- **ICT – License Costs - £400k.** – Pressures arising from increased costs of ICT software licenses in 2016/17.
- **Performance - Non achievement of savings - £50k,** relates to non delivery of third sector savings following the transfer of the service to Children and Families. The overall savings target was part of the 2013-15 budget strategy and totalled £100k. In the current year it was agreed that the £100k should be shared equally between the Core Directorate and Children and Families Directorate
- **Chief Executives - Support Service Recharge £142k** – Historically a charge has been made to MAES in respect of support services recharges, this was to meet the savings requirement for MAES as agreed as part of the 2013-15 budget process. Subsequently the service has transferred to Children and Families Directorate and this charge is no longer appropriate. In 2015/16 this unachieved saving was supported through Corporate underspends, however a recurring solution is now sought.
- **Revenue and Benefits – Welfare Provision Scheme (WPS) - £142k.** Previously the Government has provided grant support for the WPS, and more recently the Council has set aside £500k to distribute in support. Continuation of the scheme will require further funding of £142k from 2016/17 due to the anticipated costs of the scheme including administration.
- **Business Units – Markets – £100k** likely risk of reduced income following reduction in the number of stallholders, and reduced festive markets in Albert Square once the Second City Tram crossing opens.
- **Corporate Core General** - From 2016/17 to 2019/20 the HRA will see a significant reduction in its ability to generate income following the announcement in the Chancellor’s Summer Budget that rents for social housing will reduce by 1% per annum over the next four years. Work is already ongoing within Growth and Neighbourhood’s Directorate to consider the future requirements and options for social housing in the longer term, however, in the short to medium term savings are required to offset this significant loss of funding. Whilst it is currently proposed that the loss of rental income in 2016/17 is managed through reductions to internal HRA spend, work is ongoing to review all spending within the HRA. This will include central and specific Directorate recharges and may result in future pressures as a result.

## 9 Technological Support to Implement Changes

- 9.1 The importance of technology, systems and data should not be underestimated if the Council is to achieve the aspirations of growth, reform and health and social care integration from a Council and GM perspective. How the Authority structures, governs and utilises data will be pivotal to the successful delivery of these agenda. This will require a need to continue to

develop how technology and systems are utilised to deliver further savings and efficiencies, which will involve both internal systems and those of partners. This will require a continuation of the ICT transformation journey and implementation of the operating model to ensure delivery of the infrastructure and stabilisation agenda enabling necessary changes to be made and allowing data integration.

- 9.2 A successful ICT function will underpin all change across the Corporate Core Directorate and beyond and create the conditions for growth through stability, enabling change and greater integration at all levels.
- 9.3 ICT will work closely with Services in order to support the strategic priorities of the Corporate Core Directorate. Major areas of ICT activity include a replacement case management system and electronic bundling for Legal Services, universal access and talent management, payment card industry standard compliance, complaints management and the digital management of employee contract records. ICT will play a vital role in helping to maximise opportunities for collaborate with partners, to increase income generation and investment, to optimise use of resources and to develop new ways of working through improved use of technology and data provision which will enable the directorate to achieve its objectives.
- 9.4 The Corporate Core's ICT requirements do not stand still and there will be other priorities to be addressed throughout 2016/17. There will be a continued focus on maintaining availability of all key applications and back up facilities to ensure availability, business continuity and resilience. ICT will also be continuing its programme of infrastructure stabilisation and transformation. Major projects include providing a new collaboration platform, a new Citrix environment and completing compliance activity. This will provide the platform upon which Services can adopt new and more efficient ways of working.

## **10 Strengths-based approach and the Voluntary Sector**

- 10.1 In line with the draft Manchester Strategy many of the proposals are based on a very different relationship between public services, citizens, residents, and businesses, with all working together to ensure the city's success. The council has started to develop a corporate framework for what this means for the organisation – shaping how the council will develop different relationships with Manchester people, businesses and Voluntary and Community Sector groups (VCS) – drawing on learning from the innovative Wigan Deal programme as well as Manchester's own programmes like Age Friendly Manchester, its Behaviour Change programme and the Good Week pilot for younger adults with Special Educational Needs (SEN). The intention, however, is to have a shared framework across partners including local communities, businesses and the VCS as well as public service partners.
- 10.2 This new relationship will include a number of different elements – developing new approaches for how public services engage and empower local communities, encouraging new behaviours and attitudes among all partners in the city, improving the social and physical connectivity of the city, to name a

few. It will be underpinned by a set of common principles, supporting a new strengths-based approach to working.

- 10.3 Corporately, the council has identified a number of cross-cutting themes to help drive forward this work and ensure proposals are coordinated. These include core themes around investment and funding, development of community links, workforce development, reform of assessment and referral and evaluation, to ensure what we do has real impact.
- 10.4 The role of the VCS is central to this work and the council is developing a proposed new model for the VCS to maximise return on investment and reach. This is in the very earliest stage of development. The new delivery model would include an investment fund for neighbourhoods, aligned with the neighbourhood based approach for the integration of health & social care and Early Help hubs. This would be supported by an infrastructure body charged with growing and managing community assets. The new delivery model would ensure that VCS provision can better connect to statutory providers and ensure each area has fair access to a range of community facilities, activities and opportunities for residents, including those with a Learning Disability.
- 10.5 In the main the Council will be extending existing grant arrangements for the VCS until the end of March 2017 although this will be conditional on the agreement of refreshed outcomes which align to the Council's strategic priorities. This will include the current arrangement with the VCS infrastructure organisation. It is also proposed that there will be a simplified monitoring process so organisations receiving funding from more than one source within the Council to submit a single rather than multiple returns.

## **11 Impact on Residents Communities and Customers**

- 11.1 Manchester has a diverse and rapidly changing population and it is important that the Council is able to manage its business priorities with due regard for the wide-ranging and complex priorities and needs of the city's residents. The business planning process helps the Council to consider and communicate how it will fulfil the requirements of the Public Sector Equality Duty in the development of its business priorities. The Council will continue to use its Equality Impact Assessment framework as an integral tool to ensure that all relevant services have due regard of the effect that their business proposals will have on protected groups within the city.
- 11.2 The Council is proud of its accreditation as an excellent authority against the Equality Framework for Local Government and is committed to maintaining this standard. Ensuring that Directorates' equality considerations and priorities are clearly articulated through the business planning process is a crucial part of achieving this commitment.

## **12 Workforce Impact**

- 12.1 There are currently 2,399.95 FTE within the Corporate Core. There is a reduction of 11.5 FTE arising from the £909k already approved savings. Work

is ongoing to develop the detail and impact of the current proposals, however at this stage it is anticipated that there will be a further reduction of circa 17 FTE which is expected to be achieved through the deletion of vacant posts. However, it should be noted that a more radical review of the Core will commence early in 2016 which may result in new service and delivery models and further reductions in FTE.

- 12.2 The Core will continue to invest in the skills required to support the ongoing delivery of strategic objectives. The Directorate will also continue to take a leadership role in ensuring that behavioural change is embedded across the agenda and delivery programme for reform.

**Summary 2016-17 (Net Budget)**

**Appendix 1a**

Service Area	2015/16	2016/17 Changes			
		Net Budget 2015/16 £,000's	Growth and Other Budget Changes £000's	Savings Approved as Part of 2015/17 Budget Strategy £000's	New Proposed Savings £000's
Chief Executives					
Communications	3,095		(25)	(222)	2,848
Performance, Research and Intelligence	3,068			(100)	2,968
HR/OD	3,360			(45)	3,315
ICT	12,100		(435)		11,665
Reform and Innovation	726				726
<b>Sub Total Performance</b>	<b>22,349</b>	<b>0</b>	<b>(460)</b>	<b>(367)</b>	<b>21,522</b>
Legal Services	2,334		(50)	(65)	2,219
Democratic & Statutory Services	3,071			(39)	3,032
Executive Office	3,662		(92)		3,570
<b>Sub Total Legal &amp; Democratic Services</b>	<b>9,067</b>	<b>0</b>	<b>(142)</b>	<b>(104)</b>	<b>8,821</b>
CEX Corporate Items	1,812	1,105			2,917
<b>Total Chief Executives</b>	<b>33,228</b>	<b>1,105</b>	<b>(602)</b>	<b>(471)</b>	<b>33,260</b>
<b>Corporate Services</b>					
Procurement	1,033		(50)	(43)	940
Revenue and Benefits	7,943		(130)	(200)	7,613
Shared Service Centre	1,683		(120)	(100)	1,463
Customer Services	3,944		(147)	(126)	3,671
Financial Management	5,658			(119)	5,539
Audit, Risk and Resilience	1,500			(120)	1,380
Corporate Services Corporate Items	256				256
Business Units	(8,139)		140	(1,500)	(9,499)
<b>Total Corporate Services</b>	<b>13,878</b>	<b>0</b>	<b>(307)</b>	<b>(2,208)</b>	<b>11,363</b>
<b>Grand Total Corporate Core</b>	<b>47,106</b>	<b>1,105</b>	<b>(909)</b>	<b>(2,679)</b>	<b>44,623</b>

**Budget (Gross, Net) and FTE by Service 2015-17**

**Appendix 1b**

Service Area	2015/16			2016/17		
	Gross Budget £,000	Net Budget £,000	Budgeted Posts (FTE)	Gross Budget £,000	Net Budget £,000	Budgeted Posts (FTE)
Communications	4,642	3,095	87.20	4,395	2,848	87.20
Performance, Research and Intelligence	3,108	3,068	74.40	3,008	2,968	73.40
HR/OD	3,413	3,360	76.80	3,368	3,315	75.80
ICT	12,180	12,100	166.20	11,745	11,665	166.20
Reform and Innovation	726	726	14.00	726	726	14.00
Legal Services	6,527	2,334	194.69	6,462	2,219	192.69
Democratic & Statutory Services	4,438	3,071	70.80	4,399	3,032	70.80
Executive Office	3,662	3,662	26.50	3,570	3,570	26.50
CEX Corporate Items	1,897	1,812	-	3,002	2,917	-
<b>Total Chief Executives</b>	<b>40,593</b>	<b>33,228</b>	<b>710.59</b>	<b>40,675</b>	<b>33,260</b>	<b>706.59</b>
Procurement	1,244	1,033	29.00	1,201	940	28.00
Revenue and Benefits	302,763	7,943	382.19	302,174	7,613	376.69
Shared Service Centre	1,944	1,683	125.00	1,724	1,463	117.00
Customer Services	4,046	3,944	149.64	3,773	3,671	142.64
Financial Management	6,524	5,658	162.60	6,450	5,539	161.60
Audit, Risk and Resilience	1,925	1,500	44.60	1,839	1,380	42.60
Corporate Services Corporate Items	323	256	-	323	256	-
Business Units	38,413	(8,139)	796.33	38,183	(9,499)	796.33
<b>Total Corporate Services</b>	<b>357,182</b>	<b>13,878</b>	<b>1,689.36</b>	<b>355,667</b>	<b>11,363</b>	<b>1,664.86</b>
<b>Grand Total Corporate Core</b>	<b>397,775</b>	<b>47,106</b>	<b>2,399.95</b>	<b>396,342</b>	<b>44,623</b>	<b>2,371.45 1</b>

1 The 28.5fte reduction is made up of 11.5fte included as part of the approved 2015/17 proposals and 17fte from the new savings proposals.



**Corporate Core Budget Analysis – Subjective Headings**

**Appendix 1c**

<b>Subjective Heading</b>	<b>2015-2016 Budget £,000</b>	<b>2016-2017 Indicative Budget £,000</b>
<b>Expenditure:</b>		
Employees	82,005	81,369
Running Expenses	349,731	347,934
Capital Financing Costs		
Contribution to reserves	4,582	5,582
Total Subjective Expenditure	436,318	434,885
Less:		
Other Internal sales	(38,543)	(38,543)
Gross Expenditure	397,775	396,342
<b>Income:</b>		
Government Grants	(275,753)	(275,494)
Contributions from Reserves	(2,177)	(1,492)
Other Grants		
Reimbursements and Contributions	(331)	(331)
Customer and Client		
Receipts	(71,477)	(73,471)
Other Income	(931)	(931)
<b>Total Net Budget</b>	<b>47,106</b>	<b>44,623</b>

**2016/17 Savings Approved as part of Budget Strategy 2015-17      Appendix 2a**

Service Area	2016/17 Approved £000's	Description of Savings
Communications	25	Increased external income.
ICT	435	Achieved through contract negotiations and reduced third party spend.
<b>Sub Total Performance</b>	<b>460</b>	
Legal Services	50	Increased external income from additional work for other public sector organisations.
Executive Office	92	Reduced superannuation costs due to phasing out of members pensions
<b>Sub Total Legal &amp; Democratic Services</b>	<b>142</b>	
<b>Chief Executives Sub Total</b>	<b>602</b>	
Revenue & Benefits	130	Staff savings following introduction of risk based verification and reduced running costs.
Customer Services	147	Reduced staff costs due to more online services (£52k) and reduced costs of tourist information contribution (£95k).
Shared Service Centre	120	Staff savings following a service redesign.
Corporate Procurement	50	Increased income following further collaboration.
Business Units	(140)	Increased income from Bereavements (£60k) and more efficient parking enforcement (£50k) offset by £250k Manchester Contracts income adjustment to reflect timing of savings proposals.
<b>Corporate Services Sub Total</b>	<b>307</b>	
<b>Corporate Core Total</b>	<b>909</b>	

**Schedule of Proposed Savings 2016/17**

**Appendix 2b**

Description Of Saving	RAG Deliverability	RAG Impact	2016/17 (£000's)	FTE
<b>Chief Executives</b>				
<b>Communications</b> - Reduce non value added Communications support, and introduce charges were possible for any external support provided.	Green	Green	107	
<b>Communications</b> - This would require fundamental review of how services are delivered, and could include further collaboration, or commissioning other organisations to deliver services and more use of technology to further automate processes and restrict options for printing.	Green	Red	115	
<b>Communications Sub Total</b>			<b>222</b>	
<b>Human Resources</b> - Remove vacant posts and review management capacity.	Green	Green	45	1.0
<b>Human Resources Sub Total</b>			<b>45</b>	<b>1.0</b>
<b>Performance Research &amp; Intelligence</b> - Reduce staff by 1 FTE and cease telephony survey.	Green	Amber	100	1.0
<b>Sub Total PRI</b>			<b>100</b>	<b>1.0</b>
<b>Coroners Service</b> - Review existing delivery arrangements across GM, and seek to deliver efficiencies through better procurement and collaboration of services	Amber	Green	31	
<b>Coroners Service Sub Total</b>			<b>31</b>	
<b>Registrars</b> - Increase the service offer for marriage ceremonies and revising the pricing structure for Nationality checking.	Green	Green	8	
<b>Registrars Sub Total</b>			<b>8</b>	
<b>Legal services</b> - Implement Caseline online bundling system.	Amber	Green	50	2.0
<b>Legal Services</b> - Changes to existing processes and support , including electronic pathway to the Courts and attendance at some client officer panels	Green	Amber	15	
<b>Legal Services Sub Total</b>			<b>65</b>	<b>4.0</b>
<b>Chief Executives Sub Total</b>			<b>471</b>	<b>4.0</b>

Description Of Saving	RAG Deliverability	RAG Impact	2016/17 (£000's)	FTE
<b>Corporate Services</b>				
<b>Financial Management</b>				
Increased income through charging for services provided.	Green	Green	45	
Reduce existing budgets within Financial Management (valuations £30k, training £20k)	Green	Green	50	
Review payment arrangements within Adults payments team	Red	Amber	24	1.0
<b>Financial Management Sub Total</b>			<b>119</b>	<b>1.0</b>
<b>Revenues and Benefits</b>				
Reduce Discretionary Council Tax Support Budget	Green	Amber	150	
Staffing Reduction	Green	Amber	50	2.0
<b>Revenue and Benefits Sub Total</b>			<b>200</b>	<b>2.0</b>
<b>Customer Services</b>				
Change to Benefit Service call centre operating times to 9am – 6pm (previously 8am -8pm)	Green	Amber	72	3.0
Change to Customer Services call centre opening time from 8am to 9am	Green	Amber	54	2.0
<b>Customer Services Sub Total</b>			<b>126</b>	<b>5.0</b>
<b>Corporate Procurement</b>				
Reduce budget to reflect Head of Service reduced hours (1 year only)	Green	Green	43	
<b>Corporate Procurement Sub Total</b>			<b>43</b>	<b>0.0</b>
<b>Audit Risk &amp; Resilience</b>				
Increased external income.	Green	Green	34	
Reduce Health and Safety Budgets	Green	Green	10	
Delete two vacant posts	Green	Green	76	2.0
<b>Audit, Risk and Resilience Sub Total</b>			<b>120</b>	<b>2.0</b>
<b>Shared Service Centre - Deletion of vacant posts</b>	Green	Green	100	3.0
<b>Shared Service Centre Sub Total</b>			<b>100</b>	

Description Of Saving	RAG Deliverability	RAG Impact	2016/17 (£000's)	FTE
<b>Business Units</b>				
<b>Manchester Contracts</b> - Increased income through increased workload	Green	Amber	500	
<b>Manchester Fayre</b> - Increased income from school meals, increased volumes	Green	Amber	300	
<b>Parking Enforcement</b> – Increased income from more efficient enforcement of parking requirements	Green	Amber	120	
<b>Parking</b> – Joint Venture	Green	Green	230	
<b>Advertisements</b> - Replace existing street ads and replace with digital signs.	Green	Amber	350	
<b>Business Units Sub Total</b>			<b>1,500</b>	
<b>Corporate Services Sub Total</b>			<b>2,208</b>	<b>13.0</b>
<b>Grand Total Corporate Core</b>			<b>2,679</b>	<b>17.0</b>

**Schedule of Growth Bids and Budget Pressures**

**Appendix 3**

Description	Purpose of Funding	2016/17 £000's	FTE Impact
<b>Corporate Core Investment Proposals</b>			
Additional Elections Investment - Electoral and Registration demands.	To fund the additional recurring staffing costs identified to deliver the support for Elections.	205	6
Additional costs of implementing an ICT Disaster Recovery solution.	It is a priority for the council to continue to improve the ICT infrastructure, disaster recovery and arrangements for the management, use and reporting of data. Work was commissioned in October to prepare an option appraisal which and a report presented in December 2015. The options are being developed in collaboration with Trafford MBC and will consider alternatives to owning and managing the data centres and networks. The full benefits from improving ICT infrastructure and resilience will not be realised until the council has improved arrangements in place for the management and reporting of data. At present there is a heavy reliance on historic systems and single points of failure in maintaining systems and reporting data. An external review identified a number of areas for improvement and PRI will work with the ICT Strategic Business Partner and key stakeholders in the council to bring forward an invest to save proposal for improving the arrangements.	2,000	19
ICT New Operating Model	The Personnel Committee report of 24 March approved the new senior management team structure. This increased resources from 3 fte to 8 fte to provide more strategic support and leadership within ICT.	523	5
Human Resources	£220k to fund 5 additional FTEs, these will be made up of 3 FTEs (c£130k) providing a dedicated team to support Directorates on complex disciplinary, attendance and grievance cases. It is anticipated that the benefits in terms of officer time undertaking investigations, lost time through suspension or long term absence and settlements would outweigh the investment required and. A further 2 posts (c£90k) are required to support the induction of new managers within Children's and Families.	220	5
<b>Sub Total Corporate Core Investment Proposals</b>		<b>2,948</b>	<b>35</b>

Description	Purpose of Funding	2016/17 £000's	FTE Impact
<b>Corporate Core Budget Pressures</b>			
ICT Reduced Housing Revenue Account Income.	Reduced income from the Housing Revenue Account following the implementation of a new Housing management system	154	
ICT – Increased costs of Licenses	Increased costs of software licences.	400	
Performance 3rd sector	Relates to non delivery of third sector savings following the transfer of the service to Children and Families.	50	
Chief Executives Support service recharge	Historically a charge has been made to Manchester Adult Education Service in respect of support services recharges. Subsequently the service has transferred to Children and Families Directorate and this charge is no longer appropriate. In 2015/16 this unachieved saving was supported through Corporate grants, however a recurring solution is now required.	142	
Revenue and Benefits - Welfare Provision Scheme	Previously the Government has provided grant support for the Welfare Provision Scheme, and more recently the Council has set aside £500k to distribute in support. However the scheme requires a further £142k pressure from 2016/17 due to the anticipated costs of administering the scheme.	142	5
Business units - Markets income	Likely risk of reduced income following continued reduced stallholders, and reduced festive markets in Albert Square once 2nd City Tram crossing opens.	100	
<b>Sub Total Corporate Core Pressures</b>		<b>988</b>	<b>5</b>
<b>Corporate Core Grand Total Investment/Pressures</b>		<b>3,936</b>	<b>40</b>

# The Corporate Core Directorate Delivery Plans 2016/17



# Delivery Plan 1 – Financial Plan

Financial outturn will be monitored by the directorate management team, including variances against the objective summary included in the Directorate Budget and Business Planning Report.

## Subjective Summary

Subjective Heading	2015-2016 Budget £,000	2016-2017 Indicative Budget £,000
<b>Expenditure:</b>		
Employees	82,005	81,369
Running Expenses	349,731	347,934
Capital Financing Costs		
Contribution to reserves	4,582	5,582
Total Subjective Expenditure	436,318	434,885
Less:		
Other Internal sales	(38,543)	(38,543)
Gross Expenditure	397,775	396,342
<b>Income:</b>		
Government Grants	(275,753)	(275,494)
Contributions from		
Reserves	(2,177)	(1,492)
Other Grants		
Reimbursements and		
Contributions	(331)	(331)
Customer and Client		
Receipts	(71,477)	(73,471)
Other Income	(931)	(931)
<b>Total Net Budget</b>	<b>47,106</b>	<b>44,623</b>

# Delivery Plan 2 – Performance Plan

Objective	Indicator	Actual Performance (2014/15)	Target Performance	
			2015/16	2016/17
Drive Leadership and Reform	Number of New Delivery Model Troubled Families engaged	3,322	4951	6314
	Of those presenting with issue, % of Troubled Families off 'out of work benefits' and confirmed into employment at end of intervention	15% (Oct-14 evaluation)	This data is produced as part of the TF Evaluation, for which targets are not set	
	Of those presenting with issue, Troubled Families where there has been no repeat police incidents at end of intervention	83% (Oct-14 evaluation)		
	Of those presenting with issue, Troubled Families with 'Children in Need' status removed at end of intervention	67% (Oct-14 evaluation)		
	Of those presenting with issue, reduction in persistent absence for children from Troubled Families at end of intervention	60% (Oct-14 evaluation)		
Net Business Rates Collectable for the Council after reliefs and deductions	£318,775,321	No target	No target	
Enable the Council to Function Effectively	% of savings for the Council realised against the target for the year	84.70%	100%	100%
	% of savings in the directorate realised against the target for the year	97.94%	100%	100%
	The percentage of employees who were employed by the Council, both at the start and end of the quarter, who did not have a single day of absence in the quarter (mean quarterly result over the year)	71.32%	Progress trends, rather than targets, are monitored and reported quarterly to SMT.	
	Average days lost per FTE in the standard working month	1.03 days		
	Average days lost due to sickness in the quarter amongst staff who were absent	10.68 days		
	% of current employees qualified to level 3 and above	56.6%	65%	65%
	Difference between progression rate of BME and non-BME employee	Q1: - 0.95%; Q2: +0.49%; Q3: +1.18%; Q4: +0.55%	Progress trends, rather than targets, are monitored and reported quarterly to SMT. A positive difference shows that the progression rate of BME / disabled employees is greater than that of non-BME / non-disabled employees.	
	Difference between progression rate of disabled and non-disabled employees	Q1: -1.94%; Q2: - 0.42%; Q3: -0.35%; Q4: - 0.43%		
	Availability of Key ICT Services (31 Services including E mail, Internet, Frameworki, SAP, Data network and others)	99.14%	The targets for 13/14 and 14/15 was 98.5%. This measure is being reviewed for future years to focus on a smaller number of critical services.	
	ICT Service Desk: Service requests closed within SLA (Council)	98.73%	100%	100%
Deliver High-Quality, Customer-Focused Services and Value for Money	% of Council Tax collected in year	91.6%	89%	89%
	% of Business Rates collected in year	97.1%	Target for 2014/15 97.3%	Target not set yet
	% of transactions delivered face to face / online / by telephone	6% / 29% / 65%	Phase 2 of Channel Shift includes targets to reduce call volumes. See report to Finance Scrutiny Committee 12 Feb 2015.	
	% of invoices paid within 30 days	85%	95%	95%
	% of pursuable debt over 1 year old	4.0%	0%	0%
	Average Number of ICT Major Incidents in the month	3.00	Progress trends are monitored and reported to ICT Board.	
	Markets - Average number of businesses in year	522	Progress trends are monitored and reported to Business Units Mgmt Team on a quarterly basis	
	Parking - % of customers who use the Automated Telephone payment line or Web Payment facility for paying fines	91.6%	Target of 82% set for 2014/15	To be set
	% of vehicles removed from Manchester streets within 2 hour Service Level Agreement	68.4%	70%	70%
Ensure Good Governance and Accountability	% of customers rating the Pest Control Service between 'excellent' and 'satisfactory'	98.8%	93%	93%
	% of complaints against the Council referred to the Ombudsman which have been upheld	26.4%	10%	10%
	% of complaints against the Council responded to within 10 days	89%	96%	96%
	% of FOI (Freedom of Information) and EIR (Environmental Information Requests) requests responded to within the deadline	80.0%	85%	90%
	% of DSAR (Data Subject Access Requests) requests responded to within the deadline	75.1%	85%	90%
Average number of lost/stolen laptops, mobile phones, blackberrys or tablets per month	4.75	Progress trends are monitored and reported to ICT Board.		

## Delivery Plan 3 – Equality Overview and Action Plan

### **Corporate Core - supporting Equalities**

The Corporate Core provides leadership, governance and support to enable the organisation to achieve Manchester's ambition to be a world class city, with sustained economic growth and better lives and opportunities for residents.

The Council aims to deliver excellent customer service, value for money and a choice of ways to access services. The Core delivers a range of services from school meals, cemeteries, welfare and benefits, to local markets as well as customer services through contact and service centres. Human Resources, ICT, Finance, Legal and other support services provide the infrastructure that enables other Council directorates to deliver excellent services and be accountable to elected members, the public and regulators.

In addition, the Corporate Core has a leadership and governance role to support the rest of the organisation to embed equality in all its activities. Consistent with this approach, the Core has set up the Equalities champions group which comprises of heads of service from across the council to ensure that equality informs all the activities of their respective serve areas. The core is also undertaking an as-is" picture of Equality Monitoring across the entire organisation, to increase our knowledge and understanding of Manchester's communities which will help the council better meet the needs of its diverse communities.

The Core is responsible for setting the equality objectives for the organisation to ensure that we comply with our statutory duties in relation to equalities.

In response to budget challenges and the objectives of the Corporate Core around continuing to provide excellent customer service and value for money, there will be a number of changes to service provision. A relevance assessment will be undertaken in respect of key services changes and where an Equality Impact Assessment has been identified, these will be completed in a timely manner to mitigate any adverse impact where appropriate.

#### **Communications**

A reduced service offer, together with review of how services are commissioned and opportunities for collaboration are proposed. In the first instance a relevance assessment will be undertaken, if any adverse impact on residents is identified, this will be followed by an EIA.

#### **Performance, research and Intelligence**

Savings of £100k are proposed for 2016/17. This will include the cessation of the telephone survey as well the deletion of a grade 10 post. It is not envisaged that there will any adverse impact on any protected groups as opinion research will be conducted through other means and therefore the impact will be minimal.

#### **City Solicitors**

A number of changes are proposed they include:

- reviewing the existing arrangements for electoral registration thus creating a centralised registration function across GM
- reducing legal support to taxi licensing applications
- Proposals to change the pricing structure for the Nationality Checking Service so that this non statutory service is financially viable and reflects the pricing structure introduced by the Home Office. The changes to the electoral registration will equally impact on all residents and therefore the impact on equalities is minimal. The nationality checking service is a non-compulsory; however the nature of the service will mean that it will impact on race, although the impact is socio-economic. Reducing legal support to taxi licensing applications may disproportionately impact again on race and therefore a relevance assessment and likely an equality impact assessment will be undertaken in respect of both.

### **Revenue and Benefits**

The significant changes to benefits and the welfare reform agenda have, in the main, been implemented by central government and have been subject to their equality impact assessments. Where the Council has discretion and local policies these have been subject to EIAs as part of their implementation and policy development. This includes the Welfare Provision Scheme (WPS), the Council's Council Tax Support (CTS) Scheme, the Discretionary Housing Payment (DHP) Scheme and the Discretionary Council Tax Payment (DCTP) scheme.

For 2016/17 there are no changes planned to the CTS scheme as part of the budget setting process. In terms of the DHP and DCTP Schemes the only changes are the amount of budget that is available; DHP funding is increased (government funded) and the DCPT funding is reduced (Council funded). WPS funding (Council funded) is maintained at 2015/16 levels.

All these discretionary policies will be reviewed ready for the new financial year and if necessary equality impact assessments carried out to support the new policy implementation.

### **Customer Services**

The budget savings options to reduce the opening hours of the Contact Centre (Council Tax and Benefits service area) and Customer Service Centre will be considered and consulted upon as part of the Council's budget proposals.

As part of the business impact analysis that was considered in the planning of these proposals, the service area has given due consideration to the protected characteristics of our residents and communities should these options be approved. Although a slight reduction in universal service offer, in terms of opening hours, the proposals will not have any additional adverse impact on any residents with the protected characteristics.

These services will remain available to all residents and communities and there is no proposal to withdraw these services in their entirety. There are also a wide range of access channels available to our residents should they need to access Council services both day and night and should a resident require urgent support from the Council out of hours, the Council's out of hours contact centre team will remain available to assist.

Therefore should these proposals be agreed there will be no adverse impact on the protected characteristics of our residents and communities.

### **Business Units**

A number of efficiencies are being proposed for business units such as increase bereavement services offer and more efficient enforcement for the use of bus lanes. The main purpose for these changes is around income generation and therefore there will be no impact on any of the protected characteristics.

A peer review of business units is currently taking place in order to identify the best business model for maximum commercial value for the council. Again, this will not impact adversely on any protected groups.

### **Review of HR Transactional processes across HR and the Shared Service Centre**

A review of HR Transactional processes across HR and the Shared Service Centre is being undertaken to enable new service models to be considered. There will be no impact on any protected groups.

Service changes which may have an impact on the protected characteristics are detailed in the table below:

Proposal	EIA Proposed Completion Date	Senior Management Lead	Comments on initial potential impacts
Reduced communications offer	Relevance assessment	Jennifer Green	Do not anticipated any impact on any of protected characteristics
Changes to the pricing structure for the nationality checking service	Relevance assessment	Jonathan Kershner	Relevance assessment will identify if an EIA is needed – though this is unlikely
Reducing in support for taxi licensing	Relevance assessment	Jacqui Dennis	Relevance assessment will identify if an EIA is needed



# Delivery Plan 4 – Workforce Plan

## Workforce Priorities

- To develop and support effective leaders and managers capable of delivering the priorities of **Growth** and **Reform**.
- To develop the means to ensure the council's accountability to regulators and the public
- To develop analytical skills and evidence to inform decision making on Growth and reform priorities
- To develop the skills and capacity to influence partners, external organisations and government to drive **Growth** and **Reform**
- To develop the data and knowledge systems that underpin service delivery and transformation
- To support the Core and Directorates to develop new delivery models and the skills for the future underpinned by the principles of **reform**
- To continue to operate in line with **m people** principles, encourage movement and flexibility and embed behaviour change to promote independence.
- To ensure the tools are in place to support a positive performance management culture whereby managers take accountability and responsibility for people management
- To create the conditions for change through the implementation of organisational development and HR strategies, knowledge systems and ICT to support the vision for public services
- To develop effective recruitment and development strategies to enable internal succession and flexibility to draw external skills into the organisation when required to ensure skills for the future and a pipe line of people.
- To develop and embed an engagement strategy to enable the workforce to positively influence decision making.
- To develop technical and digital skills within ICT to deliver stability and continuity
- To continue to support the development of new ICT service.
- To implement a new Data Governance structure that will be better fit for purpose and ensure the council maximises its data asset
- To support and implement the outcomes of the fundamental review of the Core.
- Reform and Innovation team has now been established for 12 months and will continue to deliver against priorities and work plans.
- To work in collaboration with others to ensure skills and capacity are available within the relevant areas from a strategic workforce planning perspective.
- To respond to legislative changes (eg Welfare Reform, HR and Pension) in terms of council policies and procedures and staff numbers and responsibilities.

## Workforce Strategy

The Corporate Core is made up of front line customer facing roles such as the Contact Centre and Revenues and Benefits Service as well as Centres of Excellence which provide strategic support to the council as a whole and Growth and Neighbourhoods and Children's and Families Directorates. The purpose and direction of the Core remains unchanged, therefore the workforce strategy builds on the approach taken in the previous years.

The Corporate Core's workforce strategy continues to focus on the development of leadership skills and capacity to enable successful delivery in the context of growth and reform. Therefore, there is a need to maintain focus on the development of our current and future leaders; this ongoing commitment is demonstrated through the development programme for SMT through to first line managers. There is increasing focus in this area as the demand to work at a GM level increases and the overall size and shape of the workforce reduces.

In the context of ongoing budget reductions Core support services will continue to change over the next 12 months, however the work to support Reform and the Directorates will not. This will require careful workforce planning to ensure capacity is focused in the right areas to deliver the greatest return on investment. These services will require highly skilled, flexible and focused resources to ensure the continued delivery and contribution to achieving the Council's objectives. This will mean the development of skills and technology across data analysis and research HR Generalist Skills, workforce development and performance management.

The Core will have a strong focus on performance management ensuring areas such as attendance; succession planning and poor performance are managed effectively. There will be a strong approach to strategic workforce planning to ensure the Core is drawing in and developing the required skills and experience to deliver success. This will include the continued development and implementation of succession planning, engagement with **m people** and a continued commitment to draw in apprenticeships and graduate trainees.

There continues to be a focus on tracking turnover to ensure training and development is being planned in alignment with turnover and planning for succession to enable workforce reductions to be achieved across the organisation. This includes the ongoing commitment to training and development of Customer Service skills and statutory training across, primarily services within Business Units.

The Corporate Core will continue to focus on growing skills to drive **reform** and where needed draw these skills in from public and private partners. In summary the focus for the Core will be the development of skills such as:

- Leadership and management; skills and capacity to drive and influence without power working across Manchester and GM.
- Develop a skilled, flexible, empowered and motivated workforce to support the Council's priorities and to influence behaviours both to support independence, aspiration and ability to 'self-serve' and reduce volume of reliance and demand on services
- Creative, innovative, entrepreneurial, commercial and analytical skills to maximise opportunities for the City.
- Grow the skills and knowledge to deliver the digital strategy and knowledge management; including development of ICT literacy within the workforce and technical ICT skills.
- Further develop specialist skills and experience in each of the Core support services to achieve maximum impact and value for money.

- Develop the focus on workforce planning, particularly in areas such as ICT to ensure that capacity and skills are planned in line with the developing work programme and technologies.

## Delivery Plan 5 – Risk Register

ID	Risk Description	Key Controls and Sources of Assurance	L	I	Risk Score	Further Actions	Risk Owner
1	Financial management arrangements are insufficient to ensure the delivery of a balanced budget, effective financial control and the publication of an unqualified statement of accounts, resulting in sub-optimal use of financial resources.	<p>Budget monitoring reports to DMTs, SMT and Exec S151 oversight supported by Deputy S151 and Heads of Finance Final accounts closedown process well established and planning advanced for early close 2016</p> <p><i>Reports to Finance Scrutiny Committee</i> <i>Reports to Audit Committee</i> <i>External audit unqualified accounts opinion 14/15</i> <i>External audit annual review of finance resilience</i> <i>Positive Internal Audit Assurance on finance systems</i></p>	3	2	6: Low	<p>Agreement of final accounts timetable 2015/16 with external auditor Finalisation of budget 2016/17</p>	City Treasurer
2	Inability to maintain high Council Tax and Business Rate collection rates whilst implementing Welfare Reforms results in lower than planned income levels, requiring further cost reductions across the Council.	<p>Budget cuts proposals take account of risks of reducing collection staff in Revs and Bens Legal debt recovery process in place Budget monitoring reports to DMTs, SMT and Exec. Regular reporting of recovery rates and appeals to Head of Revenues and Benefits, City Treasurer and Executive Member.</p> <p><i>Reports to Finance Scrutiny Committee</i> <i>External audit annual review of finance resilience</i></p>	4	3	12: Medium	GM level reviews of impact of business rates pooling and 100% retention ongoing	City Treasurer
3	Inability to maximise revenue collection from all sources and income from advertising and competitive charging results in lower than planned income levels, requiring further cost reductions across the Council.	<p>Budget setting process includes Finance Officer challenge on realism of income assumptions Budget monitoring reports to DMTs, SMT and Exec.</p> <p><i>Reports to Finance Scrutiny Committee</i></p>	3	3	9: Medium	No additional actions at this time	City Treasurer

ID	Risk Description	Key Controls and Sources of Assurance	L	I	Risk Score	Further Actions	Risk Owner
4	Inability to achieve and demonstrate public service reform and new ways delivering services that result in independence and reduce long-term reliance on the most costly public services, resulting in the underachievement of savings targets and poorer outcomes for residents, customers and service users.	Centralised Reform and Innovation team provides centre of excellence for reform and oversight of progress Reform activity integrated into approach across Children and Families (early help, MASH etc) and through partnership working. Budget monitoring reports to DMTs, SMT and Exec.  <i>Reporting on reform within Performance Management Framework</i> <i>Reports to Executive and Scrutiny Committees</i>	4	4	16: High	No additional actions at this time	Head of Reform and Innovation
5	Leadership capacity is insufficient to drive change and transformation within the Council and across the City, Greater Manchester and the North West (on corporate risk register)	Cohorts of managers trained through ILM5, ILM7 and Collaborative Leadership Programmes Workforce Development Strategies incorporated in business delivery plans Support to leaders via centres of excellence and Strategic Business Partners	3	4	12: Medium	Workforce Strategy and Plan developed and owned by the directorate. Annual training plan – developed and monitored Bespoke strategies to draw skills into the directorate Coaching and Mentoring programmes to support development	Strategic HR Business Partner (Skills) and Strategic Business Partner (Core) and Heads Of Service
6	ICT security is insufficient to deter, detect and prevent unauthorised access to ICT systems resulting in loss of data, impact on Council services and reduced stakeholder confidence (on corporate risk register).	ICT Board Reports to Finance Scrutiny Committee PSN Board oversees Code of Connection compliance and is designed to enhance security arrangements  <i>Internal Audit Assurance reports</i>	3	4	12: Medium	Finalisation and approval of draft ICT and Information Strategy	Chief Information Officer
7	ICT development programme lacks capacity to ensure compliance and transformation projects are delivered at the pace required to achieve Council objectives (on corporate risk register).	Project Management Office in ICT supports Directorate ICT Strategic Business Partners to translate business needs into approved projects. ICT Board, Programme Prioritisation Group and Directorate ICT Boards oversee project approval and delivery ICT project gateway process  <i>Reports to Finance Scrutiny Committee</i> <i>Internal Audit Assurance reports</i>	4	4	16: High	Finalisation and approval of draft ICT and Information Strategy	Chief Information Officer
8	ICT resilience is insufficient to ensure consistent levels of service delivery, with disruption to staff, service users and customers (on corporate risk register).	ICT Board oversee ICT Strategy Reports to Finance Scrutiny Committee  <i>Internal Audit Assurance reports</i>	4	4	16: High	Options appraisal for disaster recovery arrangements to be completed by ICT in 2016 as referenced in business plan reports.  Finalisation and approval of draft ICT and Information Strategy  Development of further data centre resilience	Chief Information Officer

ID	Risk Description	Key Controls and Sources of Assurance	L	I	Risk Score	Further Actions	Risk Owner
						options post Daisy Mill Exit in 2015	
9	Ineffective collection, integrity, sharing and use of data and information impacts adversely on the timing and quality of decision making (on corporate risk register).	<p>Corporate oversight by Performance and Intelligence Team Data sharing and data processing templates in place and accessible for use by services. System and data owners defined responsibility for data protection considerations Legal frameworks for sharing data in place, particularly in respect of children and families.</p> <p><i>Reporting on KPIs and information within Performance Management Framework</i></p>	3	4	12: Medium	<p>Finalisation and approval of draft ICT and Information Strategy</p> <p>Range and frequency of data loaded into I-Base intelligence tool to be extended to make this a more extensive source of intelligence in dealing with Troubled Families and Complex Dependency</p>	Deputy City Treasurer
10	Reduced support / challenge capacity in the core and support functions has a negative impact on standards of governance and organisational compliance (on corporate risk register).	<p>Internal Audit function overseen by City Treasurer and Audit Committee review systems and processes for non compliance. Compliance reporting as part of Performance Management Framework reports to SMT. Code of Conduct supported by organisational policies set organisational expectations of standards and behaviour Disciplinary policy and supporting processes Annual governance statement submissions required from all Heads of Service to confirm how they ensure compliance</p> <p><i>Internal Audit Assurance reports</i></p>	3	3	9: Medium	Consideration of risk and outcomes of AGS process as part of Internal Audit Planning for 2016/17 (by end March 2016)	City Treasurer
11	Attendance management activity does not reduce the levels of workforce absence to target levels with consequent financial and reputational impacts (on corporate risk register).	<p>Oversight from Executive Members Attendance reported in HR dashboards to Directorate Management Teams and as part of Performance Management Framework reports to SMT. Active Health and Wellbeing strategy for staff HROD input to complex attendance cases Directorate engagement with Attendance and Health and Wellbeing Steering Group Attendance monitoring via self service Coaching, support and mentoring provided to managers and relevant strategies developed to pre-empt and address issues and trends</p> <p><i>Personnel Committee reports and sub-group focuses on attendance</i></p>	4	3	12: Medium	Improvement and options review for support to disabled staff to be completed by Health and Safety Service Q1 2016/17	Head of HROD Service Delivery., Strategic Business Partner (Core) and Heads of Service



ID	Risk Description	Key Controls and Sources of Assurance	L	I	Risk Score	Further Actions	Risk Owner
12	Skills, capacity and behaviours of the workforce do not align with priorities and the delivery of objectives (on corporate risk register).	Directorate level workforce development plans and service learning and development plans, informed by outcomes from appraisal processes. Refreshed approach to appraisals to encourage new ways of working and conversational style approach Annual training plan – developed and monitored Bespoke strategies to draw skills into the directorate Coaching and Mentoring programmes to support development  <i>Personnel Committee reports</i>	3	3	9: Medium	Workforce Strategy and Plan developed and owned by the directorate linked to business plan.	Strategic HR Business Partner (Skills) and Strategic Business Partner (Core) and Heads of Service
13	The inconsistent application of information standards and controls results in frequent unauthorised disclosures of personal data resulting in fines, legal challenge and loss of stakeholder, customer and service user confidence (on corporate risk register).	Named Corporate Senior Information Risk Officer (SIRO) and Directorate SIROs Actions taken to respond to voluntary Information Commissioner audit in 2015 On line system for reporting information incidents with incidents reviewed at CIARG Democratic Services Legal Team oversee ICO requests and complaints  <i>Oversight from Corporate Information Assurance and Risk Group (CIARG) with reporting to Strategic Management Team</i>	2	3	6: Low	Finalisation and approval of draft ICT and Information Strategy  Review of Information Governance arrangements in 2016	City Solicitor
14	Volatility in business rate funding, retention, pooling and uncertainty over historic appeals result in lower than anticipated levels of financial resources, resulting in income below forecast levels, requiring further cost reductions across the Council (on corporate risk register).	Budget monitoring reports Regular reporting of recovery rates and appeals to Head of Revenues and Benefits, City Treasurer and Executive Member  <i>Reports to Finance Scrutiny Committee</i>	3	3	9: Medium	No additional actions at this time	City Treasurer
15	The implementation of improved, simplified business and technology processes to reduce dependency and increase automation and self service do not progress as planned, resulting in the underachievement of efficiency objectives and the non-delivery of expected savings.	SMT Business Planning and Transformation oversight of planning and delivery of improvement projects Specific projects in development in relation to Business and Technology Processes and Values and Behaviour, each led by Senior Officers	3	3	9: Medium	Scoping of improvement project as part of SMT Business Planning and Transformation processes	Chief Information Officer
16	Decision making is inconsistent with laws, regulations and the Council Constitution, resulting in legal challenge and a loss of stakeholder, customer and service user confidence.	Constitution includes Scheme of Delegation and Financial Regulations Key Decision process Legal review of all Key Decisions Equality Impact Assessments	3	2	6: Low	No additional actions at this time	City Solicitor