

Manchester City Council Report for Resolution

Report to: Executive – 11 January 2017
Neighbourhoods & Environment Scrutiny Committee – 31 January 2017
Resources & Governance Scrutiny Committee – 2 February 2017

Subject: Corporate Core Budget and Business Planning: 2017-2020

Report of: Deputy Chief Executive (People, Policy, Reform), City Treasurer, City Solicitor, Chief Information Officer

Purpose of the Report

This report provides a high level overview of the priorities to be delivered in Corporate Core throughout 2017-2020 alongside the Directorate's saving proposals. Accompanying delivery plans which set out the performance, financial, risk management and workforce monitoring framework are in development and will be prepared for the scrutiny committees in late January / early February.

The report sets the savings the directorate proposes to make in the context of its objectives. The delivery plans will provide a framework to be used throughout 2017-2020 to monitor performance towards objectives, workforce development, risk and financial outturn. Taken together, the five directorate reports and delivery plans show how the directorates will work together and with partners to progress towards the vision for Manchester set out in the Our Manchester Strategy.

The vision, objectives and key changes described in this report will be communicated to staff across the directorate to ensure that staff at all levels of the organisation understand how their role contributes towards the vision for the city.

Recommendations

The Executive is recommended to

1. Note and endorse the draft budget proposals contained within this report, which are subject to consultation as part of the overall budget setting process; and
2. Note that final budget proposals will be considered by the Executive on 8 February for recommendation to Council

Scrutiny Committees are requested to comment on the draft Budget and Business Plan for the Corporate Core.

Wards Affected: All

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Maintaining growth in order to continue developing the City's trading relationships, making the case for investment in infrastructure and housing growth and the Northern Powerhouse, leading devolution negotiations and local government finance localisation opportunities and the Council's response to EU exit process with government.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Lead on key programmes of reform such as work and health, providing support and responding to the continuing changes to the welfare reform agenda.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Drive leadership for reform, health integration and support for the delivery of all Council strategic priorities. Lead changes to the organisation to deliver Our Manchester through improved and more consistent management, engagement of staff and lean fit for purpose systems supported through ICT investment.
A liveable and low carbon city: a destination of choice to live, visit, work	Effective utilisation of the highways network and prioritisation of investment in low carbon initiatives
A connected city: world class infrastructure and connectivity to drive growth	Focus on the ICT infrastructure and resilience to deliver future efficiencies, enable improved ways of working and support devolution, health and social care integration and the changing shape of back office support for Manchester and other GM authorities.

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

- Equal Opportunities
- Risk Management
- Legal Considerations

Financial Consequences for the Capital and Revenue Budgets

The proposals set out in this report form part of the draft revenue budget submitted to the Executive on 11th January 2017.

Contact Officers:

Name: Geoff Little
 Position: Deputy Chief Executive (People, Policy and Reform)
 Telephone: 0161 234 3286
 E-mail: g.little@manchester.gov.uk

Name: Carol Culley
Position: City Treasurer
Telephone: 0161 234 3406
E-mail: carol.culley@manchester.gov.uk

Name: Liz Treacy
Position: City Solicitor
Telephone: 0161 234 3087
E-mail: l.treacy@manchester.gov.uk

Name: Kim Dorrington
Position: Interim Director of Highways
Telephone: 07885540244
E-mail: k.dorrington@manchester.gov.uk

Name: Bob Brown
Position: Chief Information Officer
Telephone: 0161 234 5998
E-mail: bob.brown@manchester.gov.uk

Name: Rachel Rosewell
Position: Head of Finance
Telephone: 0161 234 1070
E-mail: r.rosewell@manchester.gov.uk

Name: Kizzy Rooney
Position: Strategic Business Partner
Telephone: 0161 234 1857
E-mail: k.rooney@manchester.gov.uk

Background documents (available for public inspection):

None

1.0 About the Corporate Core Directorate

- 1.1 The role of the Core is to provide strategic leadership to drive delivery of the Our Manchester Strategy ambitions, sustain growth across the city, better connect residents to that growth, create attractive places to live work and visit, and reduce the costly demands placed on public services. The Core needs to change the way the Council works, to create new ideas and new relationships, change our leadership and our behaviours, our processes and systems.
- 1.2 As well as driving change, the Core supports the rest of the organisation through Human Resources and Organisational Development (HR & OD), ICT, Finance, Legal, Communications and other services. The Core also delivers a range of services directly to residents including revenues and benefits, customer services and registrars.

People, Policy and Reform

- 1.3 Human Resources and Organisational Development, Reform and Innovation and Policy, Partnerships and Research have been brought together under the leadership of the Deputy Chief Executive (People, Policy and Reform). This enables a stronger connection between economic and social policy underpinned by a first class HR/OD set of functions. Through drawing these service areas together and developing a set of shared priorities, the Council will be able to drive growth and reform in the City and across Greater Manchester (GM) at greater pace and scale.
- 1.4 Reform and Innovation (R&I) are driving a challenging agenda including support for the Our Manchester way of working, Children's improvement, Health and Social Care integration, the integration of reform programmes, and elements of devolution to GM – increasingly moving into implementation of reform.
- 1.5 Policy, Partnerships and Research (PPR) are supporting the implementation of the Our Manchester Strategy. They are driving the development of the next GM Strategy, including the Spatial Framework, the Transport Strategy, the Northern Powerhouse and the Core Cities agenda. They are working with R&I on the implications of Brexit and on Family Poverty. PPR lead on planning, transport, cultural and environmental policy. The Council's Resources and Programmes function is based within this service. The team manages external funding programmes including European Regional Development Fund and European Social Fund on behalf of both the council and the Combined Authority. The team also manages the Clean City programme, the AGMA section 48 grants programme and the ERF fund. The team coordinates the Council's input to the Triangulum and City Verve projects. PPR also coordinates the city's international relationships including those with the Eurocities Network and Manchester's partner cities.
- 1.6 HR & OD will be critical to the delivery of Our Manchester, and providing the framework and tools to enable our leaders and managers to be consistently good. Through this work the Council will collectively change the ways of

working to deliver improved outcomes and benefits for our workforce and the people of Manchester. Following an independent review of strategic and transactional HR & OD activity there is an emerging HR & OD Improvement Programme that cuts across both HR and the Shared Service Centre which is expected to deliver significant benefits.

ICT

- 1.7 Led by the Chief Information Officer, ICT manages the network, computers and systems that support Council services and directs technology development and ICT project management. The team work alongside the rest of the Council to determine the strategic priorities and associated dependencies on ICT. As the Council changes in line with Our Manchester principles and transforms to deliver streamline and simple process and systems the scale of investment in ICT perspective will inevitably increase.

City Solicitor's

- 1.8 The City Solicitor's division hosts Legal Services which ensures that the Council operates within the law and provides a legal service to all Council departments, Salford City Council and the Greater Manchester Combined Authority (GMCA). The legal framework in which the Council operates has become increasing complex over the last five years as a result of changes in legislation, public service reform and the devolution of powers. The scale and complexity of legal work will increase as more powers are devolved to local government, the scale and pace of Health and Social Care integration increases and the GMCA transitions into new arrangements from April 2017.
- 1.9 In addition to providing a legal service to both Manchester and Salford City Council the City Solicitor is the Monitoring Officer for the Council and GMCA and the Deputy City Solicitor supports the Monitoring Officer for the Police and Crime Commissioner. Over the last few years the scale of collaboration and partnership working across legal services has grown significantly which has enabled a significant amount of legal work to be undertaken 'in house' at a lower cost and increased quality, as well as providing both value for money and improved outcomes.
- 1.10 The Division also includes Democratic and Statutory Services, which runs elections and supports decision-making and scrutiny within the Council, 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.
- 1.11 Communications also sits within City Solicitors; the team 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.

Corporate Services

- 1.12 Corporate Services includes Financial Management, Capital Programme 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. Capital Programme's are responsible for the development of the strategic capital programme plan to support the growth of the City and physical infrastructure. 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. Capital Programme and Procurement will become an integrated team under the leadership of the City Treasurer enabling a greater alignment between capital and revenue procurement activity and with the capital investment strategy.
- 1.13 A new Integrated Commissioning function will be responsible for leading the integration of commissioning across all public services. This will complement the City's single commissioning function for health and social care. The team, when established will develop a close working relationship with Procurement to collectively drive change and efficiencies and shape the skills that will be required in the future including new types of procurement and commissioning approaches with a more commercial focus.
- 1.14 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. The Shared Service works closely with Human Resources and Organisational Development to deliver a cost effective streamlined service – the team are involved in the HR & OD Improvement Programme which is expected to deliver significant benefits.
- 1.15 Corporate Services also host the Core's customer-facing service areas Revenues and Benefits, and Customer Services. 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.

Highways

- 1.16 The Council's Highways Service play a major role to support the City Council to manage the growth across the City, whilst securing efficient utilisation of the Highways network and to develop a robust investment strategy aligned to the city's priorities.

- 1.17 The new integrated Highways Service provides the platform for central management and oversight of the City's highways assets. The integrated service seeks to maximise both income and resource allocation, whilst also delivering the most effective service. The service also seeks to ensure flexibility within the system in order to respond to managing immediate, short and long term priorities as well as urgent issues. The creation and implementation of a measurable plan to improve services across the new Highways function is under development. This will refocus the client function for asset management, route management and programme delivery, and ensure that commercial management is a key driver, ensuring compliance with both time and budgetary constraints. This approach will strengthen the leadership and governance arrangements within Highways in order to drive improvements across the Highways system, increasing our capacity to work effectively with partners including Transport for Greater Manchester, developing new ways of working and maximising the impact of available funds.

Our Manchester

- 1.18 Manchester has established a new vision for 2025 through the Our Manchester Strategy to be 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, and rich in culture and outward looking.
- 1.19 Over the last five years the Corporate Core has faced significant reductions in Council budgets which have impacted on the size, scale and shape of the Core. At the same time as delivering significant savings the Core has continued to drive leadership for reform, health integration and support for the delivery of all Council strategic priorities. In this context the Core must now redefine its strategic priorities and align its capacity to support the delivery of Our Manchester.
- 1.20 The Core is now on the cusp of major changes, these include the first directly elected GM Mayor and a new relationship between Manchester as the core city and the rest of GM as well as major service changes, for example the continued improvements in Children's Services and the integration of Adult Social Care with Health. The Core will also be instrumental in the delivery of Our Manchester, providing the platform for change both internally and externally.

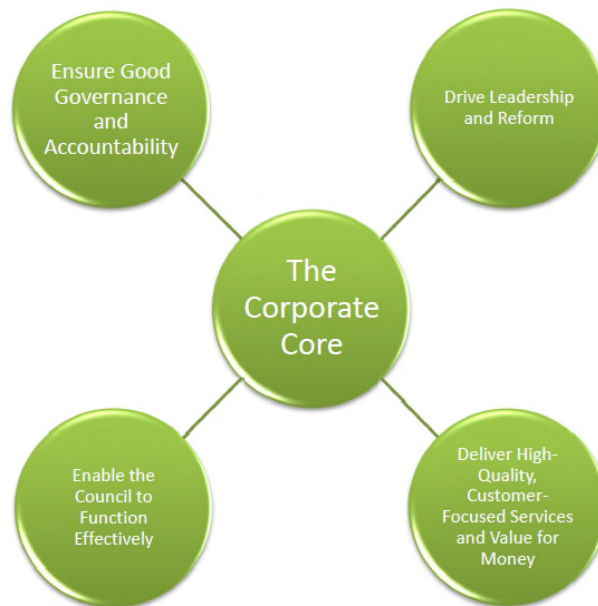
- 1.21 With the referendum outcome resulting in a decision to leave the European Union (EU) the Core now needs to provide advice and guidance to support the Council, this will include;
- Maintaining growth in order to continue developing the City's trading relationships
 - Continue to make the case for the investment in infrastructure and housing growth including housing associations (HA) and the Northern Powerhouse rail links.
 - Engage residents, partners and other stakeholders with renewed focus on equality of opportunity and the family poverty strategy.
 - Lead the Council's response to the EU exit process and ensure a combined approach to growth and reform.
- 1.22 Our Manchester will change the Council's organisational culture over the next 10 years. The Core must lead this change through :-
- Improved and more consistent management across the whole organisation
 - Much more engaged staff – improved quality of internal and external engagement
 - Lean systems making it easier to get things done – significant dependency on IT platforms - can only go so far without this
 - HR & OD will support the culture change of Our Manchester through a new People Strategy
- 1.23 Strategic finance will steer the Council and our partners through further spending reductions and will secure the devolution of business rates

2.0 Corporate Core Vision

- 2.1 The Core will provide strategic leadership to drive delivery of the Our Manchester Strategy ambitions, sustain growth across the city, better connect residents to that growth, create attractive places to live work and visit, and reduce the costly demands placed on public services. Through the introduction of Our People Strategy the Core will drive and lead on changes in the way the Council works, to create new ideas and new relationships, change our leadership and our behaviours, our processes and systems and to achieve the ambitions of Our Manchester.
- 2.2 Through the continued development and investment of our ICT service the Core will support the achievement and delivery of the Council's strategic priorities through improvement technology, data and systems.

3.0 Corporate Core Objectives

- 3.1 The activities of the Corporate Core contribute to both the Council's objectives and one or more of the four objectives for the Corporate Core as outlined below.



- 3.2 An overarching strategic objective is to ensure that the directorate's activity is aligned to the Our Manchester Strategy and that the Our Manchester approach is embedded throughout the directorate. The Our Manchester Strategy provides the overarching framework and priorities for action by the Council and partners from all sectors over the next 10 years. These priorities are known as the 64 'We Wills' and in order to be able to achieve these high-level goals there must be a radical change in the way that the council and other organisations across the city operate. This radical change is the Our Manchester approach.
- 3.3 The Our Manchester approach is a redefined role for the Council and public services as a whole. It puts people at the centre of everything we do, recognising that people are more important than processes, procedures or organisational boundaries, and changing the way that the council works to reflect this. It is about listening, then learning, then responding. It is about creating the capacity, interest, enthusiasm and expertise for individuals and communities to do things for themselves. Finally it is about working together more, by building long term relationships and having honest conversations which give a say and role to both those who need services and those who provide them.
- 3.4 Since the Budget Options were published in October, the Council has invited residents and stakeholders to tell us what they think about which options they think should be part of the final budget. Of the Budget Options published in October £14.18m were for services within the Corporate Core. These have been reduced to £10.56m. No savings are proposed for Highways.
- 3.5 The majority of people who responded to these options told us that they wanted the Council to proceed with those options to improve efficiency, particularly in back office services and these form a significant part of the draft budget proposals. This includes proposed efficiencies to all the main support

functions of legal, finance, communications, HR/OD, ICT, customer services, and procurement and the strategic functions of policy, performance management, research and intelligence and reform and innovation. However options for service reductions across all of these support and strategic functions have been rejected because of the need to support the delivery of the Our Manchester Strategy and way of working. These more significant reductions were not supported by those who responded to the consultation.

- 3.6 Options to reduce Human Resources and Organisational Development capacity is not part of the draft proposals because delivering the new People Strategy is critical to the culture changes Our Manchester will need. However, people did tell us that they supported the option to streamline and standardise HR policies and procedures across the Council and this is part of the draft proposals.
- 3.7 A revised option to reduce spending on the Council Tax Support Scheme is part of the draft proposals because – to do otherwise would impose additional burdens on other Council Tax payers who would have to pay more Council Tax to replace a specific cut in this scheme imposed by the Government. However, Options to change the Welfare Provision Scheme have not been included in the draft proposals.

Drive Leadership and Reform

- 3.8 The Council's available resources have reduced from £640m to around £500m 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 has developed new investment and evaluation methods that make better use of the total resources for public services in the city. This involves new 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.
- 3.9 The directorate is at the forefront of supporting the drive for the integration of Health and Social Care across GM and changes to how services for children will be delivered most effectively across GM linked to the devolution agenda. The establishment of a Single Commissioning Function will deliver efficiency and service improvements for service users and staff. Our people 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.

- 3.10 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

- 3.11 The Core provides human resources, ICT, legal, finance, performance management, communications, 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.
- 3.12 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.
- 3.13 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. The outcome will be changes to the internal operation of the Council's most commonly used systems and processes to increase productivity and to enable service users/customers to be able to access Council services in the most straightforward manner possible. By taking a lean systems approach, it can be ensured that systems support staff to be more effective and productive, and residents to interact with the organisation more easily, ensuring an approach of doing "with" our system users, not doing "to" them.
- 3.14 To maximise benefits there will need to be an end-to-end approach which is not restricted on individual services such as HR/OD or Finance but focuses systems that staff and residents work from a customer perspective. The reviews will be radical and holistic, not small-scale technical studies of individual services. Capacity for undertaking the reviews will be critical. Taking a bottom-up, Our Manchester approach the work will be led by people within

individual services, supported by central resources for reform, ICT and others. There will be a strategic approach rather than individual service redesigns with the responsibility for implementing change resting with services. As savings arising from a Lean Systems approach have been included for the Corporate Core the suggestion is to initially focus on options that will deliver savings for HR/OD, Finance, Procurement, Capital Programmes and ICT.

Ensure Good Governance and Accountability

3.15 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, particularly Our Manchester Strategy.

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

3.16 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.

4.0 Revenue Financial Strategy for the Delivery of Objectives

4.1 The Corporate Core 2016/17 gross budget is £395.897m and net budget £76.095m and FTEs of 1,909 across Chief Executives and Corporate Services.

Service Area	2016/17 Gross Budget	2016/17 Net Budget	2016/17 Budgeted Posts (FTE)
	£,000	£,000	
Highways	33,473	11,322	196.80
ICT	13,002	12,922	164.50
HR/OD	3,491	3,439	75.30
Reform and Innovation	832	790	14.00
Policy	7,176	6,769	54.00
Executive Office	268	268	3.00
People, Policy & Reform	11,767	11,266	146.30
Legal Services	6,804	2,758	195.00
Democratic & Statutory Services	3,641	3,339	76.90
Executive Office	3,602	3,602	26.00
Communications	4,777	3,005	86.40
Legal, Democratic Sub Total	18,824	12,704	384.30
CEX Corporate Items	3,160	3,059	
Total Chief Executives	46,753	39,951	695.10
Procurement	1,248	988	28.60
Revenue and Benefits	296,198	8,151	353.50
Financial Management	6,667	5,602	168.00
Audit, Risk and Resilience	1,906	1,446	42.00
Performance	3,587	3,440	80.80
Shared Service Centre	2,320	1,728	120.70
Capital Programmes	-479	-584	80.50
Customer Services	3,901	3,795	142.70
Corporate Services Corporate Items	323	256	
Total Corporate Services	315,671	24,822	1016.80
Grand Total Corporate Core	395,897	76,095	1908.70

*As of December 2016. Reflects Funded Posts

- 4.2 As part of the 2016/17 budget strategy, there were savings identified with a full year effect of £0.746m across 2017/18 and 2018/19, further detail is shown in the table below.

Service Area	Saving's Proposals Agreed as Part of 2016/17 Budget Strategy.			
	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Cultural Offer	200	0	0	200
Communications	135	0	0	135
Audit, Risk and Resilience	10	-30	0	-20
Financial Management	24	0	0	24
Corporate Procurement	-43	0	0	-43
Legal Services	50	50	0	100
Corporate Items	350	0	0	350
Grand Total	726	20	0	746

- 4.3 The three year budget strategy for 2017/18 to 2019/20 supports the strategic objectives for the Corporate Core with proposals for capital investment, revenue growth and savings requirements. Appendices 1 and 2 show the proposed budget for 2017/18 to 2019/20. The Directorate has identified the following priorities which have provided the framework for developing the medium term financial strategy:
- 4.4 Together with the other Directorates of the Council, the Corporate Core will deliver the shared vision and objectives set out in Our Manchester. The Core will become more streamlined, efficient and technology based. This will directly impact on how the directorates operate. Improvements delivered via initiatives such as lean systems will improve the customer experience and increase productivity within the Core and other directorates. There will be a review of internal processes to improve productivity and capacity including review of grant administration and programme management. The savings proposals have sought to minimise budget reductions in 2017/18 that would put at risk delivery of sustainable service improvement and efficiencies in 2018/19 and 2019/20. To create the platform for future efficiencies and service improvement the following work is in development.
- 4.5 The introduction of a new ICT collaboration platform, improved infrastructure and resilience will radically change the way that people work and interact on a daily basis – this will be the start of a transformation journey that spans beyond technology. The ongoing support required from ICT to deliver change through technology should not be underestimated if the Core is to achieve the ambitions and improvements set out within this paper.
- 4.6 The service improvements detailed within this report are all connected to technology, for example improvements within Finance and HR/OD cannot be achieved without the investment of new and/or improved technology. Therefore, the ICT team will play a pivotal role in enabling this change and the delivery of technology to enable service improvements from internal and external customer perspective.
- 4.7 The budget strategy include a proposal for investment to improve the highways network through capital investment in longer term preventative works, leading to the Highways asset being greatly improved and ultimately less reactive maintenance spend in 3-5 five years.
- 4.8 The integration of Health and Social Care as set out in the Manchester Locality Plan will have implications for Corporate Core functions, particularly people from Finance, Performance, Research and Intelligence, Reform and Innovation, Communications, ICT and Estates. There is a need for teams to be focused on this work and in some cases seconded into either the Local Care Organisation or Single Commissioning Function. Whilst there are no specific financial implications in relation to this included in the budget proposals for the Core, services have sought to ensure there is some capacity to support this over the three year period.

New Savings Proposals 2017/20

- 4.9 New savings proposals of £10.566m are included for the Corporate Core. These include service improvements and efficiencies, service reductions from the Core and reducing support through the Council Tax Support Scheme. The total is summarised in the table below and the proposals are set out in the following paragraphs and the accompanying savings schedule in Appendix 3. The total workforce impact is estimated to be c.54 FTE posts.
- 4.10 Whilst there has been a strong focus on developing options based around leaner processes, use of improved technology to reduce the level of resource required due to the severity of the resource reductions and pressures the council is facing proposals also include service reductions.

Type of saving	Amount of Saving Proposals				FTE Impact (Indicative)
	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	
Efficiency/Improvement					
Corporate Core	2,231	675	660	3,566	51.5
Council Tax Collection Rates	2,000	0	0	2,000	0.0
Cross Directorate	200	750	0	950	0.0
	4,431	1,425	660	6,516	51.5
Service Reductions					
Corporate Core services	50	0	0	50	2.0
Council Tax Support Scheme	1,000	0	0	1,000	0.0
Cross Directorate	0	1,500	1,500	3,000	0.0
	1,050	1,500	1,500	4,050	2.0
Total	5,481	2,925	2,160	10,566	53.5

ICT

- 4.11 The ICT net budget for 2016/17 is £12.922m with 164.5 budgeted ftes. The service has identified efficiency and improvement savings totalling **£1.150m** - £460k in 2017/18, £520k in 2018/19 and £170k in 2019/20. This would be achieved from efficiencies and investment in ICT over the next three years:
- Reduction in maintenance, licensing and printing costs (£640k)
 - Travel budgets across the Council following implementation of new Collaboration platform (£100k)
 - Deletion of vacant posts following introduction of Information Technology Services Management system (£160k)
 - Reduction in the budget for maintenance and refresh of equipment (£250k)

People, Policy and Reform

- 4.12 The Human Resources and Organisation Development (HR/OD) service has a net budget of £3.439m and 75.30 budgeted FTE. Within the three year budget period the HR/OD Improvement Programme will deliver service improvements. This will focus on increased productivity and efficiencies both cashable and non-cashable within both the service and the wider Council. A case for

investment is being worked up as part of the wider investment in ICT strategy to enable smarter ways of working. A shorter term programme is already focussed on implementing recommendations from a transactional service review to create capacity and deliver savings in year one of the budget options.

- 4.13 These changes will support a new people strategy, one of the foundations of Our Manchester and have the People Strategy Principles at their centre. The service has identified overall efficiency savings of **£69k** in 2017/18 from deleting one vacant post and reducing the supplies budget. Savings for 2017/18 have been identified of **£200k** from Annual Leave Purchase Scheme agreed in late 2015.
- 4.14 Policy, Partnerships and Research has a net budget of £6.769m (of which £2.5 million is staffing costs) and 54 budgeted FTEs. Efficiency savings of **£100k** in 2017/18 have been identified from a reduction of staffing, research and common services budgets.
- 4.15 Reform and Innovation has a net budget of £0.790m and 14 budgeted ftes. The purpose of the service is to drive the scale and pace of reform required in future. The team are a flexible resource supporting the priorities of Executive Members and the Strategic Management Team. The service has identified **£55k** of efficiency savings from staffing.

Revised HR Policies and Processes

- 4.16 The organisation's HR policies and processes will need to evolve to support change and take advantage of new opportunities for innovation and collaboration as they emerge.
- 4.17 If streamlining HR policies were to reduce mainstream employment costs by 1.9 per cent around **£3m** would be released. This would need to be phased over the final two years of the budget in 2018/19 and 2019/20 to allow time for the changes to be carefully planned.
- 4.18 At this stage there are no specific changes being proposed to achieve this saving. Instead there is a wish to engage staff and trade unions in exploring how the wider workforce cost could be reduced without further reducing the number of posts. Staff and trade unions are encouraged to make their own suggestions to achieve these wider workforce savings. Any specific proposals that go forward would then be subject to formal consultation with staff and trade unions.
- 4.19 It should be noted that Manchester City Council has committed to ensuring fair pay, and has set out how it will meet the Manchester Living Wage (MLW). This has been and continues to be a benefit to our lower paid workers who have in the past relied on variable pay to top-up their basic salaries. As the MLW wage increases, the impact on the lower end of the Council's pay structure will need to be addressed.

Legal and Democratic Services

4.20 The net budget for Legal and Demographic Services is £12.704m with budgeted ftes of 384.3. Efficiency savings of **£155k** are proposed from the following areas

- Review of provision of mortuary services on a Manchester or Greater Manchester basis - investigate alternative means of provision or commissioning by engaging with hospital trusts saving of £55k in 2018/19.
- As the number of childcare cases reduces in line with changes across health and children's services the number of solicitors required will reduce releasing a saving of £100k in 2019/20.

4.21 Further savings of **£50k** in 2017/18 are proposed which could represent a service reductions from business support across City Solicitors through different ways of working creating a saving of £50k (c2fte) in 2017/18.

Corporate Services

4.22 Corporate Service has a 2016/17 net budget of £24.822m and 1016.8 budgeted ftes. A review of the 2016/17 budget position has been carried out to identify vacancies and any non-pay underspends which can be made permanent in 2017/18. More fundamental work is underway across Corporate Services to better align services and enable benefits from 'lean system reviews' and other service changes to be realised towards the end of the three year period. This includes:

- Moving all residual Financial Exchequer functions into the Shared Service Centre to align all payment services under a single leadership
- Review of assurance, governance and risk process in the context of lean to deliver a sustainable model, fit for purpose to deliver against priorities and provide an appropriate relevant level of assurance
- The potential for greater collaborative working across Greater Manchester audit and risk management services
- The review of Capital Programme Delivery, Procurement and Commissioning to improve delivery and support future savings

4.23 Savings proposals from Corporate Services over the period 2017-20 from efficiencies and improvements total £2.037m (c41 ftes) as set out in the paragraphs below:

4.24 In 2017/18 as a result it is proposed to delete two posts in Audit, Risk and Resilience saving **£78k**, a post in Corporate Procurement saving **£54k** and a post in Customer Services saving **£50k**. Further efficiencies of **£67k** can be achieved by reducing by a further post in Corporate Procurement and through the increased income for the service they provide to other local authorities.

4.25 Within Financial Management the deletion of four vacant posts, reducing the supplies and services budget and after taking account of loss of income will save **£113k** in 2017/18. This will rise by a further **£100k** in 2018/19 from

deletion of a vacant Head of Finance post. In 2017/18 this budget will be used to provide finance capacity for transition for the new arrangements for health and social care.

- 4.26 Further savings for Financial Management of **£390k** are proposed in 2019/20 following implementation of outcome from lean systems review which would require ICT investment as set out in para 4.34 below and significant changes in roles and responsibility across Financial Management, Shared Service Centre and Children and Adults Directorates to deliver. This will take a significant amount of capacity out of the service that monitors high risk and volatile budgets and will bring the total fte reduction from across Financial Management to 16 fte over the three year period.
- 4.27 In Revenues and Benefits New Burdens funding of **£400k** will be used to support the service releasing the equivalent amount in savings. There is also an underspend of £378k in 2016/17 which will release a full year saving of **£448k** in 2017/18. This is a reduction of £200k, 7 ftes vacancies, through efficiencies and £248k, 8 ftes vacant posts to be deleted, from transfer of fraud investigation functions to DWP. In the Shared Service Centre it is proposed to delete a further 5 fte vacant posts following service redesign plus additional income of £200k to realise saving of **£322k** for 2017/18. It is also proposed to administer a charge estimated at **£15k** for managing the City Centre Business Improvement District collection of monies.
- 4.28 In addition to the savings proposals above a target to achieve savings of **£750k** from procurement and contract management from 2018/19 has been set.
- 4.29 Continued strong performance in Council Tax collection will see a further **£2m** additional income from 2017/18.

Council Tax Support Scheme

- 4.30 In 2013 the government abolished Council Tax Benefit and replaced it with a localised discretionary scheme and reduced the amount of funding to 90% of the current spend. This funding is now part of the overall local government financial settlement and has therefore continued to reduce and is now £23m less than the amount paid out in support and this is estimated to rise to £30m less by 2018/19. The current scheme provides a maximum of 85% of liability.
- 4.31 The Council has consulted on options for reducing spend on the **Council Tax Support (CTS) Scheme** for 2017/18 by £2m. Following the outcome of the CTS consultation and reflecting the proposal to Executive regarding the social care precept and the impact this will have on Council Tax, a reduced saving of **£1m** is proposed from changes to the scheme. This will provide a maximum support of 82.5% of liability for working age residents. The detailed proposals on the CTS Scheme are set out in a separate report the Executive on January 11.

Technological Support to Implement Changes

- 4.32 The importance of technology, systems and data should not be underestimated if the City 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 agendas. Further investment will be required in how technology and the systems of the Council and partner organisations are utilised to deliver further savings and efficiencies. This will require a continuation of the ICT transformation journey.
- 4.33 ICT will work closely with the Directorate to identify ICT solutions that comply with the Information and ICT design principles and to develop robust business cases to support their development. The Capital Strategy sets out proposals for developing the next stage of investment in ICT.
- 4.34 The following have been highlighted as key to underpin and support delivery of the Corporate Core transformation programme that will be heavily dependent on improved technology and an increase of self-service:
- The HR and Financial Management Improvement Programme include the fundamental review of business processes. The delivery of new ways of working and the associated savings is dependent on the introduction of technology. This includes the requirement for:
 - A full people management technology solution which would enable workflow and self-service and systems to enable succession, talent planning and skills audit.
 - A learning platform with video and audio capability to enable more cost effective and targeted training across the workforce.
 - Delivery of the new social care case management system linking to an automated financial assessment and payments modules and the core SAP system
 - A review of the existing finance systems including SAP (ERP) with a view to stabilise, replace or upgrade plus introduce compatible modules to improve integrated and more efficient working in order to deliver e.g. the introduction of BCP to link finance and HR data.
 - Work to ensure that all applications and systems are fit for purpose and compliant. This will include statutory upgrades to Academy and SAP to ensure statutory financial and HR processes can be delivered within deadline.
 - The systems in Legal will be reviewed and upgraded or replaced as well as ensuring that the corporate intranet platform and CRM are fit for purpose.
 - Further work will be required to define and deliver a print strategy including the further use of a hybrid print and mail solution to deliver savings.

- 4.35 There will be a continued focus on maintaining availability of all key applications and backup facilities to ensure availability, business continuity and resilience. ICT will be continuing its programme of infrastructure stabilisation and transformation. Major projects include providing a new collaboration platform, a new Citrix environment and developing disaster recovery for all critical ICT systems.

Investment Proposals, Budget Growth & Pressures

- 4.36 The existing capital programme from 2016/17 to 2019/20 and the proposed 2017-2022 five year capital strategy includes approval for significant investment for Corporate Core services for Highways, Street Lighting and ICT.
- 4.37 The capital programme includes significant capital resource to deliver a programme of investment across the ICT estate to stabilise the estate and support transformational change for the Corporate Core and other Directorates. In addition revenue funding of £1.859m is proposed to made available again for the ICT service and Performance, Research and Intelligence service to fund the delivery of the Information and ICT strategy, in particular the provision of disaster recovery capability. Work has commenced to put in place new arrangements for the data centre and disaster recovery during 2017/18. There is a further £100k available to ICT for the costs of additional licences that are required following a review exercise which commenced in 2016/17. This funding will be held in a Corporate budget and drawn down once resource requirements are identified and spending approval secured.
- 4.38 For the Highways Service there is a growing pressure on the revenue budget from the need for reactive maintenance due to the poor condition of the highways network with underlying projected full year spend for 2016/17 having increased by £0.8m since 2015/16, leading to a pressure in 2016/17. A bid for further capital investment over the next five years is planned to create an investment model utilising the Planned Maintenance grant received from the Department for Transport alongside Council funding to improve the Council's Highways assets. An additional recurrent £2m for highways maintenance has been included in the draft budget for 2017/18. Longer term the investment strategy should reduce the need for reactive spend on pot hole repairs.
- 4.39 A programme of bridge maintenance is planned across the Council's Highways estate with bid for capital investment. An additional £275k has also been included in the revenue budget proposals to cover the costs of the bridge inspections.
- 4.40 Investment in the retrofitting of LED lights across the street lighting estate will see a reduction in both energy costs and the PFI unitary charge, due to reduced maintenance costs. The savings will not be fully achieved until the three year programme of installations is complete. It was agreed as part of the 2016/17 budget proposals that an additional £400k be provided to meet the budget shortfall in respect of the PFI contract costs.

- 4.41 Human Resources - £220k continued revenue from 2016/17 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 and training of around 50 new managers within Children's and Families and implementation of a national knowledge and skills statement for all social workers and their managers.
- 4.42 Strategic Commissioning – Revenue investment of £200k for the new strategic commissioning function within Corporate Services. This will support the delivery of £0.750m savings from a review of existing contract spend and contract management arrangements including compliance, delivery and use of contract penalties across the Council.

Impact on Residents Communities and Customers

- 4.43 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.
- 4.44 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.

Workforce Impact

- 4.45 The Corporate Core Directorate currently has 1,909 budgeted FTEs. The workforce impact of the budget options is largely dependent on the options taken forward, as a number of options will deliver workforce efficiencies or longer term service improvements however cannot deliver both. On this basis the potential reduction could be up to 53.5 FTE posts; this would be a mixture of actual reductions and funded vacancies.
- 4.46 There is a growing requirement to invest in the leadership approach and development and engagement and communication with people, both in response to the outcomes of the heard survey and in line with the Our Manchester approach. This shift will require a new leadership framework and the tools to provide a platform for improvement along with a shift in our leaders and managers and workforce to embrace the concept of personal responsibility and accountability. These are some of the principles that will inform the new People Strategy.

- 4.47 In line with the context of reform and integration our HR/OD team will become more externally focused. This will enable the Council to be at the centre of developing new approaches to career pathways and developing new routes that cross traditional boundaries
- 4.48 All of the workforce changes will be underpinned by improved technology and more modern effective ways interacting with colleagues and customers.

Appendix 1: Proposed budget and full-time equivalent people for 2017/18 – 2019/20

Corporate Core	2016/17			2017/ 18			2018/ 19			2019/ 20		
	Gross Budget	Net Budget	Budgeted Posts (FTE)	Gross Budget	Net Budget	Budgeted Posts (FTE)	Gross Budget	Net Budget	Budgeted Posts (FTE)	Gross Budget	Net Budget	Budgeted Posts (FTE)
Service Area	£,000	£,000		£,000	£,000		£,000	£,000		£,000	£,000	
Highways	33,473	11,322	196.8	33,473	10,972	196.80	33,473	10,972	196.80	33,473	10,972	196.80
ICT	13,002	12,922	164.5	12,542	12,462	160.50	12,022	11,942	160.50	11,852	11,772	160.50
HR/OD	3,491	3,439	75.3	3,422	3,370	74.30	3,422	3,370	74.30	3,422	3,370	74.30
Reform and Innovation	832	790	14.0	777	735	13.00	777	735	13.00	777	735	13.00
City Policy	7,176	6,769	54.0	6,976	6,469	51.50	6,976	6,469	51.50	6,976	6,469	51.50
Executive Office	268	268	3.0	268	268	3.00	268	268	3.00	268	268	3.00
People, Policy & Reform	11,767	11,266	146.3	11,443	10,842	142	11,443	10,842	142	11,443	10,842	142
Legal Services	6,804	2,758	195.00	6,704	2,658	193.00	6,654	2,608	193.00	6,554	2,508	191.00
Democratic & Statutory Services	3,641	3,339	76.9	3,641	3,339	76.90	3,586	3,284	76.90	3,586	3,284	76.90
Executive Office	3,602	3,602	26.0	3,602	3,602	26.00	3,602	3,602	26.00	3,602	3,602	26.00
Communications	4,777	3,005	86.4	4,627	2,870	86.40	4,627	2,870	86.40	4,627	2,870	86.40
Legal, Democratic Sub Total	18,824	12,704	384.3	18,574	12,469	382	18,469	12,364	382	18,369	12,264	380
CEX Corporate Items	3,160	3,059		2,055	1,954		2,055	1,954		2,055	1,954	
Total Chief Executives	46,753	39,951	695	44,614	37,727	685	43,989	37,102	685	43,719	36,832	683
Procurement	1,248	988	28.60	1,224	910	26.60	1,224	910	26.60	1,224	910	26.60
Revenue and Benefits	296,198	8,151	353.50	295,350	7,288	338.50	295,350	7,288	338.50	295,350	7,288	338.50
Financial Management	6,667	5,602	168.00	6,530	5,465	164.00	6,430	5,365	163.00	6,040	4,975	152.00
Audit, Risk and Resilience	1,906	1,446	42.00	1,818	1,358	40.00	1,848	1,388	40.00	1,848	1,388	40.00
Performance	3,587	3,440	80.80	3,587	3,440	80.80	3,587	3,440	80.80	3,587	3,440	80.80
Shared Service Centre	2,320	1,728	120.70	2,188	1,406	115.70	2,188	1,406	115.70	2,188	1,406	115.70
Capital Programmes	- 479	- 584	80.50	- 479	- 584	80.50	- 479	- 584	80.50	- 479	- 584	80.50
Customer Services	3,901	3,795	142.70	3,851	3,745	141.70	3,851	3,745	141.70	3,851	3,745	141.70
Corporate Services Items	323	256	-	323	256	-	323	256	-	323	256	-
Total Corporate Services	315,671	24,822	1,016.8	314,392	23,284	987.8	314,322	23,214	986.8	313,932	22,824	975.8
Cross Cutting Savings				- 1,200	- 1,200	-	- 3,450	- 3,450	-	- 4,950	- 4,950	-
Grand Total Corporate Core	395,897	76,095	1,908.70	391,279	70,783	1,869.20	388,334	67,838	1,868.20	386,174	65,678	1,855.20

Appendix 2: Proposed budget, savings, growth and other changes 2017/18 to 2019/20

Corporate Core	2016 / 17		2017 / 18		2018 / 19			2019 / 20		
	Net Budget 2016/17 £,000	Growth and other Budget Changes	Savings	Net Budget 2017/18 £,000	Growth and other Budget Changes	Savings	Net Budget 2018/19 £,000	Growth and other Budget Changes	Savings	Net Budget 2019/20 £,000
Service Area	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Highways	11,322		-350	10,972			10,972			10,972
ICT	12,922		-460	12,462		-520	11,942		-170	11,772
HR/OD	3,439		-69	3,370			3,370			3,370
Reform and Innovation	790		-55	735			735			735
City Policy	6,769		-300	6,469			6,469			6,469
Executive Office	268			268			268			268
People, Reform & Innovation	11,266	0	-424	10,842	0	0	10,842	0	0	10,842
Legal Services	2,758		-100	2,658		-50	2,608		-100	2,508
Democratic & Statutory Services	3,339			3,339		-55	3,284			3,284
Executive Office	3,602			3,602			3,602			3,602
Communications	3,005		-135	2,870			2,870			2,870
Legal, Democratic Sub Total	12,704	0	-235	12,469	0	-105	12,364	0	-100	12,264
CEX Corporate Items	3,059	-1,105		1,954			1,954			1,954
Total Chief Executives	39,951	-1,105	-1,119	37,727	0	-625	37,102	0	-270	36,832
Procurement	988		-78	910			910			910
Revenue and Benefits	8,151	0	-863	7,288			7,288			7,288
Financial Management	5,602		-137	5,465		-100	5,365		-390	4,975
Audit, Risk and Resilience	1,446		-88	1,358		30	1,388			1,388
Performance	3,440			3,440			3,440			3,440
Shared Service Centre	1,728		-322	1,406			1,406			1,406
Capital Programmes	-584			-584			-584			-584
Customer Services	3,795		-50	3,745			3,745			3,745
Corporate Services Corporate Items	256			256			256			256
Total Corporate Services	24,822	0	-1,538	23,284	0	-70	23,214	0	-390	22,824
Cross Cutting Savings			-1,200	-1,200	0	-2,250	-3,450	0	-1,500	-4,950
Grand Total Corporate Core	76,095	-1,105	-4,207*	70,783	0	-2,945	67,838	0	-2,160	65,678

*The budget adjustment from new savings excludes £2m savings from increased Council Tax collection shown in Appendix 3. Instead this is reflected as an adjustment to Corporate resources from Council Tax which is outside of the cashlimit budget for the Core.

Appendix 3: Summary Budget Position and Savings Schedule

Service Area	Description of Saving	RAG Deliverability	RAG Impact	Amount of Saving Proposal				FTE Impact (Indicative)
				2017/18 £,000	2018/19 £,000	2019/20 £,000	Total £,000	
IMPROVEMENT AND EFFICIENCY								
Audit, Risk and Resilience	Reduce risk and resilience staffing	Green	Green	78			78	2.0
Corporate Procurement	Increased external income from sale of procurement services	Red	Amber	54			54	1.0
	Staffing reduction	Green	Green	67			67	1.0
Customer Services	Staffing reduction	Green	Green	50			50	1.0
Financial Management	Reduce supplies and services budget, delete vacant posts and reduce valuation budgets	Green	Green	113			113	4.0
	Reduce funding for vacant Head of Finance post following implementation of lean systems	Green	Amber		100		100	1.0
	Lean Systems : Service review and improved efficiency through ICT developments and changes to finance processes	Red	Green			390	390	11.0
HROD	Existing vacancy, regrading of vacant G9 and other nonstaff	Green	Green	69			69	1.0
ICT	Revenue savings through reduction in contract costs - data & telephony, mobiles and printing	Amber	Green	150	150		300	
	Staffing reduction following implementation of ITSM	Amber	Green	160			160	4.0
	Reduction in maintenance and refresh of ICT equipment	Green	Amber	100	150		250	
	Revenue savings through reduce maintenance/licensing cost following capital investment	Amber	Green		170	170	340	
	Travel reductions across the Council from collaboration technology	Amber	Green	50	50		100	

Service Area	Description of Saving	RAG Deliverability	RAG Impact	Amount of Saving Proposal				FTE Impact (Indicative)
				2017/18 £,000	2018/19 £,000	2019/20 £,000	Total £,000	
Legal and Democratic Services	Staffing reduction in legal services following planned reduction in Children's caseload	Amber	Amber			100	100	2.0
	Review of provision of mortuary services on a Manchester or Greater Manchester basis.	Amber	Amber		55		55	
Policy	Staffing reduction	Green	Amber	100			100	2.5
Reform and Innovation	Staffing reduction, reduction in hours and deletion of time limited posts.	Green	Amber	55			55	1.0
Shared Service Centre	Additional income and deletion of five vacancies	Green	Green	322			322	5.0
Revenues and Benefits	Staffing reduction from existing vacancies following efficiencies and transfer of functions to Dept Work and Pensions	Green	Green	448			448	15.0
	Implement charge for managing the City Centre Business Improvement District collection of monies	Amber	Green	15			15	
	Improve Council Tax collection rates (increased Corporate resource)	Green	Green	2,000			2,000	
	Utilise New Burdens funding	Green	Amber	400			400	
Cross Directorate - non employee related budgets	Contract savings across all Directorates	Red	Amber		750		750	
Cross Directorate Employee related budgets	Annual Leave Purchase Scheme	Green	Green	200			200	
TOTAL IMPROVEMENT AND EFFICIENCY				4,431	1,425	660	6,516	51.5
SERVICE REDUCTIONS								
Legal and Democratic Services	Business Support Review for City Solicitors	Amber	Amber	50			50	2.0
Council Tax Support	Reduction in spend on the Council	Green	Amber	1,000			1,000	

Service Area	Description of Saving	RAG Deliverability	RAG Impact	Amount of Saving Proposal				FTE Impact (Indicative)
				2017/18	2018/19	2019/20	Total	
				£,000	£,000	£,000	£,000	
Scheme	Tax Support Scheme.							
Revised HR policies and processes	If streamlining HR policies were to reduce mainstream employment costs by 1.9 per cent around £3m would be released.	Red	Red		1,500	1,500	3,000	
TOTAL SERVICE REDUCTIONS				1,050	1,500	1,500	4,050	2.0
TOTAL CORPORATE CORE				5,481	2,925	2,160	10,566	53.5