

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 2 February 2017

Subject: Budget Process 2017-2020: Consideration of the Executive's Draft Budget Proposals and Directorate Budget Reports and Business Plans

Report of: The City Treasurer, Deputy Chief Executive (People, Policy and Reform), the City Solicitor, Strategic Director (Development) and Chief Information Officer

Summary

This report provides an update on the Council's financial position and sets out next steps in the budget process, including scrutiny of the Executive's draft Budget proposals and Directorate Budget and Business Plan reports and accompanying delivery plans by this Committee.

Recommendations

The Committee is asked to consider and make recommendations to the Executive on those draft budget proposals which are within the remit of this Committee and to comment on draft Directorate Business Plans and Delivery plans which have been designed to ensure the Council delivers high quality services and outcomes for residents, as well as a balanced budget, across the three financial years 2017/18-2019/20.

Wards Affected: All

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Appendices:

- Appendix 1 Minute of the Resources and Governance Scrutiny Committee Meeting 8 December 2016 – Budget Process and Options
- Appendix 2: Budget Options Consultation – Report to Executive 11 January
- Appendix 3: The Executive's Draft Budget Proposals (consolidated schedule)
- Appendix 4: Directorate Budget and Business Plan Report – Corporate Core
- Appendix 5: Directorate Budget and Business Plan Report – Strategic Development
- Appendix 6: *Directorate Budget Extract – Growth and Neighbourhoods (TBC)*

Background documents (available for public inspection):

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

Final Local Government Finance Settlement from DCLG, 8 February 2016 (all papers available on the DCLG website).

Autumn Statement, 23 November 2016 (<https://www.gov.uk/government/topical-events/autumn-statement-2016>)

Provisional Local Government Finance Settlement, 15 December 2016, <https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2017-to-2018>

1. Overview

- 1.1 At its meeting on 8 December, the Committee received details of the Council's anticipated financial position for the period 2017/18 to 2019/20, which continued to outline a potential budget gap ranging from £40m to £75m. The need for such a range at the time was due to uncertainty around elements of available resources and the potential need to address further risks, pressures and priorities. At this point Officers put forward a number of savings options to address the budget gap which totalled c£58m and which were considered by this Committee when it met in November and December.
- 1.2 The Provisional Local Government Finance Settlement was published on 15 December 2016. The Final Finance Settlement will be laid before the House of Commons in February 2017. The headlines from the Provisional Settlement were reported to Scrutiny on 5 January 2017 and included announcements regarding:
- the increase in Council Tax rate allowable before triggering a referendum;
 - confirmation of the Adult Social Care Grant, of £240m nationally, in 2017/18; and
 - a corresponding £240m reduction, nationally, in the New Homes Bonus Grant. Further to this the Government is also introducing a new reduction by applying a baseline for housing growth of 0.4% of the prior year's Band D properties.
- 1.3 The net impact of the Provisional Finance Settlement for Manchester was an overall reduction in funding of £1.2m over the three-year period to 2019/20.
- 1.4 Changes to early years and schools funding have also been announced and are out to the second consultation stage. The launch of the second stage consultation on a schools national funding formula is a key development and has significant implications for schools in Manchester who are likely to see a reduction in their budgets over the next three years.
- 1.5 The Provisional Settlement also confirmed the intention to move to 100% business rates retention by 2020/21 and that this will be piloted in a number of areas, including Greater Manchester, from 2017/18.
- 1.6 The medium term financial strategy 2016/17 to 2019/20 reported to Executive on 11 January takes in to account the Provisional Finance Settlement and further refinements to the assumptions regarding pressures and resource availability, most notably around business rates, council tax, capital financing and commercial income from the airport dividend. This has resulted in a forecast budget gap of around £30m for the three-year period to 2019/20. The draft savings proposals to address the funding gap were also presented as part of the medium term financial strategy. The figures remain subject to change prior to February Executive.

2 The Financial Position 2016/17 to 2019/20

2.1 The City Council has accepted the Government's offer of a four-year financial settlement for the period 2016/17 to 2019/20. This was confirmed by Government following the publication of the Council's Efficiency Plan and accompanying suite of reports in October.

2.2 As stated previously the budget position has been revised for a number of factors since the initial forecast reported to this Committee in December and these are outlined in the paragraphs below.

2.3 The overall impact of the Provisional Finance Settlement has been minimal with the changes to the budgeted position being as follows:

- A reduction in New Homes Bonus grant of £3.6m in 2017/18 and £1.2m in 2018/19 and 2019/20 respectively.
- Inclusion of Adult Social Care Support grant of £2.7m in 2017/18 only.

The net effect of these two adjustments in 2017/18 is a reduction in funding of £0.9m for Manchester. The ability to increase Council Tax by 5% in 2017/18 rather than 4% results in additional income in 2017/18 of £1.329m. However by the end of the three year period the Council Tax increases have a neutral effect and overall the council is £1.2m worse off.

2.4 There has been a full review of how the resources available are utilised to support the financial position to best effect. The growth in the City is starting to generate additional revenue. This includes £8.374m additional airport dividend announced in August and November of this year, which will be used to support the revenue budget alongside the decision to utilise £6.76m of the Airport dividend that is currently used to support the capital investment to support the revenue budget. More volatile one off income - such as collection fund surpluses - will be used to support investment in its place. The policy on the amount of funding the council has to set aside to repay debt will be revised with c£5m per annum now available to support the revenue budget. Finally, commercial income, including from an increase in business rates activity is likely to continue to grow and this has been factored into the budget.

2.5 The increasing resources generated locally will underpin a more stable funding base for the revenue budget and mitigate the scale of the budget reductions required over the next three years.

2.6 The net result of the above is that the council now needs to find budget reductions of c£30m over the three year period.

2.7 This current forecast position assumes the full year effect (FYE) of savings agreed for 2016/17 are delivered and these are included within the figures below. The total additional FYE savings included for 2017/18 are £3.326m with a further £1.864m in 2018/19. Details of these can be found in the accompanying Directorate Budget Reports. The overall financial position is

summarised in the table below and the assumptions are set out in the paragraphs which follow.

**Table 1: Resources Requirements against Resources Available
2016/17 to 2019/20**

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Resources Available				
Revenue Support Grant	113,768	90,152	73,740	57,041
Business Rates	165,571	170,654	186,958	194,597
Council Tax	136,617	141,664	150,195	157,013
Public Health Funding and Other Non-ringfenced Grants	78,128	76,210	79,645	87,674
Dividends and Use of Reserves	34,432	46,471	44,471	44,471
Total Resources Available	528,516	525,151	535,009	540,796
Resources Required				
<i>Corporate Costs:</i>				
Levies/Charge, Contingency, Capital Financing and Transfer to Reserves	122,504	122,318	124,786	126,335
<i>Directorate Costs:</i>				
Directorate Budgets (including 2016/17 pressures and inflationary budgets yet to be allocated, and other costs such as additional allowances, other pension costs and insurance)	406,012	417,336	433,309	446,218
Total Resources Required	528,516	539,654	558,095	572,553
Budget Gap	0	14,503	23,086	31,757
In Year Savings required	0	14,503	8,583	8,671

- 2.8 The draft savings proposals for each Directorate are shown in the table below. These total £31.757m over the period 2017/18 to 2019/20 and are in addition to the £5.2m full year effect of 2016/17 savings already included in the base budget position.

Table 2: Savings Options

	2017/18	2018/19	2019/20	FTE
	£,000	£,000	£,000	Impact (Indicative)
Adults	5,000	8,000	12,000	0
Children's	1,221	1,441	1,621	19
Corporate Core	5,481	8,406	10,566	54
Growth and Neighbourhoods	1,490	2,710	7,220	3
Strategic Development	350	350	350	1
Total Savings identified in latest schedules	13,542	20,907	31,757	77

- 2.9 The Adults savings are to be met by a reduction to the Health and Social Care pooled budget through a strong focus, enabled by the Transformation Fund work, on providing the transformation that will deliver more sustainable health and social care models.
- 2.10 In addition there are significant demographic pressures on Adult Social Care, over and above those which have been built into the budget. These total £4.68m for 2017/18 rising to £4.82m by 2018/19. These additional pressures are also to be met from within the Locality Plan resources. The net impact on the Locality Plan is that savings of £9.68m will be required next year (to cover the savings target and pressures) rising to £16.82m by 2019/20.
- 2.11 The Children's savings to support the budget gap are net of £2.9m savings which will be retained by the directorate to reinvest in the Looked After Children's Investment Fund.

Balancing the Budget Each Year

- 2.12 After taking account of the savings proposals a small gap remains of £0.961m in 2017/18 and £2.179m in 2018/19. It is proposed this is met by using General Fund in 2017/18 and Capital Fund in 2018/19.

Table 3: Remaining budget gap

	2017/18	2018/19	2019/20
	£'000	£'000	£'000
Budget Gap	14,503	23,086	31,757
Savings Proposals	(13,542)	(20,907)	(31,757)
Revised total	961	2,179	0
Use of Reserves / (transfer to reserves)	(961)	(2,179)	
Total	0	0	0

3 Scrutiny of the Executive's Draft Budget Proposals and Directorate Budget and Business Plans, including Delivery Plans

- 3.1 At their meetings on 6-8 December, all six Scrutiny Committees considered savings options developed by Officers and were asked to rank which options they believed the Executive should only consider should savings of more than £40m be required or those options that the Executive should only consider if all options were required to be taken forward, and no alternatives could be found. The recommendations made by this Committee on the options within their remit are set out at appendix 1.
- 3.2 The Executive's draft budget proposals were agreed on 11 January and were developed with reference to recommendations made by Scrutiny Committee on the officer savings options, as well the budget options consultation which closed on 15 December (a report on this consultation is attached as appendix 2). As stated previously, these draft proposals include £31.757m of savings in addition to the £5.2m full year effect of 2016/17 savings already included in the base budget position. In addition to revenue savings proposals, the Executive also considered the draft Capital Strategy, which sets out how the Council will seek to align its capital resources to support the Our Manchester strategy priorities.
- 3.3 The Draft Directorate Budget and Business Plans and accompanying Delivery Plans for the **[Corporate Core and Strategic Development]** are attached for the Committee's consideration. These reports contain details of the directorate's draft budget and revenue savings proposals and how the directorate will support the delivery of the Council's priorities as set out in the Our Manchester Strategy. A consolidated list of all of the Executive's draft budget proposals detailing which officer options have been rejected by the Executive, and which options have changed and have been taken forward into draft proposals – is attached at appendix 3 so that Members can understand the budget proposals in their entirety. This schedule also lists the portfolio holder and Scrutiny Committee for each of the draft proposals.
- 3.4 The Committee is invited to consider those draft proposals which are within its remit, as well as the draft directorate budget reports and business plans and to make recommendations to the Executive before it agrees the final budget proposals on 8 February. The Committee's recommendations regarding the Council Tax Support Scheme were reported to the Executive on 11 January.

4. Next Steps including Consultation

- 4.1 The third and final phase of the budget consultation - focusing on the Executive's draft budget proposals - will run from 3 January until 10 February.
- 4.2 As set out above, the Executive will agree its final budget proposals on 8 February and recommendations made by the six scrutiny committees on the draft proposals will be taken into account by the Executive as part of its decision making process. These final proposals, and the outcome of the final stage of the budget consultation, will be considered by the Resources and

Governance Scrutiny Committee at its special budget meeting on Monday 20th February. Chairs of the other five Scrutiny Committees will be invited to attend this meeting to articulate the views of their Committee regarding final proposals. The Council will then make its final decisions and will set the budget on 3 March.

Date	Milestone
31 January – 2 February	Scrutiny Committees scrutinise the Executive's draft Budget proposals and make recommendations to the Executive's budget meeting on 8 February
8 February	Executive agrees final budget proposals
10 February	General Budget Consultation Closes
20 February	Resources and Governance Budget Scrutiny Meeting to consider final outcomes of the budget consultation
3 March	Council sets the budget for 2017/18 – 2019/20

Appendix 1

Resources and Governance Scrutiny Committee – Budget Process and Options December 2016

Decisions:

In respect of the Corporate Core Directorate Budget and Savings Options 2017/18-2019/20 options which fell within the Committee's remit the Committee:

1. Supported all of the service efficiency savings options contained within the Corporate Core Budget including for HROD, Cross Directorate Employee Related Budget, Policy, Reform and Innovation, Legal and Democratic Services, Audit, Risk and Resilience, Corporate Procurement, Customer Services, Financial Management, Shared Service Centre, Revenues and Benefits, Cross Directorate Non Employee Related Budgets.
2. Supported the service reductions savings options for human resources, legal and democratic services, communications, and revised HR policy and processes.
3. Did not support the service reduction savings option for Policy, Reform and Innovation, and Performance Research and Innovation. The Committee requested that they be categorised as Option A. Options which should only be considered by the Executive if the overall level of savings required exceeds £40m. The Committee requested instead that officers reconsider further service efficiencies to be gained by combining these work areas and which would not detract fully from the services currently offered.
4. Supported the service efficiency savings option for ICT which included revenue savings through reduction in contract costs, reduction in maintenance and refresh of ICT equipment, revenue savings through reduce maintenance/licensing cost following capital investment and travel reductions across the Council from collaboration technology. The Committee did not support the service efficiency saving option for ICT which included staffing reduction following implementation of ITSM and requested that this be categorised as Option A. Options which should only be considered by the Executive if the overall level of savings required exceeds £40m.
5. Did not support the service reduction savings option for the Council Tax Support Scheme and Welfare Provision Scheme and requested that both be categorised as Option B: Options which should only be considered by the Executive if the level of savings required means that all options have to be taken forward, and no alternative savings can be found.

In respect of the Strategic Development Directorate Budget and Savings Options 2017/18- 2019/20 options which fell within the Committee's remit the Committee:

1. Supported the efficiency and improvement savings options for operational estate and facilities management.

2. Did not support the service reduction savings option of staffing reductions and endorsed the recommendation of Economy Scrutiny Committee. The Committee requested that this option be categorised as Option B: Options which should only be considered by the Executive if the level of savings required means that all options have to be taken forward, and no alternative savings can be found.

In respect of the Growth & Neighbourhoods 2017/18 - 2019/20 savings options which fell within the Committee's remit the Committee:

1. Supported the efficiency and improvement savings options for business units

2. Did not support the service reduction savings option for reviewing the viability and operating models for Wythenshawe and Harpurhey Markets. The Committee instead asked that a review be carried out which included consideration of capital investment to improve the offer of both markets and the potential for this to increase the Councils revenue income.

**Manchester City Council
Report for Information**

Report to: Executive – 11 January 2017
Subject: Outcome of the Budget Options Consultation
Report of: The City Solicitor

Purpose of Report

The paper details the feedback received budget options consultation – the second phase of the Council’s budget consultation for the three year budget, 2017/20. The paper also outlines the next steps for the final phase of the consultation on the draft Budget proposals.

Recommendations

Members are asked to note the report.

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	Taking an Our Manchester approach the budget consultation approach understands: <ul style="list-style-type: none"> • What is important to Manchester people, why and what they could to support what they value. • Views on the budget options • Views on the proposed budget. The feedback from this will help to shape the budget setting process for the next three years and how collectively we can work together to achieve the Manchester Strategy outcomes.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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

- Equal Opportunities Policy
- Risk Management

- Legal Considerations
-

Financial Consequences – Revenue and Capital

None arising directly from this report.

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Background documents (available for public inspection):

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

1. Introduction

1.1 This year the Council has taken a more participatory and strengths based approach – an Our Manchester approach - to budget engagement, which has significantly extended the period for engagement and formal consultation. In setting a three year budget there was a clear requirement for the communication and engagement approach, and the number of people engaged, to grow in line with the scale of the decisions being made. To do this the approach needed to be innovative and fundamentally different to set the different tone in line the Council’s Our Manchester way of working.

1.2 To enable this approach the consultation process has been split into three distinct phases:

1.	21 July – 16 September	Budget Conversation: early engagement with a strengths based conversation
2.	3 November – 15 November	Budget options consultation – have your say on our options
3.	3 January – 10 February 17	Budget Consultation – have your say on our proposed budget

1.3 The first phase – Our Budget Conversation - was conversational and more informal – encouraging conversations to take place across a number of channels, that people want to use, rather than focus solely on a survey. The eight week budget conversation provided a clear understanding about what services and places are valuable to Manchester people. Many also gave their views about what they are their communities could do to support and improve their city. Over 2,000 people responded to the questionnaire, on line or postal paper copies, with thousands more sharing their views through social media and at local events.

1.4 The agreed objectives of the budget consultation engagement for all phases are:

To deliver broad awareness of:

- The shared vision for the city as outlined in the Our Manchester Strategy
- The benefits of working together to deliver the city’s shared ambitions and meet the challenges using an Our Manchester approach
- How the Council is funded
- How the Council’s budget is currently spent
- The scale of the budget challenge faced by the Council – both in increasing demand and decreasing resources
- The breadth of services the Council provides
- The emerging budget strategy and options

To provide opportunities for residents, businesses and other stakeholders to:

- Talk about the services and things the Council does that they value
 - Provide ideas about what the Council could do differently
 - Provide ideas about what they, their community, their neighbourhood, local businesses or other public services could do differently to support the services they value
- 1.5 The second phase of the consultation was live between 3 November and 15 December. Two further statutory consultations were also running at the same time. The consultation for the proposed changes to the council tax support scheme, also ended on 15 December and a consultation for changes to Sure Start, is running until 10 January 2017. A separate paper outlines the results of the council tax support scheme consultation.
- 1.6 This second phase asked people for their opinions on the wide range of options developed by officers. This approach was designed so that there is a clear understanding of the views from all our stakeholders about which of the options should be developed into budget proposals. The proposals developed will be informed by both of the previous phases of consultation.
- 1.7 Following the final phase, time will be taken to explain the outcomes of this consultation exercise, taking a 'you said we're doing' approach. This will detail the outcomes and impact of the consultation process, reflecting back on what was heard, as well as thanking people for participating in the Council's budget process.

2. Methodology

- 2.1 A key part of the communications strategy for phase 2 of the budget consultation was targeted communications activity to ensure a range of responses that reflect the demographic make-up of the city. Whilst the approach has been primarily digital, there is also a range of other supporting communications activity.
- 2.2 Engagement in the consultation and responses have been gathered by the use of what could now be termed standard communication channels for consultations. This includes an online questionnaire supported by web content and a social media campaign across a range of platforms using a mix of organic, boosted and paid-for targeted posts, supported by engaging digital content with images, films and animations.
- 2.3 To support this approach, however, a printed questionnaire using a typologies approach to target over 8,000 people areas with higher percentages of BME, older residents or where there has previously been a low response rate has also been distributed straight to the households across the city.
- 2.4 During phase one, the distribution of a small number of paper questionnaires (950) to areas of the city where a) response to consultations had historically been low and b) there were a significant percentage of older residents less likely to engage through digital channels, was tested. While overall response rate was low at 6.2%, the approach did increase the percentage of respondents from

older age brackets and the percentage stating they were disabled compared with online responses.

2.5 Over 8,000 printed copies were delivered to homes in:

- Moston
- Gorton North
- Brooklands
- Charlestown
- Longsight/Rusholme
- Moss Side
- Whalley Range
- Cheetham

2.6 A further 2,300 copies were distributed through the Customer Service Centre, councillors and libraries.

2.7 The approach for phase two also incorporated targeted media and broadcast coverage. During December an editorial featured in the Asian Leader, a free paper distributing 10,500 copies in areas with high numbers of BME residents. Communications worked with All FM and Asian Sound radio to include live reads and associated social and digital media coverage across their networks.

2.8 In addition, Communications worked with a large range of community and voluntary groups to ensure the opportunity to engage with the budget consultation was highlighted through their existing communications channels.

2.9 Finally, a key part of the digital activity on Facebook was paid-for, targeted posts to key demographics. This targeting was identified in response to weekly updates on the demographic data of those responding and targeted the geographical areas and demographics that are underrepresented in survey responses.

3. Engagement

3.1 **Web content and engagement** - responses have been gathered via an online questionnaire on the Council's website and via social media. This has been promoted using offline channels including media coverage and print, including posters in key council locations such as libraries. Stakeholders were signposted to a range of online content including:

- An overview of the budget setting and budget engagement processes
- Plain English summaries of the budget options developed by officers
- Budget animation explaining where the Council's budget comes from, how it is currently spent and the size of the gap
- Talking head films from the Leader and scrutiny chairs encouraging people to share their views on the options.
- A summary of what we heard through the first phase – the budget conversation.

- 3.2 17,446 unique visitors were driven to the budget web content, this includes the visits to the Council Support Scheme consultation as well as Sure Start content. The most successful channels for driving web traffic were the Council's e-bulletin and Facebook.
- 3.3 **Online Questionnaire** – 6,457 visited the specific options questionnaire pages. The questionnaire was completed by 1,400 people – a completion rate of 21.6%.
- 3.4 **Social Media** – the options consultation has been promoted on Facebook, Twitter, LinkedIn and Instagram inviting people to leave their comments and signposting them to the online survey. Posts include a mix of content (an animated budget overview, images and talking head films. Across all social media channels 98 organic (free messages using corporate channels) budget messages were posted with a resulting 39,336 interactions (comments, likes, favourites, shares, reactions or video views).
- 3.5 The budget animation and the shorter clips of the animation, explaining how the budget is spent and the scale of the savings required, were watched over 35,565 times. The talking head films received a further 4,829 views.
- 3.6 A small amount of targeted paid for social media activity also took place. 16 messages were posted with an overall reach (the number of times it appeared in people's social media feed) of over 280,000. This resulted in a further 126 comments and 28,162 interactions. This approach also resulted in an additional 27,000 views of the video content created.
- 3.7 Facebook has again been the most successful social channel for driving reactions, comments and shares. There has been less conversation in the social media comments in this phase compared to the first phase. This was intended as the predominant call to action was to complete the online questionnaire rather than promote a broader online conversation. In general, feedback from social media was more driven by the topic of the first person commenting – for example if the first commenter mentioned bins then it was likely that the remaining comments were also about bins.
- 3.8 In total 313 comments, from both organic and targeted activity, were made. The list below outlines the most mentioned topics:
- Council salaries, pay cuts and member expenses
 - Consultation and transparency of decisions
 - Waste collection and street cleaning
 - Road maintenance and alterations
 - Christmas expense
 - Social care
 - Town Hall refurbishment
 - Events e.g. homecoming parade
 - Council tax collection and support

- Homelessness
- Alternative cuts or options e.g. selling assets or efficiencies

3.9 **Printed questionnaires** - In order to boost responses from older people, BME and areas that have been previously underrepresented over 8,000 printed questionnaires were delivered homes in nine wards. This approach was designed using the communications typologies research, which understands residents' communication preferences. 306 completed questionnaires have been returned – a response rate of 3.8%.

3.10 In total, including the digital questionnaires, 1,706 people responded to the consultation.

4. Questionnaire analysis

4.1 The complete analysis of the options with comments from respondents can be found in appendix one. The following outlines the headlines from the responses.

4.2 Throughout the consultation the options which respondents were most likely to agree or strongly agree with largely remained the same. Respondents tend to chose the 'back office options' or options that they consider to a wasteful way to spend money over those that they consider to directly impact vulnerable people or the services they value the most. The table below outlines the top ten options people were most likely to strongly agree or agree with.

Options	% strongly agree or agree
Schools and education – option 3 Reusing school sites	94%
Council offices and buildings – option 1 Reviewing council offices	92%
Leisure and parks – option 4 Renewable energy leisure centres	89%
Leisure and parks – option 2 Shared back office for sports and leisure	84%
Bins and recycling – option 1 Increasing recycling	76%
Services that keep the Council running - option 7 Contract management	76%
Leisure and parks – option 3 Commissioning of Leisure Services	70%
Services that keep the Council running - option 9 Financial management	70%
Council tax – option 1 Changes to council tax services	65%
Neighbourhoods and events – option 2 Christmas lights	63%

- 4.3 The options which respondents most strongly disagree or disagree with tend to be those that impact vulnerable people most or those that impact the services they care about, such as place based services. This does correlate with the responses received in phase one of the budget conversation. The table below outlines the top ten options people were most likely to strongly disagree or disagree with.

Options	% strongly disagree or disagree
Neighbourhoods and events – option 8 Community Safety	71%
Services that keep the Council running – option 4 Reducing prosecutions	70%
Neighbourhoods and events – option 4 Work and Skills budgets	70%
Neighbourhoods and events – option 5 Emergency Welfare grants	69%
Neighbourhoods and events – option 3 Neighbourhood Investment Fund	67%
Children services – option 4 Children’s Centres	63%
Neighbourhoods and events – option 10 Work and skills team	61%
Neighbourhoods and events – option 9 Neighbourhoods staffing	54%
Leisure and parks – option 5 Grounds maintenance	54%
Council tax – option 2 Council Tax support	53%

5. Demographic analysis

- 5.1 Given the objective to improve the representation of responses and the additional channels used to do this, the demographic analysis of respondents is particularly important. Once again the demographic characteristics of the respondents to the survey were compared to those of the population using Census data. A higher proportion of respondents to date for this phase are male (51%) than the population (49.8%). More females responded to the phase one budget conversation.
- 5.2 The age profile of respondents is once again more clustered to the middle age bands with young people aged 16-25 and those ages over 75 slightly under-represented. The response rate, however, from these groups has improved from the first phase of the consultation. 16-25 response rate was 4.7% in phase one, increasing slightly to 5.8%. For the over 75s the response rate has improved from 1.3% in phase one to 4.1% in this phase. Respondents to the postal survey were more clustered to the older age bands and were significantly

more likely to be disabled (20.4%) than respondents to the online survey (11.2%).

- 5.3 By ethnicity those in the white British group are again over-represented at 80.8% compared to 59.3% of the population. This over representation has, however, reduced from 84% in phase one. Those in the Other Black demographic are also slightly over-represented following small improvements in the response rate. Postal respondents were more likely to be from ethnic minority groups than online respondents with a high proportion of Pakistani (10.8%) and African (5.4%) minorities.
- 5.4 The e-bulletin, social media activity and the paper questionnaire has been targeted at previously underrepresented areas and communications activity continued to target these areas as the consultation continued. Whilst still underrepresented there have been improvements in the response rates from some wards compared to the previous phase of consultation. For example Cheetham, Moston, Charlestown and Gorton North have all seen improvements in numbers of responses.

6. Next steps and the final phase of the consultation

- 6.1 Over 3,700 people have responded to the first two phases of consultation and thousands more in social media. The final phase of the budget consultation goes live on 3 January 2017 and runs until 10 February, focusing on the draft budget proposals included in the agenda for this meeting. However, the conversation does not stop there: as part of the Our Manchester approach, the Council will continue to consult and engage with residents and other stakeholders in new and innovative ways about how best to collectively work together to deliver the priorities for the city.
- 6.2 This phase of the budget consultation is the next stage of a process which began nearly six months ago to ask residents and stakeholders about their priorities for the Council's budget. So the approach to the third phase of consultation will be to provide the latest information about the Council's financial position, what has changed since the options were published and inviting comments on the draft proposals in their entirety.
- 6.3 The engagement methodology will once again be targeted to encourage a representative sample of residents and businesses, with both paper and digital options. Different areas of the city will be targeted for the postal questionnaire, again using the communication typology information to boost representation. In addition, further engagement will be undertaken with key groups, particularly those which are under represented, including young people, to ensure that feedback is received from as many groups as possible before proposals are finalised.
- 6.4 The consultation will be promoted to businesses as well as residents and will ensure that the Council is compliant with its statutory duty under the Local Government Finance Act 1992 to consult with persons or bodies appearing to them to be representative of persons subject to Non-Domestic Rates (also

known as Business Rates) in their area, about their proposals for expenditure for the forthcoming financial year.

- 6.5 Specific consultation will also be undertaken for staff and partners. Staff engagement sessions, led by directorates will start on 3 January and more generally staff will be encouraged to respond to the questionnaire. Partner engagement will be led by the appropriate Strategic Director.

7. Conclusion

- 7.1 Executive is asked to note and comment on the budget consultation process and proposed next steps.

Appendix one – questionnaire analysis

1. Bins and recycling

1.1 Residents were asked whether they agree with the following:

‘Option 1: Increase recycling, saving up to £2.2million over three years. Changes we’ve already made to the size of bins will save £1.3million next year. We could save another £900,000 a year by working with people to recycle more and put less into grey bins’

1.2 Over three quarters (76%) of respondents agreed or strongly agreed with the proposal. 18% disagreed or strongly disagreed. Those living in the City Centre were significantly more likely to strongly agree with the proposals than those living in other areas.

Extent agreeing with proposal	Count	%
Strongly agree	816	49%
Agree	456	27%
Neither agree nor disagree	102	6%
Disagree	148	9%
Strongly disagree	158	9%
Total known	1,680	100.0%
Don't know	14	-
No response	12	-

1.3 The main reason for agreeing with the proposal was to protect the environment (cited by 29%). A further 19% cited reasons of common sense citing both environmental and fiscal reasons:

‘There seems to be no reason to not recycle all that we can if it also saves us money’.

1.4 Just over a tenth (11%) had some concerns and felt various things need to be put in place for it to work. Some were concerned over the lack of plastic or other types of recycling:

‘Smaller grey bins are not currently working because people are not recycling more or because the type of rubbish they produce is not currently recyclable. More resources need to be put into finding out what all this non-recyclable rubbish is and how it can be recycled.’

1.5 7% focussed on the cost savings from recycling:

‘I feel improving recycling is a positive step to make to save money, rather than just cutting services and other organisations having to pick up the slack’

1.6 The main reason for disagreeing with the proposal, cited by 13% was the view that the current bins were already too small. 7% felt it would encourage more fly tipping:

'The smaller bins have already increased fly tipping in some areas. Recycling centres are too spread out across the city and not easy access for those without cars, the elderly and disabled. Often clothes recycling and recycling centres are overflowing onto the pavement before collection and this encourages tipping also as emptying them is not timely.'

- 1.7 People were asked how the changes would affect them personally. Just over two fifths (42%) cited a positive impact; 50% cited a negative impact and 8% a neutral impact.

Positive impact	Count	%
A better environment	128	15%
Cost savings	70	8%
Positively	68	8%
More responsible community	38	4%
Better educated community	26	3%
Reduced littering	24	3%
Increased employment	2	0%
Negative impact		
Increased fly tipping/rubbish	334	39%
Not practical for me to implement	33	4%
Issues with neighbours/shared facilities in flats	22	3%
Negatively	14	2%
More work sorting rubbish	8	1%
Untidy - too many bins	6	1%
More trips to tip	4	0%
Neutral impact		
Other	3	0%
No impact	68	8%
Total	848	100%
Unrelated comment	110	-
Don't know	27	-
Blank	721	-

- 1.8 Positive impacts included a better environment cited by 15% of respondents. Almost two fifths of respondents felt their neighbourhood would be impacted by more fly tipping/rubbish as a result:

'Cuts to household waste collection services, such as reducing amount / frequency of general waste collections, will further increase the vermin problems in my densely populated community'

2. Leisure and parks

- 2.1 The table details residents' views on the five options. Option 4, to invest in ways to save energy was the most popular with 88% of respondents strongly agreeing or agreeing with this option. Option 2 to share office and management costs was also popular with 82% agreeing with this option. Over two thirds (71%) of respondents agreed with option 3, to commission leisure services directly. Just over half (51%) of respondents agreed with option 1 to review the

contract for community sport and leisure. Option 5, to reduce grounds maintenance was the least popular with 29% agreeing with this option.

	1. Review contract		2. Share office and management costs		3. Commission leisure services differently		4. Saving energy		5. Reduce grounds maintenance	
	Count	%	Count	%	Count	%	Count	%	Count	%
Strongly agree	336	22%	621	38%	439	28%	888	55%	190	12%
Agree	449	29%	748	46%	660	42%	549	34%	283	18%
Neither agree nor disagree	305	20%	136	8%	301	19%	102	6%	280	17%
Disagree	286	18%	83	5%	103	7%	53	3%	475	30%
Strongly disagree	172	11%	34	2%	51	3%	32	2%	380	24%
Total	1548	100%	1,622	100%	1554	100%	1,624	100%	1,608	100%
Don't know	117	-	47	-	98	-	37	-	60	-
Blank	41	-	37	-	54	-	45	-	38	-

2.3 Respondents were asked to describe why they agreed or disagreed with these options. The table outlines the main reasons given:

	Count	%
Agree need to make efficiency savings	273	27%
Sports facilities are essential	220	21%
Maintenance needs to be prioritised	178	17%
Lack of information on which to base decision	110	11%
Energy saving investment is important	54	5%
Risk of under valuing of leisure services	45	4%
More sports and leisure facilities should be paid for by users or privatised	39	4%
Other	39	4%
Need to improve contracting	21	2%
No opinion	16	2%
Sports facilities are not a priority	15	1%
Need to maintain public sector involvement	10	1%
Need to increase community involvement	7	1%
Total	1027	100%
Don't know	8	-
Blank	671	-

2.4 Over a quarter of respondents recognised the need to make efficiency savings in this area:

'I want the maximum savings to be made with the minimum job loss and reduction in services.'

2.5 Over a fifth of respondents reiterated the importance of sport & leisure services:

'Reducing spending on affordable community leisure services will simply transfer the cost to the Health budget due to poorer health, obesity, mental health issues and poor well being'.

- 2.6 There was a degree of concern about option five with 17% of respondents concerned that it would affect both the appearance of green spaces and about the loss to older residents.

'Not maintaining areas such as bowling greens has a massive effect on older people who depend on these sorts of leisure activities to avoid social isolation - which ends up costing more in social care/hospital costs'.

- 2.7 5% of respondents were positive regarding the potential for energy savings in Option 4.

'Don't think we should cut funding, or share facilities. But do think we should invest in cheaper cleaner energy for all our buildings where possible'.

- 2.8 4% of respondents cited concerns over the under-valuing of leisure services in option 1:

'Option 1: when contracts are reviewed you sometimes get organisations submitting realistic bids which result in their staff working longer hours for less pay and fewer services'.

- 2.9 Residents were asked how the changes would affect them personally. 16% cited a positive impact; 65% cited a negative impact and 20% a neutral impact.

	Count	%
Positive impact		15%
Better use of money	62	9%
Improved services	25	4%
Positive impact	13	2%
Improved environmental sustainability	8	1%
Negative impact		65%
Poorer services	307	45%
Reduced maintenance & reduced local pride, safety concerns	88	13%
Lack of information	21	3%
Greater public contribution to costs and/or maintenance	14	2%
Job losses	12	2%
Neutral		20%
no impact	112	16%
unrelated comment	23	3%
Total	685	100%
Don't know	51	-
Blank	969	-

3. Bereavement services

- 3.1 Residents' were asked for their views on the following option:

'Increase income from bereavement services, saving £160,000 over three years. We could invest £20,000 in improvements to the service to increase the number of burials and cremations undertaken. This could increase the service's income by £60,000 per year'.

- 3.2 Just under two thirds (62%) of respondents agreed or strongly agreed with the proposal. 14% disagreed or strongly disagreed. Younger age groups were more likely to agree with the proposal with 60% of those aged 26 to 39 and 58% of those aged 40 to 64 in agreement compared to 48% of those aged 60 to 65 and 47% of those aged 75+.

Extent agreeing with proposal	Count	%
Strongly agree	397	26%
Agree	568	37%
Neither agree nor disagree	357	23%
Disagree	137	9%
Strongly disagree	88	6%
Total known	1,547	100%
Don't know	135	-
Blank	24	-

- 3.3 The table below details the reasons provided for agreeing/disagreeing with the proposal.

	Count	%
Agree		58%
Yes - Cost effective option	302	38%
Yes - Services will improve	80	10%
Yes - if savings are through growth not cuts or increased cost to services	79	10%
Yes - it has less priority than other services	2	0%
Not sure		22%
Not sure - Lack of information on which to make decision	166	21%
No opinion	10	1%
Disagree		20%
No - Don't agree with charging more for burial	99	12%
No - Don't agree council should be focussing on this area	52	6%
No - Lack of money saved	13	2%
	803	100%
Unknown	4	-
Unrelated comment	17	-
Blank	882	-

- 3.4 For 38% of respondents it represented a cost effective option. A further 10% however qualified this response with the proviso that savings would need to be made through growth rather than cuts or increased costs of services A fifth of respondents disagreed with the proposals, often due to concerns about increased costs.

'Agree, as long as affordable burials/cremations are available to the public. It's already too expensive to bury someone'

4. Neighbourhoods, people and events

4.1 The table below details respondents views on the twelve options. Respondents most strongly agreed with the proposals to reduce Christmas lights and celebrations with 63% in agreement with this option. Levels of disagreement were highest with proposals to reduce funding for local work and skills projects and to reduce staff costs in community safety and compliance.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Option 2 Reduce Christmas lights	35%	28%	6%	16%	14%
Option 11 Reduce contributions to partners	23%	36%	19%	15%	7%
Option 7 Review markets	20%	33%	18%	18%	11%
Option 1 Reduce events funding	24%	28%	11%	22%	15%
Option 6 Change management	17%	35%	24%	15%	9%
Option 12 Review animal welfare	17%	22%	17%	24%	20%
Option 9 Reduce staff costs in neighbourhoods	10%	21%	15%	31%	23%
Option 10 Cut staff in work and skills	9%	16%	13%	34%	27%
Option 3 Reduce neighbourhood investment funds	8%	14%	10%	35%	32%
Option 5 Reduce emergency welfare grants	10%	10%	10%	27%	42%
Option 4 Reduce funding for work and skills	8%	12%	10%	34%	36%
Option 8 Reduce staff costs in community safety	7%	11%	11%	34%	37%

4.2 The table below details the reasons provided for agreeing/disagreeing with the proposals.

	Count	%
Agree with proposals		12%
Generally agree	42	5%
Agree with 2 - Lights not essential	27	3%
Agree with 2 - Santa not essential	24	3%
Agree with 1 - Don't need events/need fewer events	11	1%
Disagree with proposals		29%
Generally disagree - cuts will reduce quality of life	79	9%
Disagree with 10 - Employability support saves money in long term	69	8%
Disagree with 1 - Do not cut events - events have wider impact	43	5%
Disagree with 12 - Animal welfare is important	36	4%
Generally disagree - False economy to make cuts	28	3%
Disagree with 1 - Maintain Xmas Lights	2	0%
Views on priorities		48%
Focus on supporting communities/ Neighbourhood services a priority	102	12%
Focus available funds on those most in need	80	9%
Spend on people not events	67	8%
Find other (private) sources of funding	62	7%
Invest where it delivers returns/ value for money	30	3%
Cut higher management costs and bureaucracy	26	3%
Support people rather than animals	19	2%
Need to maintain minimum standards on streets	16	2%
Increase productivity	11	1%
Shift spend to neighbourhoods from city centre	9	1%
Cut services that have less impact	2	0%
Do not know		10%
Not enough information provided	64	7%
Other	22	3%
Don't know	5	1%
Total	876	100%
Unrelated comment	28	-
blank	802	-

- 4.4 12% of respondents agreed with one or more of the proposals, in particular the proposals to reduce Christmas lights and events funding. Many respondents suggested the need for more private sponsorship. However, 5% thought that the Council should consider the wider impact of funding for events and Christmas celebrations:

'Events and Christmas celebrations contribute to Manchester's reputation and draw in income and investment - cutting these would be financially counterproductive'

- 4.5 29% of respondents expressed disagreement with one or more of the proposals. 8% of respondents felt strongly that work and skills support should be prioritised:

'Cutting initiatives for things like work and skills will be a major blow and will affect how we support people getting back into work, especially when people are being encouraged to work as a consequence of welfare reforms'

- 4.6 12% considered that the Council should focus support on supporting local communities:

'I believe that the community of Manchester is extremely important. To withdraw funding from this area would leave the local support groups floundering and could eventually leave us all in a worse state. It is important for local groups to feel that they have the council's blessings and support.'

- 4.7 9% of respondents considered that decisions should be governed by the need to protect those most in need:

'All of these are tough decisions. We must protect the vulnerable, especially those who have, through no fault of their own, found themselves in difficult circumstances. We should attempt to protect staff. A loss of experience and expertise will cause harm. It will also result in us having to support those who have lost jobs. Where possible we should work with partners to reduce the amount of money they need from us, this includes community groups and event organisers.'

- 4.8 Respondents were asked how these changes would affect them personally:

	Count	%
Negative impact		68%
Reduced quality of life and long-term impact on communities	203	36%
Increase disaffection in community	46	8%
Impact on clean streets and the environment	44	8%
Impact felt by most disadvantaged	23	4%
Animal welfare issues	20	4%
Reduced ability to meet local needs	19	3%
Negative impact on the economy	15	3%
Increase in homelessness and health problems	5	1%
Negative impact on image of Manchester	4	1%
Impact on peoples' ability to find work	3	1%
Positive impact		17%
Increased efficiency by controlling costs / attracting more private sector investment	41	7%
Improvements to neighbourhood	7	1%
Improvement in image of city and environment	2	0%
No impact		8%
No impact	46	8%
Do not know		15%
Lack of information	11	2%
Don't know	39	7%
Other	33	6%
Total	561	100%
Blank	1145	-

- 4.9 Just over two thirds of respondents considered the proposals would have a negative impact. Seventeen percent of respondents considered the proposals would have a positive impact mainly through increased efficiency.

5. Children's services

5.1 The table below details respondents' views on the six options. Respondents most strongly agreed with option 1, to safely reduce the number of children in care and families needing support with 63% agreeing with this option. Levels of disagreement were highest with option 4 to reduce children's centre services and locations with 63% disagreeing with this option.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Option 1 Reduce number needing support	28%	35%	8%	13%	17%
Option 5 Change youth and play services	12%	48%	2%	25%	12%
Option 3 Reduce services for very young children	9%	49%	2%	30%	10%
Option 6 Change short breaks for children	16%	27%	14%	19%	24%
Option 2 Reduce health visitors	17%	26%	13%	23%	21%
Option 4 Reduce children's centres and locations	9%	15%	13%	30%	33%

5.2 The table below details the reasons provided for agreeing/disagreeing with the proposals.

	Count	%
Agree		26%
Agree with need for greater efficiency	87	11%
Agree with option 1	43	5%
Parents need to take more responsibility	29	4%
Agree with efficiency if done safely/if services are protected	24	3%
Agree with option 6	11	1%
Agree with option 2	6	1%
Agree with greater targeting of families	5	1%
Agree with option 5	1	0%
Disagree		65%
Children's services need to be protected	389	48%
Need to consider detrimental long term impact	48	6%
Disagree with option 6	40	5%
Disagree with option 3	16	2%
Disagree with option 1	9	1%
Disagree with option 5	8	1%
Disagree with option 4	4	0%
Do not agree changes would save money	4	0%
Disagree with option 2	3	0%

Don't know		10%
Unrelated comment	34	4%
Lack of information	27	3%
Don't know	16	2%
Total	804	100%
No comment	11	-
Blank	891	-

5.3 Just under two thirds (65%) of respondents disagreed with one or more of the proposals. Just under half (48%) commented that children's services were a key area to be protected. A further ten percent commented on the negative long term impact of one or more of the proposals:

'Cuts to preventative services in 3, 4, and 5 are likely to be counter-productive and lead to higher care costs in future'

5.4 11% of respondents considered that efficiency savings should be considered however a substantial minority qualified this with the need to protect services and consider safety:

'Carefully being the operative word. Careful evaluation and negotiation could lead to savings. However this must not be used as an easy way to simply reduce costs by providing poor service'

5.5 Five percent of respondents commented that they agreed with option 1 to safely reduce the number of children in care and families needing support. Comments were more mixed on option 2, to reduce the number of health visitors:

'On the fence a bit with regards to health visitors, clearly not everyone needs regular contact with a health visitor but how do you pinpoint who does, mistakes could be costly isn't terms of child welfare should you kiss signs of abuse or neglect'

5.6 2% of respondents commented on their disagreement with option 3. 1% of respondents disagreed with option 5:

'The youth sector saves. It 'mops up' and prevents a lot of more expensive interventions further down the line'.

5.7 Respondents were asked how these changes would affect them.

	Count	%
Adverse impact	327	80%
No impact	51	13%
Positive impact	17	4%
Positive impact though cost savings	13	3%
Total	408	100%
Not enough information to say	10	-
Don't know	39	-
Unrelated comment	18	-
blank	1231	-

5.8 Four fifths (80%) of respondents considered the proposals would have an adverse impact:

'At-risk children and their families obviously need support, and it affects everyone in the community when services are cut, families don't get the help they need and children grow up to become disruptive and non-productive'.

5.9 Thirteen percent of respondents considered the proposals would have no impact and seven percent a positive impact, mainly through more money for other services.

6. Schools and education

6.1 The table below details respondents' views on the three proposals. Respondents most strongly agreed with the proposal to reuse closed school sites with 93% agreeing with this option. Levels of disagreement were highest with option 2 to reduce school crossing patrols, with 43 percent disagreeing with this option, however, 47% did agree or strongly agree with the option.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Option 3 Reuse closed school sites	57%	37%	3%	2%	2%
Option 1 Review services to schools	22%	34%	14%	16%	14%
Option 2 Reduce school crossing patrols	17%	30%	10%	21%	23%

6.2 The table outlines the focus of respondents' comments on the proposals:

	Count	%
Agreement		63%
Agree with option 3	176	30%
Agree with all options	72	12%
Agree with option 2	45	8%
Agree with option 1	32	5%
Agree with all but with concerns	18	3%
Agree with option 2 with concerns	15	3%
Agree with option 3 with concerns	11	2%
Agree with option 1 with concerns	7	1%
Disagreement		37%
Disagree with option 2	104	18%
Disagree with option 1	88	15%
Disagree with all options	18	3%
Disagree with option 3	8	1%
Total	594	100%
Unrelated comment	60	-
Lack of information	47	-
Don't know	5	-
Blank	1000	-

- 6.3 Over three fifths of respondents commented on their agreement with one or more option. Just under a third of comments related to agreement with option 3 and many respondents considered that re-use of closed school sites could be very positive:

'Option three is by far the best. Many community/education groups may already be able to make good use of former school buildings'.

- 6.4 18% of comments related to disagreement with option 2, mainly on grounds of safety:

'I feel school crossing patrols help children learn to cross safely, even where crossings exist and also act as a reminder to drivers that there are children in areas'.

- 6.5 15% of comments related to disagreement with option 1, reviewing services to schools:

'Option 1 seems to be a most tricky one as schools could lose certain services altogether and the most disadvantaged are the ones that suffer the most such as migrant children requiring extra support, children with a disability and the poor. On the other hand, schools are fundamental to making people better human beings that feel they can fulfil their goals in life and move forward. Cutting services cut lead to poor quality education'.

- 6.6 The table below outlines how people thought the changes would affect them personally.

	Count	%
Positive impact		38%
Positive impact from redevelopment of sites	58	19%
Other positive impact	23	7%
More funding for other things	17	5%
Improved congestion / road safety	13	4%
Positive impact on education	6	2%
Reduced council tax	1	0%
Negative impact		38%
Increased child safety concerns	75	24%
Negative impact on education	35	11%
Other negative impact	7	2%
Increased congestion/health impacts	1	0%
Increased costs to parents	1	0%
Neutral/no impact		24%
No impact	49	16%
Other	17	5%
Not enough information to say	10	3%
Total	313	100%
Don't know	34	-
Unrelated comment	51	-
blank	1308	-

- 6.7 Thirty eight percent of respondents cited a negative impact. In 24% of cases this was linked to concerns over safety from the reductions to school crossing

patrols. In 11% of cases respondents were concerned about a negative impact on education. A further thirty eight percent of respondents cited a positive impact. In the majority of cases this was linked to a positive impact from the redevelopment of closed school sites.

7. Adult social care and health

7.1 Residents' were asked to comment on the following:

'Join up more health and social care services, saving £27.064 million over three years. We are already working with NHS partners to join up more and to save money by buying and designing services as one. This makes services more effective by bringing teams and their management together. We could further increase prevention and early help, which would reduce demand on residential care, nursing and hospital admissions'

7.2 The views in response to this are set out in the table below. Overall 64% of respondents agreed with the proposal and a further 24% agreed but with some concerns. 12% disagreed with the proposal.

	Count	%
Agree		64%
Agree - good idea	225	29%
Agree - joined up services will improve services	98	12%
Agree - need greater efficiency and money saving	83	11%
Agree - to provide greater focus on prevention	36	5%
Agree - need to prevent bed blocking	29	4%
Agree - more frontline staff	12	2%
Agree - current system not working	9	1%
Agree - to reduce bureaucracy	8	1%
Agree - work with even more partners	2	0%
Agree - equal pay for social care	1	0%
Agree but with concerns		24%
Agree if no staff or service cuts	61	8%
Agree but need better communications and IT systems	54	7%
Agree but needs careful management	32	4%
Agree but concerns over cost	27	3%
Agree but needs to go further	7	1%
Agree but concerns over privatisation	4	1%
Agree but need for consultation / transparency / evidence	5	1%
Disagree		12%
Disagree - will not work	33	4%
Disagree - concerns over services	20	3%
Disagree - other	10	1%
Disagree - too much reorganisation	8	1%
Disagree - concerns over private involvement	8	1%
Disagree - concern over costs	7	1%
Disagree - need to focus on other areas	6	1%
Total	785	100%
Don't know	64	-
Unrelated comment	199	-

Not enough information to say	53	-
Blank	605	-

- 7.3 12% of respondents agreed because they considered that joined up working would help to improve services. 11% commented it would help to save money through efficiencies:

'Any initiative that reduces the financial burden on institutional care and healthcare settings is of benefit to both the local community and local government budget'

- 7.4 9% agreed with the proviso that it would not affect staffing or the quality of services.

'Bringing services together is not a bad thing, provided they tell each other what the other one is doing. No reduction to staff please! This makes for stress and stress doesn't work when you're looking after the community. Just make them more efficient and that they are able to give 99% to their jobs. Maybe some jobs could be voluntary in this area'.

- 7.5 8% of respondents disagreed with proposals largely due to concerns over reductions in funding and the issues reorganisation:

'I fear for the health service, a service that is already underfunded, combining with social care which is dramatically underfunded, meaning health care loses out overall'

'Having worked in social care, the amount of money wasted is the problem, not the provision of services. This is the unfortunate case with many public services. Constant reorganisation and changes to provision doesn't solve the problems long term'

8. Council offices and buildings

- 8.1 Respondents were asked for their views on the following option:
'Review use of Council offices and buildings, saving £250,000 in 2018/19. We could improve Council offices and buildings to support services better, stop using those that are no longer useful, and share buildings with partners'.

- 8.2 Levels of agreement were high with 92% strongly agreeing or agreeing with reviewing use of Council offices and buildings, as set out in the table below.

Extent agreeing with proposal	Count	%
Strongly agree	917	56%
Agree	602	36%
Neither agree nor disagree	91	6%
Disagree	21	1%
Strongly disagree	19	1%
Total known	1650	100%
Blank	17	-
Don't know	39	-

8.3 The table below outlines respondent's reasons for agreeing/disagreeing with the options:

	Count	%
Agree		70%
Will provide greater efficiency	157	29%
Will provide savings	115	21%
Agree with transfer to other use	55	10%
Agree plus consider flexible/teleworking	18	3%
Agree, there is too much spent on (luxury) offices	14	3%
Preferable to other options	3	1%
Agree - other	20	4%
Agree with concerns		9%
Yes as long as still accessible and services do not suffer	24	4%
Yes with other conditions	15	3%
Yes but need to ensure staff working conditions are good	4	1%
Yes provided there is a saving	7	1%
Agree but co-location preferable to hot desking	2	0%
Disagree		8%
Need to sort out town hall first	24	4%
Doubt there will be savings	4	1%
Reduce other costs (running, maintenance)	4	1%
will impact on staff efficiency	3	1%
Disagree - other	9	2%
Don't know		13%
Not enough information to say	38	7%
Need for review / planning	28	5%
Don't know	5	1%
Total	549	100%
Blank	970	-
Unrelated comment	187	-

8.4 In 29% of cases respondents' agreed with the suggestion on the basis that it would lead to increased efficiency:

'I agreed as many building have a lot of empty offices that can be used so they could be incorporated into bigger buildings already in use thereby keeping costs down'

8.5 The main reason for disagreeing with the proposal was the lack of information on which to base a decision:

'With the new central library and town hall renovation being such a success it would be interesting to see what the council deems as 'no longer useful'. I do not agree with closing local council building that bridge the gap between the city and the surrounding areas but I would be curious to know and which services would be expected to 'share' as this doesn't seem like a huge operation with a large financial saving - again very vague as really examples are needed before a final comment is made but the concept seems good'

8.6 5% of respondents spoke of concerns over the cost of the Town Hall refurbishment and ongoing maintenance:

8.7 Respondents were asked how these changes would affect them personally:

	Count	%
Positive impact		54%
Greater funding for other areas	89	28%
Buildings as community assets	23	7%
Improved services	20	6%
less empty buildings	11	3%
Improved integration between services	13	4%
Feel MCC is sharing in the pain	7	2%
Greater home working and work life balance	5	2%
Improved staff morale	3	1%
Environmental benefits	2	1%
No impact		37%
No impact	86	27%
Not enough information to say	31	10%
Other	3	1%
Negative impact		9%
Poorer access to council services	20	6%
Reduced staff morale	4	1%
More disused buildings	4	1%
Total	321	100%
Unrelated comment	15	-
Don't know	35	-
Blank	1335	-

8.8 Just over half of respondents were positive about the changes. In 28% of cases respondents' welcomed the change because they felt it would provide more funding for other areas:

'It will free up money that otherwise is just "taken by the council" into making changes that people can actually see and feel'

9. Services that keep the Council running

9.1 Respondent's most strongly agreed with option 7 to save £750,000 on contracts with 76% agreeing with this option. Levels of disagreement were highest with option 4 to reduce numbers of prosecutions with 70% disagreeing with this option.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Option 7 Save £750k on contracts	34%	42%	16%	4%	3%
Option 9 Reduce costs of financial management	27%	43%	16%	10%	4%
Option 3 Change legal, democratic and election services	26%	39%	15%	13%	7%
Option 8 Change employment	27%	35%	16%	13%	9%

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
policies and processes					
Option 2 Reduce HR Services	22%	30%	16%	22%	10%
Option 5 Reduce voter registration activity	21%	31%	14%	18%	16%
Option 11 Reduce policy, partnerships and research team	20%	32%	8%	23%	18%
Option 6 Reduce communications support	16%	34%	25%	17%	7%
Option 12 Reduce reform and innovation team	20%	27%	19%	23%	12%
Option 1 Reduce IT	20%	27%	17%	22%	14%
Option 13 Reduce costs in audit and customer services	17%	29%	22%	22%	10%
Option 10 Reduce strategic development staff costs	19%	26%	20%	23%	12%
Option 14 Reduce costs in performance, research and intelligence	18%	26%	20%	23%	12%
Option 4 Reduce number of prosecutions	8%	12%	9%	29%	41%

9.2 The table below outlines respondent's reasons for agreeing/disagreeing with the proposals:

	Count	%
Reduce bureaucracy/ increase efficiency	212	37%
Need to maintain staff or services suffer	71	12%
Embrace technology to make services more efficient	67	12%
False economy to make cuts in this area	51	9%
Don't cut staff vital to innovation	53	9%
Maintain prosecutions	27	5%
Cut strategic management	19	3%
Minimise impact on communities/protect those most in need	21	4%
All suggestions will lead to poorer services	10	2%
Maintain voter services	12	2%
Shared services	7	1%
Improve procurement	9	2%
Cut staff costs	8	1%
Need to keep city clean	4	1%
Total	571	100%
Not enough information to say	105	-

Other	25	-
Blank	1005	-

9.3 37% of respondents felt the focus should be on reducing bureaucracy and increasing efficiency:

'I have seen how grossly inefficient back-office services are in other Councils where I have worked (as a procurement consultant) and have little doubt Manchester is just as flabby. Cut costs and bureaucracy, demand they deliver more with less. No organisation needs an army of personnel officers and accountants'

9.4 12% of respondents emphasised the need to maintain staff and a further 9% cited the need to maintain staff vital to innovation:

'Whilst I'm sure that there are areas where staff costs can be reduced, I can't agree to the wholesale reduction of council teams and staff, especially in areas such as urban regeneration and planning. Manchester is a rapidly growing city, and its development could potentially be crippled by some of these cost cutting measures'

'The policy, performance, research, and audit funding should not be cut. Reducing these services could blind the self-awareness of the council. Savings can be made, but not at planning and observing the services of the council. Without the data and auditing mistakes and misspending could go on unwatched and not stopped'

9.5 9% of respondents emphasised false economy of the changes:

'A lot of these options seem like false economies. E.g. cutting HR - the council need to recruit and manage the best people for the jobs available. It would be a false economy to cut back on the service responsible for delivering that'

9.6 Respondents were asked how these changes would affect them personally.

	Count	%
Positive impact		29%
Improved efficiency	63	24%
improved quality of service	12	5%
Other positive impact	3	1%
No impact		21%
No impact	41	15%
Need to be careful to avoid detrimental impacts	10	4%
Need to focus support on communities	3	1%
Accountability is important	2	1%
Negative impact		49%
Detrimental to communities	48	18%
Impact on growth & image	29	11%
Reduced service quality	18	7%
Worsening of environment and image	11	4%
Reduced services	9	3%
Impact on democracy	6	2%

	Count	%
More unemployment	3	1%
Other negative impact	7	3%
Total	265	100%
Don't know	57	-
Not enough information to say	4	-
Unrelated comment	2	-
Blank	1378	-

9.7 29% of respondents felt the changes could have a positive impact, mainly through increased efficiency:

'A more efficient, cost-effective and productive council would benefit all residents'

9.8 Just under half of respondents considered the changes could have a negative impact. 18% of respondents were concerned about the impacts on local communities and the most vulnerable:

'It will be the most vulnerable people who suffer if you reduce your functioning and so the potential impact on the community is massive if you cut back many of your key functions'

9.9 11% had concerned that it could impact on Manchester's growth and image:

'If a lot of these cut were made, I'd fear that Manchester's momentum would slow down, it's slowly becoming a "place to be" and drawing in talent and money - I don't want to see that go!'

10. Council Tax, changing benefits and business rates services

10.1 The table below details respondents' views on these options. Respondents most strongly agreed with option 1 to change our benefits, council tax and business rates services with 65% agreeing with this option. Levels of disagreement were highest with option 2 to reduce Council Tax support with 53% disagreeing with this option:

'At least Council Tax - despite the fact that the bands are seriously out of date - put more burden on those more able to afford it, very roughly. Reducing Council Tax support to those in need could drive people on to the streets'

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1.Change benefits, council tax and business rate services	26%	39%	14%	12%	9%
3.Increasing Council Tax by 2% each year	23%	28%	10%	16%	23%
4.Increasing Council Tax by another 1.99% each year	17%	25%	12%	20%	25%
2.Reduce Council Tax Support	17%	18%	12%	26%	27%

10.2 The table below outlines respondent's reasons for agreeing/disagreeing with the proposals.

	Count	%
Agree		21%
It is needed to continue providing services	128	17%
Agree with paying more	22	3%
Agree as too much benefit / support provided	8	1%
Agree with concerns		7%
Money raised from increased tax has to go to the services that the increase is supposed to fund.	50	7%
Disagree		45%
Burden on residents is already heavy enough	158	21%
Protect vulnerable people / it will affect those most in need	93	12%
Dissatisfied as tax increases whilst services reduce	48	6%
Risk that tax increase / reduced support will mean more people need support	14	2%
Disagree other reason	15	2%
It will affect people in work	8	1%
Prefer alternative option		28%
Council tax is unfair / need to reform council tax / those who can pay more tax should do so	91	12%
Run the services more efficiently / reduce red tape etc.	71	9%
Cut selected services / make savings elsewhere	14	2%
There are other ways of generating income	12	2%
The problem is Government cuts	9	1%
Collect from bad payers / fraud claims	8	1%
Other	2	0%
Total	751	100%
More information needed	19	-
Don't know	32	-
Blank	904	-

10.3 21% of respondents agreed with the proposals. In the majority of cases this was linked to a preference for increasing Council Tax rather than cutting services:

'Option 3/4: these are small increases given the increasing costs of providing services. I would rather pay more and keep services than pay the same and have vital service after vital service cut'

10.4 A further 7% of respondents were in agreement with Council Tax increases but only as long as they saw an improvement in services as a result:

'I believe that if we want good quality public services we need to pay for them - I am happy for my council tax to increase if I am assured that my money is being invested in to people who live in this city having better life chances. I do not believe in penalising the most vulnerable and making them pay more for less in return'.

10.5 45% of respondents disagreed with the proposals. 21% percent felt the burden on residents was already heavy enough:

'With increasing council tax, I think if there will be no or terrible adult social care service then I've rather pay more in council tax but tbh the majority of people I know struggle paying council tax as it is. In this day and age we have enough bills without them increasing constantly'.

10.6 12% of respondents commented that Council Tax support should not cut in order to protect the most vulnerable. 28% of respondents suggested alternative options. 12% cited the need for Council Tax reform:

'Lots of people pay council tax who live in expensive houses. Don't decrease CTS and again penalise those at the bottom. Can't there be new valuation and more bands in council tax. The difference between band A and band H properties doesn't reflect the differences in lifestyle and income'.

10.7 9% considered that the focus should instead be on running the services more efficiently:

'If savings on non essential services are made and Council cuts its expenditure within itself no need to penalise people by increasing tax and reducing benefits'.

10.8 Respondents were asked how these changes would affect them personally:

	Count	%
Positive impact		20%
Right thing to do to get good services	40	10%
It will benefit the city	15	4%
Help to address concerns about health and social care	12	3%
Do not want to pay for people who abuse the system	7	2%
Agree with paying more Council Tax	3	1%
Neutral impact		8%
No impact	12	3%
Will pay more tax but preserve services	10	3%
I can afford it	7	2%
Negative impact		56%
Significant impact on household budget	129	34%
Negative impact on those on low/fixed income	47	12%
Risk of becoming uncaring / not supporting those who need help	17	4%
Concern about housing / homelessness	10	3%
People will move out of Manchester	6	2%
Rise in uncollected tax	6	2%
Other		16%
Need reforms to Council Tax instead	6	2%
Other	54	14%
Total	381	100%
Don't know	18	-
Unrelated comment	7	-
Blank	1300	-

10.9 56% of respondents considered the proposals would have a negative impact with 34 percent citing the impact on household budgets:
'4% annual increase in Council Tax will impact on me and many others'.

10.10 However 20% of respondents considered the proposals would have a positive impact, including through improved services:
'As a Manchester resident I am happy to contribute fully towards Council Tax to ensure that our cities most vulnerable residents get the support they need'

11. General comments

11.1 Respondents were asked to make general comments about the budget options. An overview of the comments are presented in table below:

	Count	%
Views on options		50%
Preserve essential services (welfare, children.)	149	18%
Process efficiencies, shared services, reduce staff, reduce salaries rather than cut services	114	14%
Cut selected services	51	6%
Increase Council tax	32	4%
Continue investing for growth and generate future revenues	28	3%
Focus on environmental improvements	10	1%
Address transport concerns	8	1%
Do not increase Council Tax	7	1%
Increase business rate	6	1%
Greater private sector investment	6	1%
Transfer spend from city centre to outskirts	4	0%
Comments on consultation		35%
Not satisfied with the consultation and options proposed	132	16%
More information needed	69	8%
Satisfied with the options proposed	49	6%
Satisfied about being consulted and being informed	24	3%
Council should act, no need for this consultation	14	2%
Reassured about the Council's approach and options	5	1%
Need to consult council staff	1	0%
Concerns		9%
Worried about the future	51	6%
Should oppose Government cuts	23	3%
Other		6%
Other	54	6%
Total	837	100%
Don't know	6	-
No comment	3	-
Unknown	3	-
Blank	857	-

11.2 18% of respondents emphasised the need to preserve essential services for the most vulnerable:

'My only concerns about budget cuts, which however it is looked at this is, would be that strenuous efforts must be made to protect the most vulnerable members of our society. Children are too young and inexperienced to look after themselves. The elderly and those really seriously disabled are equally, in many cases, deserving of our respect and protection'.

11.3 14% spoke of the need to make process efficiencies rather than cuts to services:

'I think cuts should be made first quickly by seeing where money can be made, e.g. sharing business resources and space, then by cutting luxuries that don't impact spending within the city, e.g. Christmas lights, then making services more targeted and efficient, e.g. child and adult care and benefits - however the latter would have to be done with time and care'

11.4 6% identified specific services which they felt could be cut and 4% commented that taxes should be raised to pay for services:

'If the central government insists on squeezing budgets we need to all chip in at a local level to ensure that vulnerable people don't suffer. Raise taxes, don't cut services!'

11.5 35% of respondents made comments on the consultation process. 16% were not satisfied with the options proposed. A further 8% commented on the vagueness of some of the proposals.

'As said before many were impossible to foresee what the consequences would be. It would be helpful in future to tabulate the proposals with the savings and their likely consequence'

11.6 6% however were satisfied with the options proposed and 4% expressed gratitude about being consulted:

'There are a good range of options and a lot of things that could be reduced without having too much of a negative impact on others. In some cases there would be a positive impact in the long run'

'Thanks for asking us what we think. There are a wide variety of types of savings being explored which is good to see. Might be worth hitting a few big ticket items rather than chipping away at a lot of smaller changes'.

12. Other ways to save money

12.1 Respondents were asked to provide suggestions of other ways money could be saved:

	Count	%
Increased efficiency		38%
Run MCC more efficiently	194	26%
More efficient service delivery (improvements planned better, review contracts with third parties etc.)	46	6%
Shared services, joint working (within local councils, human and financial resources, office space, IT)	38	5%
Reduce spend		21%
Reduce unnecessary expenses (decorations, planting, parties/events)	49	7%

	Count	%
Residents' participation in delivery (community participation, community work for offenders and for young people on benefit)	37	5%
Selective service cuts	19	3%
Greater private sector involvement	16	2%
Reform/ reduce benefits	18	2%
Improved contract management	8	1%
Greater third sector involvement	5	1%
Generate income		23%
Generate income - other	30	4%
Oppose government cuts	27	4%
Fine crime offenders (parking, fly tipping, drug users.)	25	3%
Generate income from Council's premises / land	22	3%
Investment and growth (through tourism, better services mean longer-term savings, prevention)	22	3%
Increase council tax / ensure people pay council tax	16	2%
Increase business tax (levy on stallholders, large businesses.)	13	2%
Reform tax system for landlords renting to students / home owners	5	1%
Innovative funding - public wealth fund, crowd funding	4	1%
Fraud check / tax evasion	4	1%
Investment		10%
Transport related (tax on public transport, remove bus lane to reduce congestion, invest in real-time bus movement information)	24	3%
Invest in renewable energy	18	2%
Cuts cannot apply to key services (i.e. protecting vulnerable people, environment)	15	2%
Invest in recycling	9	1%
Invest in affordable housing	7	1%
Invest in getting people into employment	1	0%
Decision making		4%
More consultation with council staff, with residents, experts / share experience with other councils	22	3%
Longer-term planning / preventative work	6	1%
Other	33	5%
Total	733	100%
Don't know	16	-
No suggestions	5	-
Unknown	3	-
Blank	949	-

12.2 38% of respondents cited the need to **focus on improvements in efficiency**. Just over a quarter suggested improvements to efficiency in the running of MCC including changes to the management structure.

12.3 6% of respondents commented on the need for more efficient service delivery (including better planning of improvements and reviewing contracts with third parties):

'Early preventive action is always a cheaper option than fire fighting. Employ people to cost the significance of ignoring known problems rather than moving in a team to solve them'.

- 12.4 5% of respondents suggested greater sharing of services and 7% suggested greater participation of residents' in delivery:

'Whilst there is some mention of shared services across GM there is a whole range of services that could be shared across some or all of the 10 Districts in GM. These should be explored in more detail and could save a considerable amount. The same applies to any outsourcing contracts - GM sized contracts give better spending power'

- 12.5 21% of respondents focussed on the **need to reduce spend**. In 7% of cases respondents suggested reducing unnecessary expenses, in particular events and decorations:

'Instead of decorating the city centre at every whimsy such as a ton of pumpkins at Halloween, don't bother. It makes very little difference to the feel of the place when litter is flooding the path. Focus on key services then when/if we can, on the additional decorative ones'.

- 12.6 23% focussed on **methods to generate income**. Suggestions were varied and included generating greater income through fines; from the Council's premises and land; through taxation and investment and growth.

- 12.7 10% of respondents suggested **areas in which investment should be made** including transport, renewable energy and affordable housing. A further 4% cited the need to **review the decision making process** including a focus on longer-term planning and preventative work:

'Proper investment into children services and social care means in the long term people will need it for shorter intervention and less crisis management thus reducing overall costs'.

Appendix 2 – Demographics of respondents

- 1,706 responses were received to the survey: 1,400 were completed online and 306 using a postal questionnaire. The demographic characteristics of the respondents were compared to those of the population using Census data.
- The table below compares on the basis of gender; overall a higher proportion of respondents were male (51.0%) than the population (49.8%) however postal survey respondents were more likely to be female than the population.

	Manchester		Postal respondents		Online respondents		Total respondents	
	Count	%	Count	%	Count	%	Count	%
Female	252,623	50.2%	150	52.4%	607	48.3%	757	49.0%
Male	250,504	49.8%	136	47.6%	651	51.7%	787	51.0%
Total known	503,127	100%	286	100.0%	1258	100.0%	1,544	100.0%
Prefer not to say	-	-	10	-	113	-	123	-
Unknown	-	-	10	-	29	-	39	-

- The age profile of respondents was more clustered to the middle age bands. Respondents to the postal survey were more clustered to the older age bands.

	Manchester		Postal respondents		Online respondents		Total respondents	
	Count	%	Count	%	Count	%	Count	%
16-25	111,630	27.5%	8	2.8%	83	6.5%	91	5.8%
26-39	123,636	30.5%	42	14.9%	435	34.1%	477	30.6%
40-64	122,899	30.3%	135	47.9%	605	47.4%	738	47.3%
65-74	24,767	6.1%	54	19.1%	133	10.4%	189	12.1%
75+	22,777	5.6%	43	15.2%	21	1.6%	64	4.1%
Total known	405,709	100%	282	100.0%	1277	100.0%	1,559	100.0%
Prefer not to say	-	-	14	-	91	-	105	-
Unknown	-	-	10	-	32	-	42	-

- By ethnicity those in the white British group were over-represented at 80.8%. Those in the Other Black group were also over-represented. Postal respondents were more likely to be from ethnic minority groups than online respondents with a high proportion of Pakistani (10.8%) and African (5.4%) minorities.

	Manchester		Postal respondents		Online respondents		Respondents	
	Count	%	Count	%	Count	%	Count	%
White								
English/ Welsh/ Scottish/ Northern Irish/ British	298,237	59.3%	184	71.0%	998	83.0%	1182	80.8%
Irish	12,352	2.5%	2	0.8%	34	2.8%	36	2.5%
Other White	24,520	4.9%	1	0.4%	62	5.2%	63	4.3%
Mixed								

	Manchester		Postal respondents		Online respondents		Respondents	
	Count	%	Count	%	Count	%	Count	%
White and Black Caribbean	8,877	1.8%	0	0.0%	8	0.7%	8	0.5%
White and Black African	4,397	0.9%	3	1.2%	5	0.4%	8	0.5%
White and Asian	4,791	1.0%	3	1.2%	12	1.0%	15	1.0%
Other Mixed	5,096	1.0%	0	0.0%	8	0.7%	8	0.5%
Asian or Asian British								
Indian	11,417	2.3%	8	3.1%	5	0.4%	13	0.9%
Pakistani	42,904	8.5%	28	10.8%	15	1.2%	43	2.9%
Bangladeshi	6,437	1.3%	3	1.2%	2	0.2%	5	0.3%
Chinese	13,539	2.7%	1	0.4%	2	0.2%	3	0.2%
Other Asian	11,689	2.3%	2	0.8%	7	0.6%	9	0.6%
Black or Black British								
Caribbean	25,718	5.1%	5	1.9%	4	0.3%	9	0.6%
African	9,642	1.9%	14	5.4%	2	0.2%	16	1.1%
Other Black	8,124	1.6%	4	1.5%	23	1.9%	27	1.8%
Other ethnic group								
Other ethnic group	15,387	3.1%	1	0.4%	16	1.3%	17	1.2%
Total known	503,127	100%	259	100.0%	1203	100.0%	1,462	100%
Prefer not to say	-	-	7	-	174	-	181	-
Unknown	-	-	21	-	42	-	63	-

4. 13% of respondents considered themselves to be a disabled person compared to 18% of the population (who considered their day-to-day activities to be limited a lot or a little). Respondents to the postal survey were significantly more likely to be disabled (20.4%) than respondents to the online survey (11.2%).

	Manchester		Postal respondents		Online respondents		Total Respondents	
	Count	%	Count	%	Count	%	Count	%
Yes	89,364	17.8%	54	20.4%	140	11.2%	194	12.8%
No	413,763	82.2%	211	79.6%	1,111	88.8%	1,322	87.2%
Total known	503,127	100%	265	100.0%	1251	100.0%	1,516	100%
Prefer not to say	-	-	18		108		126	-
Unknown	-	-	0		64		64	-

5. Just over a third (34.6 percent) of respondents had caring responsibilities. 9.2% provided care for a disabled child, adult, older person (increasing to 15.6% if secondary care is included). This is higher than the population; the 2011 Census recorded 8.9 percent of the population as providing unpaid care including looking after, giving help or support to family members, friends, neighbours or others, because of long-term physical or mental ill-health or disability or problems relating to old age. Online respondents were more likely to care for children and disabled adults however postal respondents were more likely to be carers of older people.

	Postal respondents		Online respondents		Total Respondents	
	Count	%	Count	%	Count	%
None	168	71.5%	795	64.2%	963	65.4%
Primary carer of child/children under 18	35	14.9%	245	19.8%	280	19.0%
Primary carer of disabled child or children	0	0.0%	24	1.9%	24	1.6%
Primary carer of disabled adult (18-65)	4	1.7%	39	3.2%	43	2.9%
Primary carer of older people (65+)	17	7.2%	52	4.2%	69	4.7%
Secondary carer	11	4.7%	83	6.7%	94	6.4%
Total known	235	100.0%	1,238	100.0%	1,473	100.0%
Prefer not to say	30	-	139	-	169	-
Unknown	0	-	64	-	64	-

6. The table below details the home locations of respondents. Postal survey respondents were more likely to be residents of East and North Manchester and online respondents were more concentrated in South Manchester and the City Centre. This is not unsurprising given that postal questionnaires were sent to previously under represented areas.

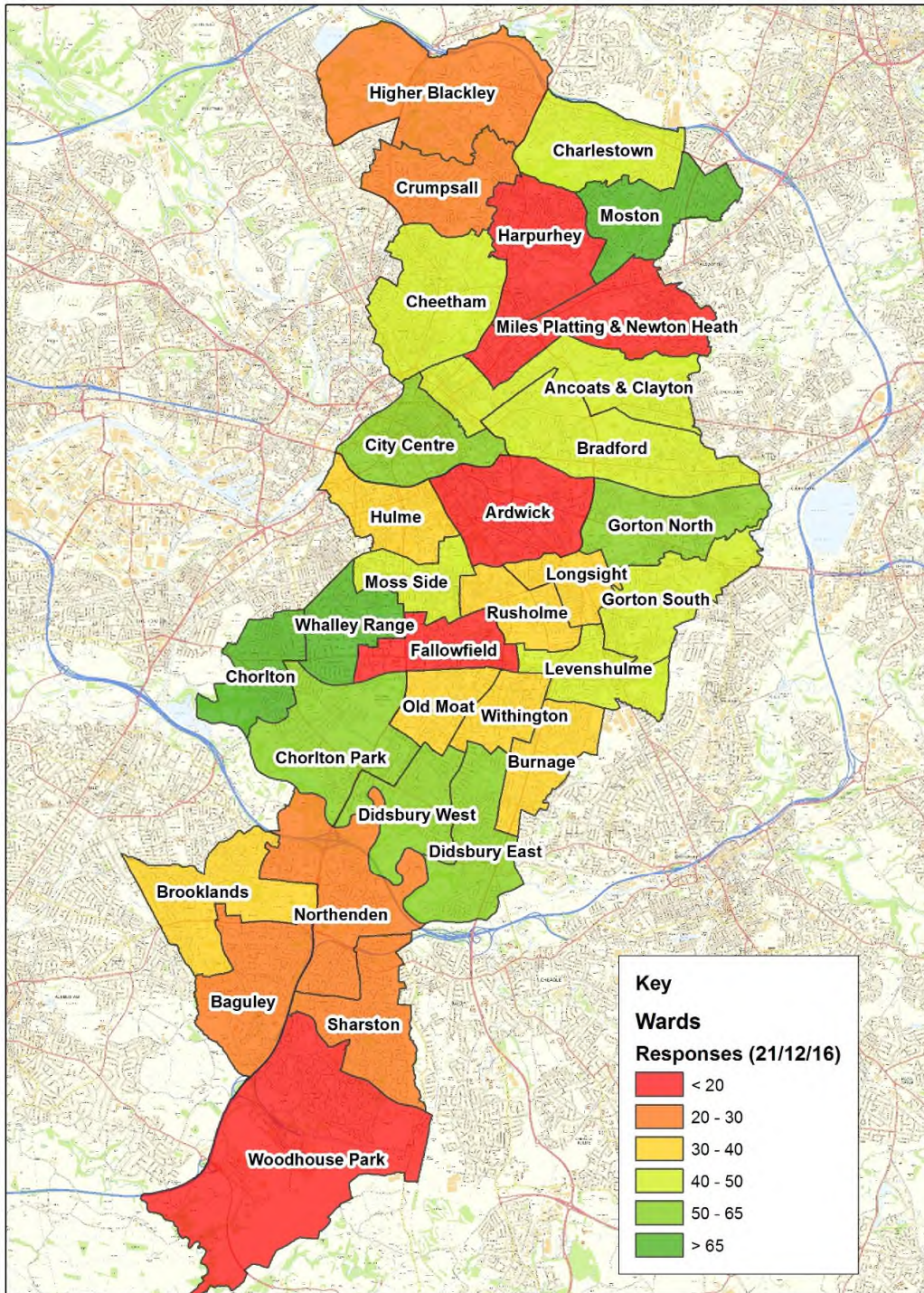
Geographical location	Postal respondents		Online respondents		Total Respondents	
	Count	%	Count	%	Count	%
South	76	24.9%	733	52.3%	809	47.4%
East	104	34.1%	210	15.0%	314	18.4%
North	67	22.0%	150	10.7%	217	12.7%
Wythenshawe	3	1.0%	129	9.2%	132	7.7%
Central	4	1.3%	142	10.1%	146	8.5%
Not recognised or outside of Manchester	51	16.7%	37	2.6%	88	5.2%
Total	306	100.0%	1400	100.0%	1,706	100%

7. The table below details the total number of responses from each ward.

Ward	Count of responses
Whalley Range	77
Moston	76
Chorlton	74
City Centre	63
Didsbury East	62
Gorton North	60
Didsbury West	59
Chorlton Park	54
Bradford	51
Levenshulme	50
Charlestown	49
Ancoats and Clayton	47

Ward	Count of responses
Cheetham	45
Gorton South	44
Moss Side	44
Rusholme	37
Hulme	35
Old Moat	35
Brooklands	33
Longsight	32
Burnage	30
Withington	30
Higher Blackley	28
Sharston	27
Crumpsall	26
Baguley	24
Northenden	23
Harpurhey	21
Miles Platting and Newton Heath	20
Ardwick	19
Fallowfield	19
Woodhouse Park	10
Not recognised or outside of Manchester	402
Total	1706

Number of Responses by Ward



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Adults

Adults - 2017/18 - 2019/20 savings options												
Service Area	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Impact	Amount of Saving Option				FTE Impact (Indicative)	Scrutiny Committee	Portfolio holder
						2017/18	2018/19	2019/20	Total			
						£,000	£,000	£,000	£,000			
Efficiency and Improvements												
Locality Plan	Implementation of expansion to pooled fund with health: benefits share from implementation of new care models in Local Care Organisation and outcome of commissioning reviews	Efficiency	Amber	Amber		17,980	6,534	2,550	27,064		Health and Children and Young People	Cllr Andrews
Locality Plan	Implementation of expansion to pooled fund with health: benefits share from implementation of new care models in Local Care Organisation and outcome of commissioning reviews	Efficiency	Amber	Amber		5,000	3,000	4,000	12,000		Health and Children and Young People	Cllr Andrews
Total Efficiency and Improvements						5,000	3,000	4,000	12,000	0		
Total Adults						5,000	3,000	4,000	12,000	0		

Childrens

Children's - 2017/18 - 2019/20 savings options												
Service Area	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Impact	Amount of Saving Option				FTE Impact (Indicative)	Scrutiny Committee	Portfolio holder
						2017/18	2018/19	2019/20	Total			
						£,000	£,000	£,000	£,000			
Efficiency and Improvements												
Children Services	LAC Model incl Commissioning Reviews	Efficiency	Amber	Amber		886	993	1,019	2,898		Children and Young People	Cllr Newman
Children Services	Efficiency and Improvement savings above to be reinvested into Services for Looked After Children	Efficiency	Amber	Amber		-886	-993	-1,019	-2,898		Children and Young People	Cllr Newman
	Remodelled Health Visitor workforce	Efficiency	Red	Amber			500		500		Children and Young People	Cllr Newman
Education	Dedicated Schools Grant - recharge for statutory duties replacing Education Services Grant	Efficiency	Amber	Amber		600			600		Children and Young People	Cllr Newman
	Dedicated Schools Grant - redirect IT system costs and overheads replacing Education Services Grant	Efficiency	Amber	Amber		400			400		Children and Young People	Cllr Newman
	Closed School Budget - reduced requirement due to re-use of school sites	Efficiency	Green	Green		221			221		Children and Young People	Cllr Newman
	Impact of School Crossing Patrols Investment	Efficiency	Green	Red		250	250		500	29	Children and Young People	Cllr Newman
	Impact of School Crossing Patrols Investment	Efficiency	Green	Red		0	220	0	220	13	Children and Young People	Cllr Newman
Total Service Efficiencies						2,107	1,213	1,019	4,339	13		
Service Reductions												
Children's Services	Early years new delivery model: Rescale target audience	Service reduction	Amber	Red		500			500		Children and Young People	Cllr Newman
Education	Youth and Play Trust: streamlined commissioning	Service reduction	Amber	Amber		400	400		800		Children and Young People	Cllr Rahman
	Other: Short breaks – implement direct payments replacing commissioning arrangements	Service reduction	Amber	Amber		100			100		Children and Young People	Cllr Newman
Children's Services	Reconfiguring the Early Years Delivery Model including Sure Start Children's Centres	Service Reduction	Red	Red				180	180	6	Children and Young People	Cllr Newman
Service Improvement												
Children's Services	Review of Early Years Delivery Model including Sure Start Children's Centres to deliver a better neighbourhood offer.	Service Improvement	Red	Red				180	180	6	Children and Young People	Cllr Newman
Total Service Improvement						0	0	180	180	6		
Total Childrens						1,221	220	180	1,621	19		

Corporate Core - 2017/18 - 2019/20 savings options											
Service Area	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Amount of Saving Option				FTE Impact (Indicative)	Scrutiny Committee	Portfolio Holder
					2017/18 £,000	2018/19 £,000	2019/20 £,000	Total £,000			
IMPROVEMENT AND EFFICIENCY											
Audit, Risk and Resilience	Reduce risk and resilience staffing	Efficiency	Green	Green	78			78	2.0	R esources and Governance	Cllr J Flanagan
Corporate Procurement	Increased external income from sale of procurement services	Income generation	Red	Amber	54			54		R esources and Governance	Cllr J Flanagan
	Staffing reduction	Efficiency	Green	Green	67			67	2.0	R esources and Governance	Cllr J Flanagan
Customer Services	Staffing reduction	Efficiency	Green	Green	50			50	1.0	R esources and Governance	Cllr J Flanagan
Financial Management	Reduce supplies and services budget, delete vacant posts and reduce valuation budgets	Efficiency	Green	Green	113			113	4.0	R esources and Governance	Cllr J Flanagan
	Reduce funding for vacant Head of Finance post following implementation of lean systems	Efficiency	Green	Amber		100		100	1.0	R esources and Governance	Cllr J Flanagan
	Lean Systems : Service review and improved efficiency through ICT developments and changes to finance processes	Efficiency	Red	Green			390	390	11.0	R esources and Governance	Cllr J Flanagan
HROD	Existing vacancy, regrading of G9 and other non staff	Efficiency	Green	Green	69			69	1.0	R esources and Governance	Cllr J Flanagan
ICT	Revenue savings through reduction in contract costs - data & telephony, mobiles and printing	Efficiency	Amber	Green	150	150		300		R esources and Governance	Cllr J Flanagan
	Staffing reduction following implementation of ITSM	Efficiency	Green	Green	160			160	4.0	R esources and Governance	Cllr J Flanagan
	Reduction in maintenance and refresh of ICT equipment	Efficiency	Green	Amber	100	150		250		R esources and Governance	Cllr J Flanagan
	Revenue savings through reduce maintenance/licensing cost following capital investment	Efficiency	Amber	Green		170	170	340		R esources and Governance	Cllr J Flanagan
	Travel reductions across the Council from collaboration technology	Efficiency	Amber	Green	50	50		100		R esources and Governance	Cllr J Flanagan
Revenues and Benefits	Staffing reduction from existing vacancies following efficiencies and transfer of functions to Dept Work and Pensions	Efficiency	Green	Green	448			448	15.0	R esources and Governance	Cllr J Flanagan
	Implement charge for managing the City Centre Business Improvement District collection of monies.	Income generation	Amber	Green	15			15		R esources and Governance	Cllr J Flanagan
	Improve Council Tax collection rates	Income generation	Green	Green	2,000			2,000		R esources and Governance	Cllr J Flanagan
	Utilise New Burdens funding	Efficiency	Green	Amber	400			400		R esources and Governance	Cllr J Flanagan
Shared Service Centre	Additional income and deletion of five vacancies	Income generation	Green	Green	322			322	5.0	R esources and Governance	Cllr J Flanagan

Corporate Core - 2017/18 - 2019/20 savings options											
Service Area	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Amount of Saving Option				FTE Impact	Scrutiny Committee	Portfolio Holder
Legal and Democratic Services	Staffing reduction in legal services following planned reduction in Children's caseload	Efficiency	Amber	Amber			100	100	2.0	R esources and Governance	Cllr R Leese
	Review of provision of mortuary services on a Manchester or Greater Manchester basis.	Collaboration	Amber	Amber		55		55		R esources and Governance	Cllr R Leese
Legal and Democratic Services	Electoral Registration Shared Service – explore centralised registration function for cluster of local authorities or at GM level, providing increased resilience and economies of scale.	Collaboration	Amber	Amber		150		150		R esources and Governance	Cllr R Leese
	Hand delivery of Electoral Registration Forms and Poll Cards	Efficiency	Green	Green	20			20		R esources and Governance	Cllr R Leese
Policy	Staffing reduction	Efficiency	Green	Amber	100			100	2.5	Resources and Governance and Economy	Cllr R Leese
Reform and Innovation	Staffing reduction, reduction in hours and deletion of time limited posts.	Efficiency	Green	Amber	55			55	1.0	Resources and Governance and Economy	Cllr R Leese
Cross Directorate	Contract savings across all Directorate	Service Reduction	Red	Amber		750		750		R esources and Governance	Cllr J Flanagan
Employee Related Budgets	Annual Leave Purchase scheme	Efficiency	Green	Green	200			200		R esources and Governance	Cllr J Flanagan
TOTAL IMPROVEMENT AND EFFICIENCY					4,431	1,425	660	6,516	51.5		
SERVICE REDUCTIONS											
Communications	Staffing reduction would impact on service delivery	Service Reduction	Amber	Red	38	12		50	1.0	R esources and Governance	Cllr B Priest
Human Resources	Reduction in support for complex cases and social work induction and contracts	Service Reduction	Green	Amber	296			296	5.0	R esources and Governance	Cllr J Flanagan
Legal and Democratic Services	Business Support Review for City Solicitors	Service Reduction	Amber	Amber	50			50	2.0	R esources and Governance	Cllr R Leese
Legal and Democratic Services	Reduction in the number of proactive prosecutions, saving from staffing	Service Reduction	Green	Amber	25			25	0.5	R esources and Governance	Cllr R Leese
	Statutory minimum requirements for Electoral Registration – single doorknock canvass to encourage the resident to return their form, do not register residents on doorstep	Service Reduction	Green	Amber	30			30		R esources and Governance	Cllr R Leese
Performance, Research and Intelligence	Continued delivery of statutory requirements with remaining resource focused on priorities with much less capacity for strategic support, analysis, evaluation and demographic modelling work.	Service Reduction	Amber	Red	90	270		360	8.0	Resources and Governance and Economy	Cllr J Flanagan
Policy	Further staffing reductions from across the team would reduce capacity for delivering growth priorities	Service Reduction	Red	Red		350		350	8.0	Resources and Governance and Economy	Cllr R Leese

Corporate Core - 2017/18 - 2019/20 savings options											
Service Area	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Amount of Saving Option			FTE Impact	Scrutiny Committee	Portfolio Holder	
Reform and Innovation	As well as the tiered approach above there is the more radical approach which involves taking the whole team out.	Service Reduction	Red	Red		50	686	736	11.0	Resources and Governance and Economy	Cllr R Leese
Revenues and Benefits	Welfare Provision Scheme awards - continues delivery of a scheme to most vulnerable, £100k saving would remove non-recurrent contingency funding used for food banks in 2016/17	Service Reduction	Green	Amber	100			100		Resources and Governance	Cllr J Flanagan
	Cease Welfare Provision Scheme Awards	Service Reduction	Amber	Red	505			505	3.4	Resources and Governance	Cllr J Flanagan
Council Tax Support Scheme	Options are being consulted on for the reduction in spend on the Council Tax Support Scheme. These include increasing the top slice to a maximum of 80% (so residents pay the first 20%) and band capping options	Service Reduction	Amber	Red	2,000			2,000		Resources and Governance	Cllr J Flanagan
Council Tax Support Scheme	Options were consulted on for the reduction in spend on the Council Tax Support Scheme. These include increasing the top slice up to a maximum of 80% (so residents pay the first 20%) and band capping options	Service Reduction	Amber	Red	1,000			1,000		Resources and Governance	Cllr J Flanagan
Review of employment policies and processes	Reviewing employment processes and practices to identify savings	Reform	Red	Red		1,500	1,500	3,000		Resources and Governance	Cllr J Flanagan
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	

G&N

Growth and Neighbourhoods - 2017/18 - 2019/20 savings options											
Service Area	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Amount of Saving Option				FTE Impact (Indicative)	Scrutiny Committee	Portfolio holder
					2017/18	2018/19	2019/20	Total			
					£,000	£,000	£,000	£,000			
IMPROVEMENT AND EFFICIENCY											
Parks, Leisure and Events	Further reduce costs of indoor leisure through re-commissioning of contracts.	Efficiency	Amber	Amber		500	150	650		Communities and Equalities	Cllr Rahman
	Energy improvements on leisure buildings - any savings will accrue to the leisure contract	Efficiency	Green	Green		50	50	100		Communities and Equalities	Cllr Rahman
	Wythenshawe Forum Trust - efficiencies from sharing back office functions	Efficiency	Green	Green		50	50	100		Communities and Equalities	Cllr Rahman
	Co-commissioning leisure services across Greater Manchester. This includes looking at ways in which 12 leisure operators across GM can collaborate more effectively	Efficiency	Amber	Amber		50	50	100		Communities and Equalities	Cllr Rahman
Compliance and Enforcement	Explore alternative models for delivery of the animal welfare service.	Efficiency	Amber	Amber	50	-	-	50		Neighbourhoods and Environment	Cllr N Murphy
Business Units	Increase bereavement services offer - pricing competitively with increase of £60k per year and £20k invested in year 1 to implement practice recommended by Institute of Cemetry and Crematoria	Income Generation	Green	Green	40	60	60	160		Resources and Governance	Cllr Rahman
The Neighbourhoods Service	Review of management arrangements across the Neighbourhoods Service structure	Efficiency	Amber	Amber	90	-	-	90	1.0	Neighbourhoods and Environment	Cllr N Murphy
	10% reduction in funding to partner organisation	Efficiency	Green	Green	26	-	-	26		Neighbourhoods and Environment	Cllr N Murphy
Work and Skills	Reduction in Work and Skills strategy project budget	Efficiency	Green	Amber	60	40		100		Economy	Cllr Priest
Waste	Planned Service change	Efficiency	Green	Green	1,300	-	900	2,200		Neighbourhoods and Environment	Cllr N Murphy
	Other service changes - apartment blocks	Efficiency	Amber	Amber		250	250	500		Neighbourhoods and Environment	Cllr N Murphy
	Other service changes - academy schools	Income generation	Green	Amber		100		100		Neighbourhoods and Environment	Cllr N Murphy
	Reviewing waste disposal costs	Collaboration	Red	Red			3,000	3,000		Neighbourhoods and Environment	Cllr N Murphy
Total Improvement and Efficiency						1,340	1,060	4,510	6,910	-	
SERVICE REDUCTIONS											
Parks, Leisure and Events	10% reduction in partner funding across all areas of events or ceasing 4/5 events	Service Reduction	Green	Red	100			100		Communities and Equalities	Cllr Rahman
	Revised client function arrangements for the Community Leisure operation at Wythenshawe Forum	Service Reduction	Red	Red			50	50		Communities and Equalities	Cllr Rahman
	Festive Lights - reduce scale by 50%	Service Reduction	Amber	Red			150	150		Communities and Equalities	Cllr Rahman
	Santa - install elsewhere in the city estimate if installed at lower height	Service Reduction	Green	Red		30		30		Communities and Equalities	Cllr Rahman
	Santa - do not install at all in the city centre (in addition to above)	Service Reduction	Green	Red		40		40		Communities and Equalities	Cllr Rahman
Parks, Leisure and Events	Review of Christmas Offer including income and costs		Green	Amber	0	60	0	60		Communities and Equalities	Cllr Rahman
Business Units	Review of viability and operating models for Wythenshawe & Harpurhey Markets to include consideration of capital investment to improve the two markets	Service Reduction	Amber	Red	150			150		Resources and Governance/Economy	Cllr Rahman

G&N

Growth and Neighbourhoods - 2017/18 - 2019/20 savings options

Service Area	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Amount of Saving Option				FTE Impact (Indicative)	Scrutiny Committee	Portfolio holder
					2017/18 £,000	2018/19 £,000	2019/20 £,000	Total £,000			
Grounds Maintenance	Removal of fine turf team - stop maintaining 23 bowling greens across the city	Service Reduction	Amber	Amber		175		175	6.0	Neighbourhoods and Environment	Cllr N Murphy
Grounds Maintenance	Reduction in the fine turf team and the number of greens directly maintained across the City. The reductions will be made in partnership with the current users of the service.	Service Reduction	Amber	Amber		100		100	3.0	Neighbourhoods and Environment	Cllr N Murphy
Compliance and Enforcement	Reduction in out of hours team	Service Reduction	Amber	Red			134	134	3.0	Neighbourhoods and Environment	Cllr N Murphy
	Reduction in number of compliance staff.	Service Reduction	Amber	Red			102	102	3.0	Neighbourhoods and Environment	Cllr N Murphy
Neighbourhood Teams	Reduce Neighbourhood Investment Funding budgets to £10k per ward (from £20k)	Service Reduction	Green	Red	320		-	320		Communities and Environment	Cllr N Murphy
	10% Reduction in staffing within the Neighbourhood Teams - impact on role of team	Service Reduction	Amber	Red			237	237	6.0	Neighbourhoods and Environment	Cllr N Murphy
	20% Reduction in staffing within the Neighbourhood Teams (in addition to above)	Service Reduction	Amber	Red			237	237	7.0	Neighbourhoods and Environment	Cllr N Murphy
Work and Skills	Further reduction in work and skills budget	Service Reduction	Amber	Amber			239	239		Economy	Cllr Priest
	Reduction of staffing in work and skills	Service Reduction	Amber	Red	96	93	112	301	6.0	Economy	Cllr Priest
Total Service Reductions					150	160	0	310	3.0		
Total Growth and Neighbourhoods					1,490	1,220	4,510	7,220	3.0		

Strategic Development - 2017/18 - 2019/20 savings options											
Service Area	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Amount of Saving Option				FTE Impact (Indicative)	Scrutiny Committee	Portfolio holder
					2017/18	2018/19	2019/20	Total			
					£,000	£,000	£,000	£,000			
Efficiencies and Improvements											
Operational Estate and Facilities Management	Refurbishment of Hulme Library and the disposal of Westwood St and Claremont Resource Centre. DWP would take out a lease for the whole of the ground floor plus service change. Repairs and Maintenance contract re-tenders	Income Generation	Amber	Green	250			250	-	Resources and Governance	Cllr Priest
Total Improvement and Efficiency					250	0	0	250	0.0		
Service Reductions											
Strategic Development	Staffing reductions	Service Reduction	Amber	Red	150			150	4.0	Economy/Resources and Governance	Cllr Leese
Strategic Development	Staffing reductions	Service Reduction	Amber	Red	100			100	1.0	Economy/Resources and Governance	Cllr Leese
Total Service Reductions					100	0	0	100	1.0		
Total Strategic Development					350	-	-	350	1.0		

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.

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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

Manchester City Council Report for Resolution

Report to: Executive – 11 January 2017
Neighbourhoods and Environment Scrutiny Committee – 31
January 2017
Economy Scrutiny Committee – 1 February 2017
Resources and Governance Scrutiny Committee – 2 February
2017

Subject: Strategic Development Budget and Business Planning: 2017-
2020

Report of: Strategic Director, Development

Purpose of the Report

This report provides a high level overview of the priorities to be delivered in Strategic Development 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 Strategic Development.

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	Providing leadership to support, promote and drive the role and continuing growth of the city centre as a major regional, national and international economic driver; as the main focus for employment growth through a strengthening and diversification of its economic base and through the efficient use of land.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Supporting the delivery of a Schools Capital Programme which will provide new and expanded high quality primary and secondary school facilities for a growing population through the identification of suitable sites which can support our wider transformation proposals for neighbourhoods in the city.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Creating places where residents and partners actively demonstrate the principles of Our Manchester.
A liveable and low carbon city: a destination of choice to live, visit, work	Actively manage the impact of a growing population and economy to minimise the city's carbon emissions through planning and working with partners across the City to move towards becoming a zero carbon city by 2050.
A connected city: world class infrastructure and connectivity to drive growth	Contribution to population and economic growth by providing an expanded, diverse, high quality housing offer that is attractive, affordable and helps retain economically active residents in the City, ensuring that the growth is in sustainable locations supported by local services, an attractive neighbourhood and the provision of new and enhanced physical and digital infrastructure.

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 11 January 2017.

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Background documents (available for public inspection):

None

1.0 About the Strategic Development Directorate

- 1.1 The Directorate has a pivotal role in securing new commercial development, attracting inward investment and securing employment growth, along with providing leadership to the Council's Housing function and delivering the City Council's Residential Growth Strategy which seeks to underpin the city's economic growth trajectory. The management of the City Council's land and property assets to promote growth is closely aligned with the management of the City Council's operational and investment estates.
- 1.2 Services within the Directorate make a significant contribution to the delivery of the Our Manchester Strategy in respect of a number of priority outcomes. The Strategy proposes to create a City:
- With a competitive, dynamic and sustainable economy;
 - With distinctive strengths in science, advanced manufacturing, culture, creative and digital business, cultivating and encouraging new ideas;
 - With highly skilled, enterprising and industrious people;
 - That is connected, internationally and within the UK;
 - That plays its full part in limiting the impacts of climate change;
 - Where residents from all backgrounds feel safe, can aspire, succeed and live well; and
 - That is clean, attractive, culturally rich, outward looking and welcoming.
- 1.3 The challenge for the future is to drive transformation of the city, to define Manchester as an attractive place to live and further improve the quality of life for all residents and increase their overall social and economic prospects, and enable them to participate fully in the life of the city. Within this context the Directorate will seek:
- to support, promote and drive the role and continuing growth of the city centre as a major regional, national and international economic driver; as the main focus for employment growth through a strengthening and diversification of its economic base and through the efficient use of land;
 - to support investment in transport infrastructure which will lay the foundations to capture new commercial and residential growth opportunities over the next ten to fifteen years;
 - to provide an expanded, diverse, high quality housing offer that is attractive to and helps retain economically active residents in the city, ensuring that the growth is in sustainable locations supported by local services and the public transport infrastructure;
 - To support the delivery of a Schools Capital Programme which will provide new and expanded high quality primary and secondary school facilities for a growing population through the identification of suitable sites which can support our wider transformation proposals for neighbourhoods in the city;
 - to underpin the transformation of the city's district centres with appropriate retail, amenities and public service offer; and
 - to promote investment to secure an internationally competitive cultural and sporting offer and sustaining core lifestyle assets such as parks, leisure facilities and libraries within the City.

- 1.4 Over the next three year's the following areas of activity will frame the Directorate's core priorities.
- 1.5 Delivering a wide range of complex commercial and residential led mixed use developments within the city centre which are currently being progressed, these include amongst others:
- St Johns with Allied London including "Factory";
 - St Michaels with the Jacksons Row Development Partnership;
 - First Street with ASK / Patrizia UK;
 - NOMA with the Co-op/Hermes;
 - Northern Quarter with Ician;
 - Piccadilly Basin with Town Centre Securities;
 - Manchester Central with ASK / Patrizia;
 - Mayfield with U&I;
 - Circle Square with Bruntwood;
 - Oxford Road Station with Bruntwood; and
 - Great Jackson Street with Renaker.
- 1.6 In addition to the above schemes there are new initiatives being shaped as part of planning for the city centre's future growth, these include the Piccadilly Station environs to accommodate High Speed 2 (HS2) and Northern Powerhouse Rail.
- 1.7 Extending eastwards and northwards out of the City Centre two major regeneration opportunities are now being progressed:
- The Eastern Gateway including: Ancoats; New Islington; Holt Town and the Lower Medlock Valley out to the Etihad Campus provides the city with the capacity to create a number of significant new residential led mixed use neighbourhoods. The Campus itself is a major commercial development opportunity which will help define and frame the nature of the development profile along the corridor between the Etihad Stadium, Holt Town and New Islington. Our Partnership with the Abu Dhabi United Group (ADUG) is central to driving these opportunities forward.
 - The Northern Gateway stretching northwards from NOMA into the Irk Valley and from New Cross northwards to Collyhurst. Similar to the Eastern Gateway this area provides the city with the capacity to create a number of significant new residential led mixed use neighbourhoods. At present we are currently in the market to secure an investor partner who, like ADUG can play a central role in driving forward the transformation and growth of this part of the city.
- 1.8 Outside of the City Centre and the Northern and Eastern Gateways commercial led mixed use development opportunities will focus on a limited number of locations where we will have a direct land ownership interest: Central Park; the Airport City Enterprise Zone; Siemens; Wythenshawe Town Centre; and Harpurhey District Centre / Moston Lane. Growth and expansion

of the three City Council owned digital assets (The Sharp Project, The Space Project and One Central Park) will continue to be supported. Residential led / mixed use development opportunities will focus on managing existing development agreements and partnerships such as the three Housing PFI schemes; the transformation of the West Gorton estate; and the transformation of the Ben Street area.

- 1.9 Other commercial and residential development opportunities will arise where we have no direct land interest – in these instances we will revert to enabling such opportunities where they support our city ambitions. In the short term this would include working with MMU and the Manchester College on the disposal of their surplus estate plus working with Greater Manchester Pension Fund on the development of key assets such as Chorlton District Centre.
- 1.10 In addition to supporting the commercial and residential growth activities set out above the Directorate also has responsibility for managing the City Council's Investment Estate. The Investment portfolio comprises around 4,300 separate interests. The majority of these are peppercorn and income producing ground lease interests but the Council also manages a number of commercial and retail premises and managed buildings. These assets play a key role in helping transform the city as a key driver of the growth and place making agenda whilst at the same time playing an important role in the generation of rental income and capital receipts. The most valuable asset in the Council's estate is Manchester Airport, where the Council has a 58% share of income from the T1 and T2 leases and 100% interest in a separate lease with the Manchester Airport Group. The investment estate generates budgeted net income of £14.457m per annum derived primarily from rents but also includes fees for the release of restrictive covenants and easements, licences for the short term use of land and property, and interest on investments.
- 1.11 The management of the City Council's Operational Estate and the delivery of FM services is now aligned with our workforce and IT strategies in order to ensure the efficient use of that asset base in a manner that underpins the delivery of our and other public services. The development of the five year Operational Estates Plan is key to this approach.

Budget Consultation

- 1.12 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 by the Council in October, £0.4m were within Strategic Development. These have now been reduced to £0.35m.
- 1.13 94% of people who responded to the Strategic Development options told us that they supported changes to the way Council buildings are managed and this option forms part of our proposals – this was one of the most supported options in the consultation. The option to reduce staffing of this part of the Council has been scaled back. This is in line with what people told us – less

than half of those who responded to this option supported it - because of the strategic priorities of investing in growth post Brexit, securing the development of key sites for economic development and ensuring that neighbourhoods have the right mix of housing to attract and retain people with the skills needed by business.

2.0 Strategic Development – Vision

2.1 The Strategic Development Directorate seeks to drive effective place making, creating the necessary conditions needed to promote strong growth in commercial, residential, retail and leisure related development in the city, stimulating new employment, new homes and broadening the City Council's tax base.

3.0 Strategic Development – Objectives

3.1 The new Manchester Strategy, Our Manchester, sets out a vision for 2025 of Manchester as a world class City which is:

- A Thriving and Sustainable City– with great jobs and the businesses to create them
- Highly Skilled – full of talent both home grown and from around the world
- Progressive and equitable – a fair city where everyone has an equal chance to contribute and to benefit
- Liveable and low carbon – a great place to live with a good quality of life: a clean, green and safe city
- Connected - both physically, with world class transport, and digitally, with brilliant broadband.

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 The Strategic Development Directorate serves the entire population of Manchester: some 560,000 Mancunians, its 20,000 businesses, communities and 994,000 overseas visitors. We have a pivotal role in securing the social, physical and economic future of the City and responsibility for driving residential and economic growth. This includes the development of opportunities to raise skill levels and creation of employment opportunities; the delivery of residential, commercial and cultural development; as well as ensuring that the City is clean and green, well maintained and safe and that residents take pride in their surroundings. Cultural and sporting excellence is at the heart of the growth agenda and will continue to be a major regeneration catalyst, maintaining Manchester's international profile through examples such as Manchester International Festival and of course football, whilst at the same time bringing significant community benefits to our residents.
- 3.5 Resident and partner engagement and empowerment will underpin this work and will be a critical part of delivering the sustainable behavioural change Our Manchester requires to effectively support neighbourhoods and manage future services.
- 3.6 Together with the other Directorates of the Council, Strategic Development will deliver the shared vision and objectives set out in Our Manchester. The specific objectives for Strategic Development are:-

A Thriving and Sustainable City– with great jobs and the businesses to create them

- The continuing growth of the city centre as a major regional, national and international economic driver; ensuring growth through efficient use of land for development opportunities, such as: the Airport City Enterprise Zone; the Siemens Princess Road Campus; the Eastern Gateway and the Etihad Campus; St John's Quarter; and Mayfield;
- Uphold Manchester's attractiveness as an international investment opportunity to build on the Capital Strategy and innovative models of co-investment in the City's future;
- Maintain and build confidence in Manchester's reputation as a destination City through the growth and improvement of its retail provision, the opportunities presented by its diverse cultural, sporting and leisure offer, together with its civic functions as a focus for residents and visitors;
- Ensuring residents, neighbourhoods, businesses and goods connect to local, national and international markets. Through working with partners both internally and externally maximise the impact of the provision of new and enhanced physical and digital infrastructure such as High Speed Rail (HS2 and HS3), bus de-regulation, and new walking and cycling infrastructure and
- Work with partners to actively manage the impact of a growing population and economy to minimise the city's carbon emissions through planning and working with partners across the City to move towards becoming a zero carbon city by 2050. Adapt our service provision to mitigate the impact of the changing climate.

A Highly Skilled city– full of talent both home grown and from around the world

It is important that the City has a work and skills system, which meets the growth needs of all businesses and enables residents from all backgrounds to obtain the skills and attributes that employers require. Whilst Growth and Neighbourhoods will take the lead, Strategic Development will support this work and recognise that to achieve this there is a need to:

- Maximise employment opportunities for Manchester residents, leveraging, in particular, where the City Council has a strategic development, planning, procurement or commissioning role and
- Ensure that business start-up and growth services deliver a quality offer for the City's businesses and facilitate more of the City's residents to start a business or pursue self-employment.

A Progressive and Equitable City– a fair city where everyone has an equal chance to contribute and to benefit

- Utilise the city centre developments coupled with strengthening and diversifying the economic base to drive employment growth. Support businesses to grow and re-invest in Manchester as their City of choice through local recruitment and contributing to social and environmental outcomes.

A Liveable and Low Carbon City – a great place to live with a good quality of life: a clean, green and safe city and A Connected City- both physically, with world class transport, and digitally, with brilliant broadband.

- Create places where people want to live with good quality housing of different tenures; inclusive neighbourhoods; a good social, economic, cultural offer and environmental infrastructure;
- Contribute to population and economic growth by providing an expanded, diverse, high quality housing offer that is attractive, affordable and helps retain economically active residents in the City, ensuring that the growth is in sustainable locations supported by local services, an attractive neighbourhood and the public transport infrastructure;
- Reducing CO2 emissions through a combination of local action and influencing national policy on energy and transport; this will include Our Capital Strategy and the development of new policy frameworks in areas such as Green and Blue Infrastructure, Residential Design and, at a Greater Manchester level, the GM Transport Strategy 2040, which will drive forward our local actions and
- Support local businesses and residents to maintain and develop thriving district centres with appropriate retail, amenities and public service offer.

Enablers

In order to facilitate and support the delivery of these priorities for the City and its residents, the Directorates will also need to:-

- Work with partners and other Council Directorates to make best use of the City's total collective public and community assets to support estates transformation and deliver modern efficient services.
- Prioritise and maximise opportunities to collaborate with partners across Greater Manchester to identify new ways of working to increase income generation, investment, develop new funding models and to optimise use of resources. Invest in 'skills for growth' and innovation to support the development of this work.
- Enable the workforce to be more resilient, effective, creative, ambitious and innovative through embedding Our Manchester and developing a culture of trust, honesty and empowerment. Plan for the future workforce, review structures, roles and skills needed for the future organisation and embed the required career pathways and succession plans.
- Increase productivity amongst staff within the directorate through adopting leaner support systems and processes (ICT, HROD, Finance) which enable efficient working. Develop new skills and behaviours required to deliver quality services more efficiently.
- Continue to build relationships, using an Our Manchester approach, through communicating and engaging effectively with all staff, Elected Members and residents ensuring that they are aware of the vision for the City and their role in its successful delivery.
- Be mindful of significant changes beyond our control such as the referendum to leave the European Union and the impact this may have on our partners and residents. Develop robust plans to mitigate the risk of economic uncertainty building on potential areas of growth through the devolution agreement.

4 Revenue Budget Strategy

4.1 The Strategic Development Directorate for 2016/17 has a gross budget of £30.324m, net budget of £6.120m and 304 FTEs. The current breakdown of the budget and workforce for the Directorate is as follows:-

Service Area	2016/17 Gross Budget	2016/17 Net Budget	2016/17 Budgeted Posts (FTE)
	£,000	£,000	
Operational Property	21,733	18,068	224.0
Investment Estate	4,271	(14,457)	26.0
Sharp, Space & OCP	919	4	3.0
Strategic Development	2,219	1,624	30.0
Strategic Housing	1,182	881	21.0
Total	30,324	6,120	304.0

*As of December 2016. Reflects Funded Posts.

- 4.2 As part of the 2016/17 budget strategy, there were savings of £433k agreed. These had a full year effect in 2017/18 and further detail is shown in the table below.

Service Area	Amount of Saving Proposal			
	2017/18	2018/19	2019/20	Total
	£,000	£,000	£,000	£,000
Strategic Housing	23	0	0	23
Property	410	0	0	410
Total	433	0	0	433

- 4.3 The three year budget strategy for 2017/18 to 2019/20 supports the strategic objectives for Strategic Development with proposals for capital investment, revenue growth and savings requirements. Appendices 1 and 2 provide the proposed budget for 2017/18 to 2019/20. The Directorate has identified the following priorities which have provided the framework for developing the savings proposals:

- To embed the principles of Our Manchester into the way services are delivered within our neighbourhoods;
- To secure the delivery of the Planning Frameworks which have been developed across the city centre and in a limited number of areas outside of the city centre that capture very significant commercial and residential growth outcomes;
- To deliver the City Council's Residential Growth Strategy;
- To support work with partners to develop more integrated models for service delivery which can deliver savings through the provision of an integrated estate opportunities;
- To provide a strong, evidenced and coherent strategy, policy and planning framework for the future development and growth of the city;
- For operational and non-operational services that are delivered directly, explore options to determine models of delivery that are cost effective whilst providing a good quality service;
- Maximise income opportunities, through realising the most from our assets as well as reviewing opportunities for charging for services;
- Ensure the right skills and capacity is maintained and developed to enable the City to deliver against its Growth, Place and Skills agenda;
- Explore appropriate opportunities for collaboration across GM, ensuring they continue to provide the right outcomes for the City;
- Maximise the opportunities that Devolution provides for the City in terms of growth, skills and place; and
- Review our internal processes to improve productivity and capacity.

- 4.4 A report to Personnel Committee on 11th January 2017 brings forward proposals for a revised set of senior management arrangements within the Strategic Development Directorate. The estimated additional cost of the proposed structure taking into account the impact of the review of senior officers' pay is up to £350k per annum to be met from the Housing Regeneration Reserve over the next five years.

- 4.5 The Strategic Development function has a net budget of £1.624m and 30 FTEs that lead the commercial, cultural and residential growth activities and has responsibility for managing the whole of the Council's investment estate. It is proposed realise financial savings of **£100k** from staffing budgets from the Strategic Development function.
- 4.6 The Strategic Housing 2016/17 net budget is £881k which directly funds 21 FTEs with a further 26.4 FTEs funded from the Housing Revenue Account. The Housing Revenue Account budget in 2016/17 is £96m funded from rents (£62m), private finance initiative funding (£24m), reserves (£8m) and other income (£2m). Following the Government's budget announcement in the summer of 2015, the 2017/18 rental income is reduced by 1%. This is the second year of a recurring reduction and will be subject to further 1% reductions in the following two years (2018/19 – 2019/20). Properties managed as part of a PFI management contract have been exempted from the requirement to reduce rents for the four year period. In order to maintain the HRA overall position in the short term, savings have been identified to mitigate the reduced rental income, a further review will conclude by summer 2017 to determine savings proposals for 2018/19 onwards. The savings for 2017/18 will include:
- A reduction to the Northwards management fee
 - Re-procurement of repairs and maintenance contract saving
 - A reduction in Council's charge for HRA services
 - Bad debt provision reduced over the life of the business plan

New Savings Proposals 2017-20

- 4.7 Savings of £350k proposed from service improvements and efficiencies and service reductions. The table below summarises the savings and schedule at Appendix 3 provides further details on each of the savings options.

Strategic Development	Amount of Saving Options			
	2017/18	2018/19	2019/20 +	Total
	£,000	£,000	£,000	£,000
Improvement and efficiency	250	0	0	250
Service Reductions	100	0	0	100
Total Strategic Development	350	0	0	350

Improvement and efficiency

- 4.8 The Operational Estate and Facilities Management 2016/17 net budget is £18.068m with 224 FTEs. The approach to the effective management of the operational estate is to provide a cohesive programme of work to ensure it is fit for purpose, well maintained and provides optimum utilisation for both the Council and partner organisations. This will be achieved through:
- The development and adoption of a five year Estates Strategy

- A five year Carbon Reduction Plan as an integral component of the Estates Strategy.
 - An annual estates Asset Management Programme (AMP) which will be defined by stock condition data
- 4.9 The five year Estates Strategy will seek to rationalise those operational property assets that no longer support community or service delivery and to transform those assets that can better support service delivery by ensuring they can be utilised to capacity and provide the necessary facilities for service delivery teams and our partners. The rationalisation and transformation programme as well as the future estates AMP will be informed by stock condition data in order to ensure that the Council effectively prioritises its resources and spend where there is the greatest need in respect of the operational estate. This will require a full appraisal aligned to the Council's future accommodation needs, workforce and ICT strategies and the emerging collaboration and integration opportunities with partners, particularly the integration of health and social care and the development of integrated neighbourhood teams. The outcome of this will enable further savings to be secured from the operational estate and they will be set out within the forthcoming operational estate plan.
- 4.10 The programme of activity will support the efficient delivery of facilities management (FM) through the standardisation of plant and equipment and the provision of a well maintained estate; eventually reducing the demand for reactive repairs and maintenance. The future of FM delivery model requirements will be reviewed with a range of options considered to determine the most appropriate FM service for the Council. The Carbon Reduction Plan will focus on a programme of sustainable technologies to reduce carbon emissions and secure revenue savings where possible and seek to install technologies that will generate electricity and reduce our dependency on the grid as well as securing carbon savings.
- 4.11 At this stage it is proposed that savings of **£250k** in 2017/18 can be realised from the refurbishment of the former Hulme Library and the disposal of the Claremont Resource Centre. It is envisaged that further rationalisation opportunities will be identified once the stock condition survey has been completed and analysed and the operational estate plan finalised.

Technological Support to Implement Changes

- 4.12 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.

- 4.13 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.
- 4.14 Key priorities will include:
- Introducing new technology to support the estates rationalisation and transformation program. This will include working with the Corporate Core to better utilise technology to streamline business processes and improve the experience of people interacting with and working within the Council.
 - Providing a new online application to support selective licensing
 - Working with the Strategic Housing service to promote digital channel shift and automisation of back office processes

Investment Proposals, Budget Growth & Pressures

- 4.15 The Council continually considers ways to effectively manage the estate through regular reviews of rents, leases, service charges etc and minimising the incidence of vacant properties, to maximise income and capital receipts in the context of the city's priorities. However the Strategic Development budget is projected to overspend in 2016/17 by c£700k as a result of a reduction in income from the investment estate and spending pressures within the operational estate. The pressures on the operational estate will be managed as part of the five year operational estates strategy described above. The income from the investment estate will remain volatile over the 2017-20 budget period. To manage the financial risk there will be a need to consider the opportunity for use of reserves to smooth the impact between financial years.
- 4.16 The existing capital programme to 2016/17 to 2019/20 includes approval for investment to support priorities in Corporate property, Private Sector Housing Programme, Public Sector Housing Programme through the HRA and Development programmes
- 4.17 The 2017-2022 five year capital strategy includes proposals for further investment to support the strategic objectives and priorities for the Directorate. An assessment of strategic fit, including contribution to support priorities around growth, reform and place will be undertaken before capital bids are submitted. All bids will be supported by a business case which determines quantitative economic, social and fiscal impact plus affordability, return on investment, risk and deliverability.

Impact on Residents Communities and Customers

- 4.18 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.

- 4.19 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

- 4.20 The current FTE number for the Directorate is 304. Current proposals will result in a net workforce reduction of 1 FTE over the three year budget period.
- 4.21 The future of FM delivery model requirements will be reviewed. Depending on the option that is chosen, further impacts on the workforce could be realised if the decision is made to transfer staff to another delivery organisation.
- 4.23 The Directorate will continue to invest in skills around leadership of place and supporting growth (with a particular focus on technical and specialist skills), recognising that these skills will continue to be required to support the reform agenda.

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

Service Area	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)
	£,000	£,000		£,000	£,000		£,000	£,000		£,000	£,000	
Operational Property	21,733	18,068	224	21,117	17,408	224	21,117	17,408	224	21,117	17,408	224
Investment Estate	4,271	(14,457)	26	4,271	(14,457)	26	4,271	(14,457)	26	4,271	(14,457)	26
Sharp, Space & OCP	919	4	3	919	4	3	919	4	3	919	4	3
Strategic Development	2,219	1,624	30	2,119	1,524	29	2,119	1,524	29	2,119	1,524	29
Strategic Housing	1,182	881	21	1,182	858	21	1,182	858	21	1,182	858	21
Total	30,324	6,120	304	29,608	5,337	303	29,608	5,337	303	29,608	5,337	303

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

Service Area	2016 / 17	2017 / 18			2018 / 19			2019 / 20		
	Net Budget 2016/17 £,000	Growth and other Budget Changes	Savings	Net Budget 2017/18	Growth and other Budget Changes	Savings	Net Budget 2018/19	Growth and other Budget Changes	Savings	Net Budget 2019/20
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Operational Property	18,068		(660)	17,408			17,408			17,408
Investment Estate	(14,457)			(14,457)			(14,457)			(14,457)
Sharp, Space & OCP	4			4			4			4
Strategic Development	1,624		(100)	1,524			1,524			1,524
Strategic Housing	881		(23)	858			858			858
Total	6,120	0	(783)	5,337	0	0	5,337	0	0	5,337

Appendix 3: Summary Budget Position and Savings Schedule

Service Area	Description of Saving	RAG Deliverability	RAG Impact	Amount of Saving Proposals				FTE Impact (Indicative)
				2017/18	2018/19	2019/20	Total	
				£,000	£,000	£,000	£,000	
Efficiencies and Improvements								
Operational Estate and Facilities Management	Refurbishment of old Hulme Library and the disposal of Westwood St and Claremont Resource Centre. DWP would take out a lease for the whole of the ground floor plus service change. Repairs and Maintenance contract re-tenders	Amber	Green	250			250	-
Total Improvement and Efficiency				250	0	0	250	0.0
Service Reductions								
Strategic Development	Staffing reductions	Green	Green	100			100	1.0
Total Service Reductions				100	0	0	100	1.0
Total Strategic Development				350	-	-	350	1.0

Extracts from the Corporate Core draft Budget and Business Plan report for Economy Scrutiny Committee

People, Policy and Reform

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.

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.



Corporate Core Delivery Plans 2017/18 – 2019/20

People. Pride. Place.

Corporate Core
Key Challenges
from the
Performance
Framework
2017/18 – 19/20

Key Challenges

Performance

- WORKFORCE: Continue to focus on employee engagement and responding to staff surveys (e.g. BHeard)
- WORKFORCE: The 'average days lost in a month per FTE' throughout 15-16 was 1.07 for the council as a whole, and 0.93 for the directorate with both figures increasing by 0.04 days from 14-15 levels. Continue the increases seen in the '% of employees who are not absent in period' whilst focussing on reducing the increasing 'average time lost due to absentees'.
- GOVERNANCE: Focus on responding to FOIA requests within deadlines to drive up 15-16 performance (MCC – 77%, G+N/SD – 83% CC- 79%, C+F 64%) and meet the target of 85%.
- ICT SERVICE: Ensure that key systems remain available and functional during a period of continuous change. Gradually incorporate 'availability standards' into agreed SLA's with providers upon contract renewal.
- ICT SERVICE: Monitor delivery of the ICT strategy to ensure improvements.
- HIGHWAYS: Develop an effective Highways Management Action Plan which will deliver improvements.
- FINANCIAL: Improve the collection of money owed to the Council (both in-year and arrears), including council tax, business rates and other money owed.
- REFORM: Reduce dependency and demand for public services at the city-wide level through the total impact of reform programmes
- Drive progress to embed Our Manchester approaches
- STRATEGY – Continue to embed the Our Manchester Strategy in our work of the Council and support the Our Manchester Forum in its work
- Continue to make progress in addressing climate change.
- Influence the development of the Greater Manchester Spatial Framework to support Manchester's growth plans and manage the relationship between Manchester and GM to maximise the benefits for the city
- Develop a policy framework that supports the delivery of Manchester's

Evidence Source

Quarterly Performance Reports, State of the City 2016.

Value for Money

- PSR, Our Manchester - Reform & Innovation must support/drive the Our Manchester way of working, and integrate reform programmes.
- Delivery of ICT improvements is fundamental to core's improvement ambitions.
- Ensure effective delivery of the service improvements through improved, simplified business and technology processes to reduce dependency and increase automation/self service across a range of services (Finance, HROD, SSC, Customer Contact Centre and Revs and Bens.)
- Retain net income per head of population, in 'Parking' and 'other traffic management' (mainly bus lane enforcement) whilst maintaining a fair system. [Parking, Traffic Management and CCTV income reduced by 3.09% from 13-14 figure. Income in 14-15 is 79.14% (£4.01 per head) higher than the core city average, and 42.29% (£2.69) higher than similarly deprived areas].
- Comparatively high spend on Coroners and Elections (but Manchester had local elections in 2014 whilst some authorities did not)
- Drawing together capital and revenue procurement and the introduction of a new capital investment and process will deliver value for money
- Integrated Commissioning will drive forward contract standards and

Evidence Source

VfM Analyses, VfM Council Summary

Budget Savings

- Delivery of savings over 2017-20 - £30m (Core's share is £10.566m)
- HIGHWAYS – Investment of £2m from 2017/18 for increased requirements for maintenance and repair of potholes. The forecast position on highways maintenance (for 16-17) is an overspend of c£1m - use of other non-recurrent resources has resulted in breakeven for the service.
- HIGHWAYS - Ensure digital advertising signs are in place for the start of 2017/18 (agreeing contracts and obtaining planning permission) in order to ensure budgeted savings for 17-18. Maximise the revenue generated from the signs.
- POLICY - Ensure a sustainable funding strategy for the National Football Museum (which is less reliant on grant funding)
- Maximise revenue collection from all sources (including Council Tax and Business Rates) and ensure an effective commercial strategy with regards to income generation from events and advertising
- REFORM – Support and challenge the organisation to deliver the savings required in other service areas, in particular Health and Social Care and Children's Services
- CORPORATE - Monitor the GM Business Rates Pilot and any future risks it poses
- Regular monitoring/reporting of the £750k savings with regard to 'contract reviews'
- Balance income protection and supporting our most vulnerable residents
- Service improvement programmes connected to technology change to deliver optimum future delivery models – significant cashable savings from the Finance alongside improvements to HR.
- Introduce a revised Council Tax Support Scheme that delivers savings of £1m and then monitor the impact of scheme on residents and Council Tax collection. Continue to review the scheme to align to Universal Credit

Evidence Source

Budget Monitoring Report, Progress towards savings targets.

Governance

- Provision of prioritised and timely support, challenge and assurance to support the pace of change and reform across the council (devolution, GMCA collaboration, partnership working, mayoral responsibilities, commissioning, and service delivery models).
- Establish and monitor governance and transition arrangement for service improvements as responsibility and accountability shifts in line with a high trust model.
- Continue the ICT improvements and deliver the ambitious ICT strategy whilst addressing the long standing issues with reliability and resilience.
- Better and more integration of commissioning of services which is more outcome based with clear links to the Councils strategic objectives. Commissioning and Procurement functions must drive changes and efficiencies with greater emphasis on robust contract management and performance monitoring to achieve this. Ensuring that the right skills mix and expertise is available within the Council and across its partners is fundamental in shaping future approaches
- Ensuring the Highways Management Improvement plan and service review provides improved management and delivery of the highways reactive maintenance programme alongside the capital investment programme into the highways network infrastructure.
- 'Our Manchester' approach to be fully embedded and underpin all that we do
- Effectively manage all discretionary schemes and budgets held within the core to mitigate the impacts of the welfare reform changes on vulnerable Manchester residents.
- Effectively manage budgets and staffing structures as the responsibilities of the Council change as a result of partnership work and government changes eg the move to Universal credit.
- Work with government, other councils, government agencies including the Valuation Office Agency and internally across the Council to ensure that the Business Rates pilot is successful and collection and financial benefits to the council are maximised.

Evidence Source

Annual Internal Audit Report 15-16, AGS questionnaires, AGS 15-16.

Workforce

- Develop a highly skilled and empowered workforce that operates across boundaries and with partners to deliver the Our Manchester principles and objectives
- Embrace a culture change and different way of working based on Our Manchester Principles and the emerging Our People Strategy - this is a long term journey
- Support managers to take personal responsibility and be accountable for their data and people and to develop this within their teams as we move to a 'high trust' model.
- Continue to develop a communication and engagement model for the Core in response to feedback from the BHeard survey
- Ensure there is capacity to engage in process improvement initiatives whilst continuing to provide a service
- Engage in strategic workforce planning and a directorate focus to workforce development - cross cutting issues
- Develop the workforce at a pace that meets the needs of a changing organisation whilst maintaining service levels and standards
- Developing Stronger focus on all people management activity

Evidence Source

Workforce Intelligence Reports, Directorate Workforce Intelligence Reports, Succession & Retention Dashboard, Sickness Absence Analysis Presentations, Workforce Budget Monitoring and Businesses Planning Baseline Data

Other challenges

- Challenges are recorded under the appropriate heading.

Evidence Source

Not applicable

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	2016-2017 Budget £,000	2017-2018 Indicative Budget £,000	2018-2019 Indicative Budget £,000	2019-2020 Indicative Budget £,000
Expenditure:				
Employees	75,247	73,857	72,257	70,267
Running Expenses	353,726	350,498	349,153	348,983
Capital Financing Costs				
Contribution to reserves				
Total Subjective Expenditure	428,973	424,355	421,410	419,250
Less:				
Other Internal sales	(33,076)	(33,076)	(33,076)	(33,076)
Gross Expenditure	395,897	391,279	388,334	386,174
Income:				
Government Grants	(275,293)	(275,293)	(275,293)	(275,293)
Contributions from Reserves				
Other Grants Reimbursements and Contributions	(13,231)	(13,231)	(13,231)	(13,231)
Customer and Client Receipts	(30,148)	(30,583)	(30,583)	(30,583)
Other Income	(1,130)	(1,389)	(1,389)	(1,389)
Total Net Budget	76,095	70,783	67,838	65,678

Delivery Plan 2 – Performance Plan

Objective	Indicator	Actual Performance (2015/16)	Target Performance			
			2016/17	2017/18	2018/19	2019/20
Drive Leadership and Reform	DELIVERY - MCC's direct CO2 emissions in the financial year (kg)	59,015,742kg (a reduction of 18.1% from the 09-10 baseline)	Reduce MCC's direct CO2 emissions by 41% by 2020 from the 2009/10 baseline of 72,074,613 kg.			
	DELIVERY - Manchester's emissions of CO ² in the calendar year (kt)	2,400.7kt (a reduction of 26.73% from the 2005 baseline)	The headline objective in MACF (the action plan for the entire city) is to reduce the city of Manchester's CO ² emissions by 41% by 2020, from 2005 levels (3,276.3 kt) A key objective in the Climate Change Action Plan is for the Council to support projects designed to reduce citywide emissions, particularly where the council has a key or enabling role to support the city's stakeholders and partners take action.			
	PEOPLE - % of staff invited to participate in the annual the BHeard Survey, who did participate.	42%	Organisational aim for 60% return rate supported by Comms and HROD			
	RESOURCES - Total Rateable Value of all properties in Manchester	£847,010,971	The council aims to grow the Business Rates base.			
Enable the Council to Function Effectively	DELIVERY - Availability of 11 critical ICT Services and Applications	98.57%	98.5%. There are plans to refresh the critical applications monitored in this measure and robustly define 'availability' within service level agreements.			
	DELIVERY - ICT Service Desk: Service requests closed within SLA (Council)	99.97%	100%	100%	100%	100%
	CUSTOMER - The number of 'formal action plans' (resulting from high priority complaints) with a due date in the financial year, and the percentage of these that were signed off as complete	N/A	100% of formal action plans should be signed off. This is aligned to one of the principles of Our Manchester... 'listening: we listen, learn and respond'			
	PEOPLE - Average days lost per FTE in the standard working month (mean monthly result over the year)	1.07 days	The directorate aims to maximise staff attendance.			
	PEOPLE - 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)	72.67%				
	PEOPLE - Best Companies Index score	595 (2016)	The Council aims to achieve the score of 'one to watch' (600 points).			
	RESOURCES - % of savings in the directorate realised against the target for the year	100%	100%	100%	100%	100%
	RESOURCES - % of savings for the Council realised against the target for the year	100%	100%	100%	100%	100%
	RESOURCES – Outturn Variation for the Corporate Core	-9.86%	0%			
	RESOURCES - % of Council Tax collected in year	92.3%	93%	93%	TBC	TBC
	RESOURCES – Council Tax Base (number of Band D equivalents) without allowing for Council Tax Support	145,769	The council aims to grow the Council Tax base.			
	Deliver High-Quality, Customer-Focused Services and Value for Money	DELIVERY - Percentage of customers who were issued with a penalty charge notice (for parking or bus lane offences), who paid this using telephone or web based self service/automated payment facilities. (mean quarterly result over the year)	92.53%	93%	TBC	TBC
DELIVERY - Percentage of vehicles identified for clamping or removal, which are clamped or removed within 2 hours of identification.		86.41%	88%	TBC	TBC	TBC
DELIVERY - Percentage of CCTV cameras operational each month (average result over the year)		92.70%	98%	TBC	TBC	TBC
DELIVERY - Time taken to process a new claim (for Housing Benefit and/or for Council Tax Support)		24.01 days	20 days			
DELIVERY - Time taken to process a change in circumstances (relating to Housing Benefit and/or for Council Tax Support)		9.96 days	12 days			
DELIVERY - % of claims that are processed accurately (relating to Housing Benefit and/or for Council Tax Support).		97.4%	99%			
DELIVERY - KSI Casualty numbers - Number of people Killed or Seriously Injured in the year.		141	2017 = 147, 2018 = 141, 2019 = 136 and 2020 = 133. These are the annual forecasted casualty reductions based on the DfT National Central Projection as outlined in the Strategic Framework for Road Safety.			
DELIVERY - The average journey time reliability (JTR) over the year for key routes across the city (i.e. % of tracked journey times falling within the accepted time limit)		N/A	The target is for journey time reliability not to decrease from the 2016 baseline.			
DELIVERY - % of entire network beyond mid-life grading (included A, B, C, U roads and Footways)	12.97%	16-17 = 16%, 17-18 = 21%, 18-19 = 15%, 19-20 = 14%. These targets are based on modelling data which includes £80 million investment commencing in 2017-18				

	DELIVERY - Average Number of ICT Major Incidents in the month	5	Progress trends are monitored and reported to ICT Board.			
	CUSTOMER - % of transactions delivered face to face / online / by telephone	6% / 34% / 60%	The Customer Service Organisation monitors activity within specific service areas in the CSO Delivery Plan. A 10% reduction target exists in relation to reducing telephone contacts (relating to Neighbourhood Services, Council Tax and Benefits), and visits relating to benefit claim documentation verification.			
	CUSTOMER - Percentage of customers who were satisfied or very satisfied with the service provided by both Contact Manchester and the Customer Service Centre.	92.5%	16-17 target = 97%			
	RESOURCES - % of Business Rates collected in year	97.6%	97.8%			
	RESOURCES – Amount of savings for the core from Procurement activity	N/A	The target for 18-19 is £ 750,000			
	RESOURCES - % of invoices paid within 10 days and 30 days	63% : 85%	70% : 90%	72% : 92%	TBC	TBC
RESOURCES - % of pursuable debt over 1 year old	4.0%	0%	0%	0%	0%	
Ensure Good Governance and Accountability	DELIVERY - % of FOI (Freedom of Information) and EIR (Environmental Information Requests) requests responded to within the deadline	77%	85%	90%	TBC	TBC
	DELIVERY - % of DSAR (Data Subject Access Requests) requests responded to within the deadline.	82%	90%	TBC	TBC	TBC
	CUSTOMER - % of complaints against the Council responded to within 10 days	84%	96%	96%	TBC	TBC
	CUSTOMER - % of complaints against the Council referred to the Ombudsman which have been upheld	43.9%	10%	10%	TBC	TBC
	PEOPLE - Difference between progression rate of disabled and non-disabled employees	-0.73%	Progress trends, rather than targets, are monitored and reported annually to SMT. A positive difference shows that the progression rate of BME / disabled employees is greater than that of non-BME / non-disabled employees.			
	PEOPLE - Difference between progression rate of BME and non-BME employee	-0.07%				

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 welfare and benefits and 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 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 which focus on service efficiencies. As the proposals within the Core focus primarily of the delivery of efficiencies there are only two of the proposals which require a full Equality Impact Assessment, these are described in the table below.

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
<p>Changes to the Council tax support Scheme 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. This consultation has included a full Equality Impact Assessment. The detailed proposals on the CTS Scheme are set out in a separate report that was considered by Executive on January 11 2017.</p>	<p>December 2016</p>	<p>Executive January 2017 Full Council February 2017</p>	<p>Julie Price</p>	<p>An Equality Impact Assessment (EIA) has been completed.. The EIA is based upon extensive analysis drawing on a number of sources of data.</p> <p>The EIA was then reviewed cognisant of the consultation exercise responses. The responses received were from a broadly representative sample of Manchester residents based on gender, ethnicity, disability and caring responsibilities. Around half of the responses were from people in receipt of Council Tax Support.</p> <p>In terms of the results the consultation supports the EIA in that option one is the preferred option with 55% of respondents who answered this question choosing this as the preferred option. This supports our own analysis on data held and knowledge of the caseload.</p> <p>Of the six options to align the scheme to Housing Benefit and other DWP means tested benefit the consultation showed that more respondents agreed or strongly agreed than those who disagreed or strongly disagreed.</p> <p>The EIA on the revised Localised Council Tax Support Scheme 2017/18 onwards found that the scheme will not have a disproportionate impact on any of the protected equality groups. However, should their circumstances change they may be affected by the changes to the family premium and limiting to two children There are safeguards in place to support the most vulnerable via a discretionary scheme. The CTS scheme maintains the award of premiums and discounts certain benefits that recognise the needs of disabled people, those with children and caring responsibilities. The City Treasurer has considered the EIA, the issues raised and the Council's overall financial position.</p>
<p>Review of HR Policies A review of HR Policies will be undertaken in 2017/18 to ensure the organisation's HR policies and processes evolve to support change and take advantage of new opportunities for innovation and collaboration as they emerge.</p>				<p>This work is yet to commence however has the potential to impact the entire workforce and beyond. Therefore, at the planning stage due regard will be given to the need for equality impact assessments and relevance assessments to ensure equality is embedded in the review plan. On this basis an EIA will be undertaken for each individual proposal to understand any impact and an EIA will be undertaken on the final proposal consider any overall impacts.</p>

Delivery Plan 4 – Workforce Plan

Workforce Priorities

- To support the development and implementation of Our Manchester and the changing approach and culture through the new Our People Strategy.
- Develop a highly skilled and empowered workforce that operates across boundaries and with partners to deliver the Our Manchester principles and objectives
- To understand and respond to the outcomes of the BHeard survey with the aim of continually improving the employee experience and to develop and embed an engagement strategy to enable our people to positively influence decision making.
- To provide leadership and professional support to the integration of Health and Social Care services and the transition arrangements for the Greater Manchester Combined Authority (GMCA)
- To implement the new leadership and management framework, including the tools to provide a platform for improvement to enable a shift in our leaders, managers and people to fully embrace the concept of personal responsibility and accountability.
- To develop the means to ensure the council's accountability to regulators and the public
- To support the Core and Directorates to develop new delivery models and the skills for the future underpinned by the principles of reform
- To maximise the opportunity of the apprenticeship levy through Strategic Workforce Planning, development, succession and talent management
- To develop our people and skills across the directorate to provide excellent service delivery and knowledge based advice in all areas
- To create the conditions for change through the implementation of organisational development, HR Policies, knowledge systems and technology to enable delivery of reformed public services
- To develop effective recruitment and development strategies which support development and flexibility of our internal people with the ability draw in external capacity to provide a future pipeline.
- To implement a new Data Governance structure that will be better fit for purpose and ensure the council maximises its data asset
- To respond to legislative changes in terms of council policies and procedures

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 and the Directorates. The workforce strategy is driven by the new Our People Strategy which is underpinned by the Our Manchester approach of:

- We work together and trust each other
- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and aren't afraid to try new things.

The workforce strategy, aligned to Our People Strategy focuses on delivery of our ambition to get our people are inspired, connected and empowered to make a difference to the lives of Mancunians every day: to recognise that this is an extraordinary City and organisation to work for and shout about it proudly. This ambition will be achieved by listening to the outcomes of the BHeard and changing the way we operate in response and inline with Our Manchester and the key deliverables of Our People Strategy:

- Embedding organisational understanding of 'Our Manchester' and equipping staff with the tools to have better conversations
- Creating a clear approach to management and leadership development
- Developing a new framework for workforce planning which reinforces Our Manchester through both its content and a new approach to the identification, access and evaluation of development
- Reviewing our policies, processes and approaches / 'Lean Systems'

The workforce strategy will continue to focus on the development of leadership and management to support and enable successful delivery. The focus will continue not only on our current leaders and managers but also our future leaders; this ongoing commitment is demonstrated through the development programme for SMT through to first line managers.

Core support services will continue to transform and improve over the next 12 months through the simplification of process and a streamlined customer experience. This approach will require the input of our people at all levels and careful workforce planning to ensure capacity is focused on the right areas to deliver the greatest return on investment. This approach will require highly skilled, flexible and focused resources to continue service delivery whilst developing improvements. This requires improvements in technology and associated skills.

There will be a continued focus on performance management for example, attendance; development, and poor performance with an increased focus on strategic workforce planning. This approach will require innovative thinking to ensure we maximise the apprenticeship levy across the directorate and Council. This approach will be aligned to turnover and retention to focus energy in the relevant areas.

The Corporate Core will continue to focus on growing skills to drive **growth and reform** 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 Our Manchester 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 service, process and technology improvements 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 strategic workforce planning to ensure that capacity and skills are planned in line with the developing work programme and

Delivery Plan 5 – Risk Register

ID	Risk Description	Key Controls and Sources of Assurance	L	I	Risk Score	Further Actions	Risk Owner
1	Work led within the Core to implement the General Data Protection Regulation places outstrips available capacity. The regulations are not implemented in full and the Council is deemed non compliant at the point of implementation in 2019	GM level Information Governance Group developing common approaches across Councils Reports to Corporate Information Assurance and Risk Group and Directorate Management Teams to raise awareness Risk to be reflected on Corporate Risk Register	4	4	16	Programme and project implementation plan to be developed will information actions required	City Solicitor
2	New capital and revenue investment across the Core (especially ICT and highways) is not targeted or utilised effectively resulting in sub optimal outcomes for services and Manchester residents.	Capital Strategy Capital Gateway processes Capital budget monitoring Reports to Executive, Finance & Resources and other relevant Committees	4	4	16	Capital budget monitoring Reports to Executive, Finance & Resources and other relevant Committees	City Treasurer
3	Information, communications and technology are not developed or utilised at the pace required to support achievement of Core and Council priorities	ICT Board and Directorate ICT Boards ICT Capital Investment Plan ICT and Information Strategy ICT Programme and Prioritisation Group in place to support technology roadmap and planned investments	4	4	16	Reports to Executive, Finance & Resources and other relevant Committees	Chief Information Officer
4	Workforce are unable to embrace the principles of Our Manchester and Our People Strategy resulting in a lack of reform of services with consequent financial and performance impacts	Comprehensive consultation and communications across workforce on Our Manchester and emerging for OurPeople Strategies and approach informed by evidence from BHeard surveys of workforce Listening in Action programme and events Tools and resources deployed to support development of OurManchester within services	5	3	15	Ongoing communications and engagement strategy	Deputy Chief Executive (People, Policy and Reform) Director of HR
5	Technology infrastructure lacks the reliability and resilience to ensure that services can be delivered efficiently and effectively	Capital Strategy Capital Gateway processes Business Continuity Management and ICT Incident Management in place to deal with immediate impact of and response to incidents	5	3	15	Further development and delivery of ICT strategy including use of collaboration, cloud based technology and network investment.	Chief Information Officer
6	A lack of capacity and capability to lead and engage effectively in change, transformation and reform activity across the Council, City and GM impacts on the ability to deliver priorities	Prioritisation of support model from Reform and Innovation Team OurPeople Strategy and investment in learning and development to support further development of workforce abilities, skills and competencies	5	3	15	Delivery of agreed workforce development strategies Oversight by SMT Core Management Group	Deputy Chief Executive (People, Policy and Reform)
7	Savings are not delivered as planned within the Core or wider Council, requiring urgent cuts and enforced service reductions	Finance monitoring reports to Service Heads, DMTs, SMT, Executive and Scrutiny Committees Finance tracking of savings delivery Regular review and revision of budget strategy 2017-2020	4	3	12	Development of refined 'sources of assurance' reporting to support early identification of potential issues and slippage in savings plans.	City Treasurer
8	Corporate income forecasts (Council Tax, NNDR etc) are not achieved or sustained resulting in overspends or unplanned service reductions	Regular monitoring and reporting of financial performance to City Treasurer and Executive Member Reports to Executive and Finance & Resources Scrutiny Committee Finance risk assessment of assumptions as part of budget planning	3	4	12		City Treasurer

ID	Risk Description	Key Controls and Sources of Assurance	L	I	Risk Score	Further Actions	Risk Owner
11	Our People does not result in the development of skills, engagement or empowerment necessary to deliver cultural and behavioural change sufficient to transform services	OurPeople Strategy Development of refreshed workforce development strategy for Core 2017-2020 Refreshed approach to staff supervision and engagement through 'All About You' New HR Director appointed	4	3	12	Ongoing engagement and communication in roll-out of OurPeople Delivery of workforce development strategy	Deputy Chief Executive (People, Policy and Reform) Director of HR
12	Commissioning and procurement arrangements are misaligned leading to inconsistencies, non compliance with financial regulations and an inability to secure maximum value for money	Professional Corporate Procurement Function Close working between Head of Strategic Commissioning and Head of Corporate Procurement Internal Audit Assurance programme for Procurement, Contracts and Commissioning	4	3	12	Establishment of procurement function within Capital Programmes and Procurement. Alignment of priorities / plans / leadership across commissioning and procurement to ensure effective coordination of activities	City Treasurer
13	Initial assumptions regarding the ability to lead and deliver cross cutting savings from, for example, increased use of technology, contract management and HR policy improvement prove to be based on inaccurate assumptions. Residual saving requirements have to be sourced from elsewhere within the Core, resulting in additional pressure on budgets and services.	Targets based on informed assumptions and lean review programme. Reflected in delivery and budget plans. SMT leadership of cross cutting savings proposals	3	3	9	Targets to be reviewed as part of ongoing budget monitoring activity	City Treasurer
14	The purpose, principles and priorities for the Core lack the clarity required to ensure the effective coordination of service improvement and delivery plans	Staff engagement through Listening in Acton, OurManchester and OurPeople events Communication and cascade of Delivery Plan via Directors, Heads of Service and managers Corporate updates to all staff via 'TeamBrief'	3	3	9	Communication of Core Delivery and Service Delivery plans	Deputy Chief Executive (People, Policy and Reform)
15	Delivery of service development priorities and associated plans within the Core, for example in Highways and Capital Programmes, are not achieved within proposed timescales and budget resulting in inability to deliver Council priorities.	Reporting to Executive and Scrutiny Committees Highways Client Board established Capital Programmes Improvement Board Capital funding requirements set out in capital Strategy and approved through capital gateways	2	4	8	Recruitment to approved highways and Capital Programmes staffing structures Performance reporting to Executive and Scrutiny Committees	City Treasurer Interim Director of Highways