

**Manchester City Council
Report for Resolution**

Report to: Neighbourhoods and Environment Scrutiny Committee –
31 January 2018
Resources and Governance Scrutiny Committee –
1 February 2018

Subject: Corporate Core Budget and Business Planning: 2018-2020

Report of: Deputy Chief Executive (People, Policy, Reform), City Treasurer,
City Solicitor, Chief Information Officer, Director of Highways,
Transport and Engineering

Purpose of the Report

This report provides a high level overview of the priorities to be delivered in the Corporate Core throughout 2018-2020. This report should be read together with the accompanying delivery plans which set out the performance, financial, risk management and workforce monitoring framework.

In the Budget and Business Plan for the period 2017-2020, directorates set out their proposed savings in the context of their objectives. This report sets out both the progress made to date in delivering these savings and the directorate's focus over the next two years of the three year plan. The accompanying refreshed delivery plans provide a framework that will be used throughout 2018-2020 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 set out in the Our Manchester Strategy.

Recommendations

Executive is recommended to approve the final proposals in this report and that these are included in the budget to Council.

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 7th February 2018.

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Background documents (available for public inspection):

Corporate Core Budget and Business Plan: 2017/18 – 2019/20 – Executive 8
February 2017

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 and the Highways service has responsibility for the ongoing maintenance of the Highway.

People, Policy and Reform

- 1.3 Human Resources and Organisational Development, Reform and Innovation and Policy, Partnerships and Research were brought together under the leadership of the Deputy Chief Executive as “People, Policy and Reform”. This has enabled a stronger connection between economic and social policy. It is underpinned by a first class HR/OD set of functions which deliver operational services and connect the Councils internal approach and workforce to the City’s priorities. Through drawing these service areas together and developing a set of shared priorities, the Council will be able to drive inclusive growth and reform in the City and across Greater Manchester (GM) at greater pace and scale. Greater connections will be made to the City’s residents and workforce
- 1.4 Reform and Innovation (R&I) leads the development of the Our Manchester approach and plans for embedding it across the city, working with HR/OD and Strategic Communications. R&I also leads on the integration of public service reform approaches, in order to improve services for people in places across the city. Other current areas of focus for R&I include health and social care integration, homelessness, family poverty, and early help.
- 1.5 Policy, Partnerships and Research (PPR) is supporting the implementation of the Our Manchester Strategy and the coordination of the Our Manchester Forum. PPR is responsible for providing the City Council’s input to policy work at a Greater Manchester level through the implementation of the GM Strategy and the development of the Spatial Framework and the Transport Strategy. The team also works to further the city’s objectives by influencing the Northern Powerhouse and Core Cities agendas and through the work of Transport for the North. It aims to ensure that Manchester achieves its priorities locally, regionally and nationally. Team members work with R&I on the implications of Brexit and Family Poverty. PPR leads on planning, transport, cultural and environmental policy and is coordinating work on the development of a refreshed digital strategy for the city. The Council’s Resources and Programmes function is based within this service. The team manages external funding programmes - both delivery and closing down - including European

Regional Development Fund and European Social Fund on behalf of both the council and the Combined Authority. The team also manages the Our Manchester Investment Fund, the Our Manchester Voluntary and Community Sector Fund, the Clean City programme, the GMCA Cultural 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 HROD will be critical to the delivery of Our Manchester, through driving forward the ambition of the Our People Strategy, embedding the Our Manchester Behaviours across the organisation through the ways in which the workforce operate and interact as well as the Council's operational approach to people management and development. A new operating model and structure for the Service has been implemented over the past year to align capacity with this objective and work is continuing to embed this model and review approaches.

ICT

- 1.7 Led by the Chief Information Officer, ICT manages the ICT infrastructure across the Council including the data and voice network, computers and systems that support Council services, directs technology development and ICT project management. The ICT team works in partnership with the rest of the Council to determine the strategic priorities and associated dependencies on ICT. Increasingly ICT at the Council is leading and supporting technology developments across Greater Manchester and with our Health colleagues in the Local Care Organisation and the Single Hospital Service. As the Council transforms in line with the Our Manchester approach to deliver more streamline processes and systems, the scale of investment in ICT 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, Rochdale Child Care and the Greater Manchester Combined Authority (GMCA). The legal framework in which the Council operates has become increasingly 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 Manchester, Rochdale and Salford City Council the City Solicitor is the Monitoring Officer for the Council and GMCA. 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 supports decision-making and scrutiny within the Council, providing professional support to elected Members in their roles as decision makers and local representatives. It also includes the Registration and Coroners Services.
- 1.11 The Service also includes the Executive Office, which provides support to the Strategic Management Team and core governance as well as running elections, referenda and electoral registration and the city's Civic and Ceremonial team which delivers the civic function as well as providing support to the Lord Mayor's. The Communications service is part of the division and is responsible for internal and external communications, developing effective communication strategies and campaigns to lead, influence and support the Our Manchester strategy and approach, whilst safeguarding the Council's reputation in both the online and traditional media. The service supports Council priorities based on an engagement model of communications. The service also offers a full in house print, AV and presentations and translations and interpretations service operating on behalf of other GM authorities and public sector agencies.

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 Programmes is 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.
- 1.13 The integrated Commissioning function leads the integration of commissioning across public services, and leads the improvement agenda on contract management practice in the Council. The team is working with procurement to 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. This includes a more strategic, integrated approach to planning commissioning; supporting directorates on high priority contracts; developing a toolkit for contract managers; strengthening supplier management and contract monitoring, including social value; and building skills and capability.
- 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 host's the Core's customer-facing service areas including Revenues and Benefits, and Customer Services. The Revenues and Benefits Service, bills collects and recovers Council Tax, Business Rates and other money owed to the Council, as well as assessing entitlement and administering payments and confirming entitlement to Housing Benefits/Local Housing Allowance, Council Tax Support and free school meals for those residents on a low income. The service also manages a range of discretionary financial schemes including the Welfare Provision Scheme, Discretionary Housing payments, Discretionary Council tax payments and food poverty payment to third sector organisations. The Customer Services Organisation provides first point of contact across a range of channels to residents, business and partners. This includes staff in the main contact centre, the customer service centre and staff based in the multi-agency safeguarding hub. The service also provides Children and Families and the Council's Emergency out of hour's services.
- 1.16 The Performance, Research and Intelligence Service operates as a Centre of Excellence incorporating performance, research and intelligence functions from across the Council to lead and support service improvement. The service includes Corporate Complaints, Data Governance, Performance, Research and Intelligence. Together, these teams develop and maintain business processes to manage and improve data quality, and provide intelligence for a range of decisions, policies and service development. In addition the Service supports and monitors the delivery of Council and directorate objectives and the allocation of resources through the business planning process and performance management frameworks.

Highways

- 1.17 The Highways Service is responsible for the maintenance of the Highway to enable flow and movement of traffic across the as well as designing and delivering small and major developments to support our strategic priorities of Growth and development of Place.
- 1.18 The new integrated Highways Service provides the platform for central management and oversight of the City's highways assets. Furthermore, the integrated service is delivering a number of internal improvements which will positively impact on delivery and maintenance and ultimately the users of the Highway which is everyone that steps on to a train, tram, pavement or road across the City. The creation and implementation of a plan to improve services across the new Highways function is almost complete. This will refocus the client function for asset management, route management and introduce a new approach to design, delivery and governance ensuring that commercial management is a key driver, as well as ensuring compliance with

both time and budgetary constraints. The improvements will include a new structure in each team, new processes where none exist, a culture change programme, greater transparency through new reporting procedures, a higher priority to health and safety, a people based approach and more thorough budget management. This is backed by strong 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. The service also seek to ensure flexibility within the system in order to respond to managing immediate, short and long term priorities as well as urgent issues.

Our Manchester

- 1.19 Manchester has established a 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.
- 1.20 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.
- 1.21 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.
- 1.22 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.

1.23 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

1.24 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, security and protection of our 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.

Budget Consultation

- 3.4 As part of the 2017/18 three year budget setting process, more residents than ever before were involved in a conversation about what mattered to them. Over 4,250 got involved over three phases of consultation. The outcome of this consultation was used to inform the Council's spending plans for the three years 2017/19 - 2019/20.

- 3.5 Although there is no formal requirement to consult on this year's budget a commitment was made to ensure that the Council continues to inform and engage residents, businesses and council staff in the budget process. One of the ways this has happened is through the 'Our Manchester Days'. These take over days have enabled the budget conversation to carry on, focussing on the areas that people told us matter most to them in the budget conversation. They highlight the services commissioned or delivered by the Council and go behind the scenes to meet both our staff and partners. For the Corporate Core there have been take over days for Highways services, Revenues and Benefits and the Customer Contact Centre.

Leadership and Reform

- 3.6 The Council's available resources have reduced from £680m to around £534m 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.
- 3.7 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 following the election of the Mayor for the Combined Authority in May 2017 and are continuing to make the case for more powers and resources to be devolved to Greater Manchester from Central Government. 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.
- 3.8 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

- 3.9 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.
- 3.10 Whilst progress has been made in relation to data and the use of data, further improvements are required 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.
- 3.11 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. Lean systems approaches will continue to be developed in order to improve the efficiency of internal business processes and help residents interact with the Council more easily.
- 3.12 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. There are savings arising from a Lean Systems approach included for the Corporate Core these are largely in relation to Finance, Legal and ICT.

Ensure Good Governance and Accountability

- 3.13 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 both the personal information held about people and commercially sensitive information, 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 with Customer-Focused Services and Value for Money

- 3.14 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 2017/18 gross budget is £409.948m and net budget £79.603m with FTEs of 1,922 across Chief Executives, Corporate Services and Highways.

Service Area	2017/18 Gross Budget £000's	2017/18 Net Budget £000's	2017/18 Budgeted Posts (FTE)
Highways	41,647	14,202	209.5
ICT	14,212	14,100	161.5
Human Resources & Org Development	4,089	3,803	83.1
Reform and Innovation Policy	1,210 9,965	1,057 6,508	17 55.5
People, Policy & Reform Sub Total	15,264	11,368	155.6
Legal Services	7,002	2,752	196.5
Democratic & Statutory Services	4,759	3,368	79.6
Executive Office	3,667	3,665	27
Communications	4,826	2,939	86.4
Legal, Democratic Sub Total	20,254	12,724	389.5
CEX Corporate Items	2,486	2,384	
Total Chief Executives	52,216	40,576	706.6
Commissioning	350	350	4
Procurement	1,239	920	27
Revenue and Benefits	296,340	7,395	349.5
Performance	4,336	4,210	90.2

Financial Management	5,879	5,563	154.1
Audit, Risk and Resilience	1,643	1,349	40
Shared Service Centre	1,878	1,262	113.1
Customer Services	3,896	3,790	141.7
Capital Programmes	201	(270)	86.5
Corporate Services Corporate Items	323	256	
Total Corporate Services	316,085	24,825	1006.2
Grand Total Corporate Core	409,948	79,603	1,922.2

*As of December 2017. Reflects Funded Posts

- 4.2 The Corporate Core budget £79.603m is net of the £6.207m savings that were agreed as part of the 2017/18 budget process. There are a further £5.105m savings proposed for the next two financial years and the breakdown of these across service areas is set out in the table below.

Service Area	Saving's proposed as Part of 2017/18 Budget Strategy.		
	2018/19 £000	2019/20 £000	Total £000
ICT	520	170	690
Legal & Democratic Services	105	100	205
Financial Management	100	390	490
Audit Risk and Resilience	(30)		(30)
Cross Cutting Contract Savings	750		750
Cross Cutting HR Policies & Procedures	1,500	1,500	3,000
Corporate Core Total	2,945	2,160	5,105

- 4.3 The two year budget strategy for 2018/19 to 2019/20 continues to support 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 2018/19 to 2019/20. The Directorate originally identified the following priorities which have provided the framework for developing the medium term financial strategy:
- 4.4 The Corporate Core will continue to work with the other Directorates of the Council to 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. To create the platform for future efficiencies and service improvement the following work is in development.

- 4.5 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.

Savings Proposals 2018/20

- 4.6 Savings proposals of £10.566m were originally included for the Corporate Core as part of the 2017/18 budget proposals. These included a combination of service improvements and efficiencies, service reductions from the Core and reducing support through the Council Tax Support Scheme. In 2017/18 the core was programmed to deliver over 50% (£5.481m) of the original target, along with £0.706m savings that were the full year effect of original 2016/17 proposals. To date all but £350k of the programmed savings are on track to be delivered.
- 4.7 The savings for 2018/19 and 2019/20 are summarised in the table below and the more detail on 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.14 fte posts over 2018/19 and 2019/20.

ICT

- 4.8 The ICT net budget for 2017/18 is £14.100m with 161.5 budgeted fte's, the net budget does include £1.312m additional investment in respect of the disaster recovery (DR) solution that was agreed as part of the 2017/18 budget. Work is ongoing to implement the new DR solution and the total costs will become clearer during 2018/19 once the network requirements have been determined.

ICT has successfully delivered efficiency and improvement savings of £460k in 2017/18, with a further **£690k** to be delivered over the next two years. These are broken down £520k in 2018/19 and £170k in 2019/20 and will be achieved from a combination of efficiencies and reduced operating costs arising from the ongoing ICT investment programme. The proposed printing and travel reductions will be realised from across all Directorates and will be delivered following further roll out of the collaboration platform and the new more efficient printing solution. The total £690k savings are:-

- Reduction in maintenance, licensing and printing costs (£490k)
- Travel budgets across the Council following wider roll out of the Collaboration platform (£50k)
- Reduction in the budget for maintenance and refresh of equipment (£150k)

Legal and Democratic Services

- 4.9 The net budget for legal and Democratic services is £12.724m with budgeted fte's of 389.5. Legal have already delivered £100k savings during 2017/18, There is a further **£205k** savings proposed over the two year budget period, and these are phased £105k 2018/19 and £100k in 2019/20. The proposed savings are made up of:-

- Review of mortuary provision across Greater Manchester - investigate alternative means of provision or commissioning services from hospital trusts to achieve savings of £55k in 2018/19.
- Work has now commenced with ICT to undertake feasibility works and identify options for introduction of a new case bundling system - this will provide updated systems that will deliver savings of £50k in 2018/19.
- As the number of childcare cases reduces in line with the developments across health and children's services it is expected that the numbers of staff providing support will reduce, this will release a saving of £100k in 2019/20 and a planned reduction of 2fte.

Financial Management

- 4.10 Financial Management net budget is £5.563m with fte of 154.1. The service has proposed savings of **£490k** over the next two financial years, which are in addition to the £100k that has already been successfully achieved in 2017/18. The £490k will be achieved through introducing leaner systems and reducing staff by c12fte. The savings are to be achieved £100k and 1fte 2018/19 and £390k and 11fte in 2019/20 following the implementation of new systems.

Cross Cutting Savings – Procurement and Commissioning

- 4.11 As part of the 2017/18 budget proposals revenue investment of £400k was included to provide resources for a new strategic commissioning function and provide capacity to drive new approaches to procurement and ensure more effective contract management. This was implemented to support delivery of **£0.750m** savings from reviewing existing contract arrangements, including compliance, delivery and use of contract penalties. The team are now established and work has commenced on reviewing both expenditure and contracts in order to deliver the £0.750m savings in 2018/19. These savings will be across all Directorates and will be allocated based on the specific contracts reviewed and savings generated following the reviews.

Cross Cutting Savings - Revised HR Policies and Processes

- 4.12 Over 2018/19 and 2019/20 there are **£3m** workforce related savings proposed. A number of areas have already been identified where tighter management within the existing policy framework could reduce costs, and these will be pursued. The areas identified will not affect existing terms and conditions and will not require any further reduction in the number of posts. These are forecast to achieve cost savings of £1m and are to be profiled £300k in 2018/19 and £ 0.700m in 2019/20.

To ensure that the 2018/19 remaining £1.2m HR savings can be achieved work has been undertaken to review both the existing level of long term vacancies and an analysis of the existing vacancy factor included within directorate budgets compared to the levels of vacant posts recorded. This analysis has enabled the allocation of the savings for 2018/19 across all directorates, and this will be reflected within each directorate's budget.

Further work is required to determine what changes will be implemented to deliver the £1.5m saving proposed for 2019/20.

Technological Support to Implement Changes

- 4.13 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.
- 4.14 ICT will continue to 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 ongoing investment in ICT.
- 4.15 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 initiatives are a mixture of systems to underpin departmental transformational agendas, the implementation of fit for purpose systems or to establish compliance in line with the ICT strategy. The initiatives include:
- 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 review of business processes based on the introduction of technology to deliver efficiencies and improved ways of working that will eventually lead to a full people management technology solution which would enable workflow and self-service and systems to enable succession, talent planning and skills audit.
 - Delivery of the new social care case management system linking to an automated financial assessment and payments modules and the core SAP system
 - Replace the current income management solution and ensure that the Council is PCI-DSS compliant.
 - A review of the existing SAP (ERP) technology to fully explore the options in deciding the future direction of the enterprise solution with a view to stabilise, replace or upgrade to improve efficient working.
 - Procure and implement a new corporate contract management solution to assist in the management of contracts, performance and spend across the Council.

- 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 introduction of new technology to improve efficiencies and support a more, modern, flexible environment e.g. Legal Case Management and e-Bundling solution, a committee meetings management system and a new case management solution for members. The existing CRM and Intranet platform will also be replaced with more modern and relevant technology.
 - Work in partnership with Highways to procure and implement a new enterprise fit for purpose Highways system.
- 4.16 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 telephony platform, and a new data centre and backup environment to develop disaster recovery for all critical ICT systems.

Investment Proposals, Budget Growth & Risks

Investment Proposals

- 4.17 The existing capital programme for 2017/18 and the proposed 2018-2022 four year capital strategy includes approval for significant investment for Corporate Core services including Highways, Street Lighting and ICT, which will all bring longer term cost reductions. 2017/18 was the first year of the five year programmes and work has commenced in 2017/18 across all three programmes, the delivery of the programmes will increase as the levels of activity increases.
- 4.18 Ongoing investment of **£1.490m** has been proposed from 2018/19 to support the revenue and benefits budgets. £1m has been identified to provide additional capacity to support residents following the roll out of Universal Credit. This will provide additional resources to support an increased number of Discretionary Housing Payments or Hardship Payments in line with the approved criteria.
- 4.19 The £490k provides funding for additional capacity within Revenue and Benefits and will enable the Contact Centre to deliver the Children's Services SLA, engage additional support to maximise the collection of business rates and provide funding for food banks and future service change.

Budget Risks

- 4.20 As part of the work undertaken during 2017/18 to ensure that a robust budget is in place, work has been carried out to identify and mitigate any budget risks.

- 4.21 The following risks and mitigations have been identified and are included in the budget proposals.
- 4.22 Highways Services has identified pressures of £1.243m in 2018/19, these are in relation to the non-achievement of £0.7m savings relating to the on street advertising contract and £0.543m pressure in Manchester Contracts. Work is ongoing to ensure that the advertising saving can be delivered, but this will now be achieved in 2019/20. This is aligned to the end of the existing contract and will follow completion of the procurement exercise. Work is now ongoing to review all advertising income to ensure that there is a consistent and coordinated approach and that the Council are getting best value from all its advertising activity.
- 4.23 Highways Services have been reviewing all their existing budgets and activities in order to identify mitigation for the above pressures, through a combination of reviewing existing external support contracts, operational delivery arrangements and opportunities for increasing external income. Savings of £478k have been identified to offset the in-year pressure of £1.243m. This leaves a one year pressure of £0.765m in 2018/19 and a balanced budget will be delivered in the two year period.
- 4.24 There are further £330k risks identified within Chief Executives, these include £230k additional costs for a twelve month extension to the public wi-fi maintenance contract and £100k timing delay for delivery of savings within Policy. Following discussions with Heads of Service both these pressures have now been contained and managed within the existing service budgets through a combination of increased project income and ringfencing of other budgets.

Impact on Residents Communities and Customers

- 4.25 The Council's Equality Impact Assessment (EIA) toolkit will provide an essential opportunity for services to understand and mitigate the impact of the budget proposals on resident communities, in particular protected groups. The extent to which this is achieved will be evidenced in the Council's planned re-accreditation against the Equality Framework for Local Government in the course of 2018-19. Similarly, the review and measurement of progress against the Council's equality objectives will also allow the Core to measure the impact on communities and customers, across its own functions and those of the Council's other Directorates.
- 4.26 Activity planned by the Core regarding the recruitment, retention and development of disabled and BAME people in 2018-19 will have a positive impact on those groups, as will its activity around employee engagement on equality issues. The Core's continuing support of the health and care integration programme will also have significant positive impacts on resident and customer groups and vulnerable communities.

Workforce Impact.

- 4.27 The workforce impact of the budget proposals can largely be achieved by deletion of vacant posts in the 2018/19 period as this will deliver the required workforce efficiencies in the short term. However on this basis the potential reduction could be up to 14 FTE over the remaining two year period; this could be a mixture of efficiencies, actual reductions and funded posts.
- 4.28 There has been growing requirement to invest in our leadership approach and development, and how we engage and communicate with our people - both in response to the outcomes of the recent B Heard survey and in line with the 'Our Manchester' approach. This shift will require us to continue to promote the leadership programme 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 linked to the principles of People Strategy. Particular areas of focus are:
- Improved and more consistent management across the whole organisation.
 - Much more engaged staff, motivated and skilled workforce – improved quality of internal and external engagement
 - Focus on 'About You' conversations to identify areas for skills development.
 - 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 the People Strategy.
- 4.29 The Core will continue to support the 'Our Manchester' behaviours and ensure that these are embedded across the various services, through championing participation in corporate activities such as 'Listening in Action' and the 'Our Manchester Experience'. In support of this a number of service areas across the Core have set up conferences to engage with a cross section of its workforce, sharing local business plans for the next twelve month period and giving staff an opportunity to feed into the priorities, review the vision and reflect on objectives and aspirations being set as well as having the opportunity to engage in open dialogue with Strategic Directors.
- 4.30 In addition to this the Core has fully engaged with the opportunity to continue the focus on workforce skills and development needs, utilising the apprenticeship levy to support the recruitment of new apprentices to the directorate, linking them to specific development standards to both increase staff capacity but, more importantly, ensure that we respond to the challenges of skills development linked to this new cultural change. The levy has also been used to enhance the existing skills across the Directorate, supporting workforce development needs following on from the 'About You' conversations taking place across the directorate.

- 4.31 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	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)
Service Area	£,000	£,000		£,000	£,000		£,000	£,000	
Highways Service	41,647	14,202	209.5	41,647	14,202	209.5	41,647	14,202	209.5
ICT	14,212	14,100	161.5	13,692	13,580	161.5	13,522	13,410	161.5
HR/OD	4,089	3,803	83.1	4,089	3,803	83.1	4,089	3,803	83.1
Policy	9,965	6,508	55.5	9,965	6,508	55.5	9,965	6,508	55.5
Reform and Innovation	1,210	1,057	17	1,210	1,057	17	1,210	1,057	17
People, Policy and Reform Sub Total	15,264	11,368	155.6	15,264	11,368	155.6	15,264	11,368	155.6
Legal Services	7,002	2,752	196.5	6,952	2,702	196.5	6,852	2,602	194.5
Democratic and Statutory Services	4,759	3,368	79.6	4,704	3,313	79.6	4,704	3,313	79.6
Executive	3,667	3,665	27	3,667	3,665	27	3,667	3,665	27
Communications	4,826	2,939	86.4	4,826	2,939	86.4	4,826	2,939	86.4
Legal, democratic Services and Communication Sub Total	20,254	12,724	389.5	20,149	12,619	389.5	20,049	12,519	387.5
Chief Executive Corporate Items	2,486	2,384		1,856	1,754		1,856	1,754	
Total Chief Executives	52,216	40,576	706.6	50,961	39,321	706.6	50,691	39,051	704.6
Commissioning	350	350	4	350	350	4	350	350	4
Revenue and Benefits	296,340	7,395	349.5	296,340	7,395	349.5	296,340	7,395	349.5
Performance, Research and Intelligence	4,336	4,210	90.2	4,336	4,210	90.2	4,336	4,210	90.2
Procurement	1,239	920	27	1,239	920	27	1,239	920	27
Financial Management	5,879	5,563	154.1	5,779	5,463	153.1	5,389	5,073	142.1
Audit, Risk and Resilience	1,643	1,349	40	1,643	1,379	40	1,643	1,379	40
Shared Service Centre	1,878	1,262	113.1	1,878	1,262	113.1	1,878	1,262	113.1
Capital Programmes	201	(270)	86.5	201	(270)	86.5	201	(270)	86.5
Customer Services	3,896	3,790	141.7	3,896	3,790	141.7	3,896	3,790	141.7
Corporate Services Corporate Items	323	256		323	256		323	256	
Corporate Services Total	316,085	24,825	1006.2	315,985	24,755	1005.1	315,595	24,365	994.2
Cross Cutting Savings				(2,250)	(2,250)		(3,750)	(3,750)	
Total Corporate Core	409,948	79,603	1922.2	406,343	76,028	1921.2	404,183	73,868	1908.2

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

Corporate Core	2017 / 18	2018 / 19			2019 / 20		
	Net Budget £,000	Growth and other Budget Changes	New Savings	Net Budget 2018/19	Growth and other Budget Changes	New Savings	Net Budget 2019/20
Service Area	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Highways Services	14,202		-	14,967			14,202
ICT	14,100		(520)	13,580		(170)	13,410
HR/OD	3,803			3,803			3,803
Policy	6,508			6,508			6,58
Reform and Innovation	1,057			1,057			1,057
People, Policy and Reform Sub Total	11,368			11,368			11,368
Legal Services	2,752		(50)	2,702		(100)	2,602
Democratic and Statutory Services	3,368		(55)	3,313			3,313
Executive	3,665			3,665			3,665
Communications	2,939			2,939			2,939
Legal, democratic Services and Communication Sub Total	12,724		(105)	12,619		(100)	12,519
Chief Executives Corporate Items	2,384		(630)	1,754			1,754
Total Chief Executives	40,576		(1,255)	39,321		(270)	39,051
Commissioning	350			350			350
Revenue and Benefits	7,395			7,395			7,395
Performance, Research and Intelligence	4,210			4,210			4,210
Procurement	920			920			920
Financial Management	5,563		(100)	5,463		(390)	5,073
Audit, Risk and Resilience	1,349		30	1,379			1,379
Shared Service Centre	1,262			1,262			1,262
Capital Programmes	(270)			(270)			(270)
Customer Services	3,790			3,790			3,790
Corporate Services Corporate Items	256			256			256
Corporate Services Total	24,825		(70)	24,755		(390)	24,365
Corporate Services			(2,250)	(2,250)		(1,500)	(3,750)
Total Corporate Core	79,603		(3,575)	76,028		(2,160)	73,868

Appendix 3: Summary Budget Position and Savings Schedule

Service Area	Description of Saving	RAG Deliverability	Amount of Saving Proposal			FTE Impact (Indicative)
			2018/19 £,000	2019/20 £,000	Total £,000	
Improvements and Efficiency						
ICT	Revenue savings through reduction in contract costs - data & telephony, mobiles and printing	Green	150		150	
	Reduction in maintenance and refresh of ICT equipment	Green	150		150	
	Revenue savings through reduce maintenance/licensing cost following capital investment	Green	170	170	340	
	Travel reductions across the Council from collaboration technology	Green	50		50	
Legal and Democratic Services	Staffing reduction in legal services following planned reduction in Children's caseload	Amber		100	100	2
	Review of provision of mortuary services on a Manchester or Greater Manchester basis.	Amber	55		55	
	Efficiencies through implementation of caseline bundling system.	Amber	50		50	
Financial Management	Reduce funding for vacant Head of Finance post following implementation of lean systems	Amber	100		100	1
	Lean Systems : Service review and improved efficiency through ICT developments and changes to finance processes	Red		390	390	11

Audit and Resilience	Increased income to offset time limited reduction in 2016/17	Green	(30)		(30)	
Cross Directorate – Non Employee	Commissioning Savings through review of contracts Directorates	Green	750		750	
Total Improvement and Efficiency			1,445	660	2,085	14

Service Area	Description of Saving	RAG Deliverability	Amount of Saving Proposal			FTE Impact (Indicative)
			2018/19 £,000	2019/20 £,000	Total £,000	
Service Reductions						
Cross Cutting HR Policies and Processes	Review existing HR Policies and Processes	Amber	1,500	1,500	3,000	
Total Service Reductions			1,500	1,500	3,000	
Corporate Core Total Savings			2,945	2,160	5,105	14

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Corporate Core Delivery Plans 2018/19 – 2019/20

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	2017-2018 Budget £,000	2018-2019 Indicative Budget £,000	2019-2020 Indicative Budget £,000
Expenditure:			
Employees	76,053	74,453	72,853
Running Expenses	352,722	350,717	350,157
Capital Financing Costs	26	26	26
Contribution to reserves	6,546	6,546	6,546
Total Subjective Expenditure	435,347	431,742	429,582
Less:			
Other Internal sales	(25,399)	(25,399)	(25,399)
Gross Expenditure	409,948	406,343	404,183
Income:			
Government Grants	(272,335)	(272,335)	(272,335)
Contributions from Reserves	(5,351)	(5,351)	(5,351)
Other Grants Reimbursements and Contributions	(5,603)	(5,603)	(5,603)
Customer and Client Receipts	(32,671)	(32,671)	(32,671)
Other Income	(14,385)	(14,355)	(14,355)
Total Net Budget	79,603	76,028	73,868

Delivery Plan 2 – Performance Plan

Objective	Indicator (high level / outcomes)	Actual Performance (2016/17)	Target Performance			Our Manchester Outcomes	Our Manchester 3 Year Priorities
			2017/18	2018/19	2019/20		
Drive Leadership and Reform	MCC's direct CO2 emissions in the financial year (kg)	54,163,760kg (a reduction of 24.9% 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.			A liveable and low carbon city	-Cleaner, greener place -More recycling and less waste
	Manchester's emissions of CO ² in the calendar year (kt)	2303.2kt (a reduction of 29.60% 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.			A liveable and low carbon city	-Cleaner, greener place -More recycling and less waste
	% of staff invited to participate in the annual the BHeard Survey, who did participate.	49%	Organisational aim for 60% return rate supported by Communications and HROD				
	Total Rateable Value of all business properties in Manchester	£855,107,956	The council aims to grow the Business Rates base.			A thriving and sustainable city	
Enable the Council to Function Effectively	Availability of 11 critical ICT Services and Applications	99.01%	98.5%. There are plans to refresh the critical applications monitored in this measure and robustly define 'availability' within service level agreements.			A connected city	
	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 signed off as complete	9 (89% recorded as complete)	100%	100%	100%	A progressive and equitable city	
	Average days lost per FTE in the standard working month (mean monthly result over the year)	1.00 days	The directorate aims to maximise staff attendance.			A progressive and equitable city	
	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)	73.38%				A progressive and equitable city	
	Best Companies Index score	611 (2017)	The Council aims to achieve a positive direction of travel towards the score of 'one star' (659.5 points).				
	% of savings in the directorate realised against the target for the year	91%	100%	100%	100%		
	% of savings for the Council realised against the target for the year	70.11%	100%	100%	100%		
	Outturn Variation for the Corporate Core	-4.4	0%				
	% of Council Tax collected in year	92.68%	93%			A thriving and sustainable city	
	Council Tax Base (number of Band D equivalents) without allowing for Council Tax Support	Oct 2016 (16-17) = 147,151 Oct 2017 (17-18) = 149,235	The council aims to grow the Council Tax base.			A thriving and sustainable city	-Better and more homes
Deliver High-Quality, Customer-	Time taken to process a new claim (for Housing Benefit and/or for Council Tax Support)	24.36 days	20days			A progressive and equitable city	

Focused Services and Value for Money	Time taken to process a change in circumstances (relating to Housing Benefit and/or for Council Tax Support)	9.30 days	12days			A progressive and equitable city	
	% of claims that are processed accurately (relating to Housing Benefit and/or for Council Tax Support).	98.2%	99%			A progressive and equitable city	
	KSI Casualty numbers - Number of people Killed or Seriously Injured in the year.	151	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.			A liveable and low carbon city	-Fix road, bus and cycle lanes
	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)	88.15%	The target is for Journey Time Reliability not to decrease from the 2016-17 baseline (88.15%)			A connected city	-Fix road, bus and cycle lanes
	% of road network beyond mid-life grading (including A, B, C, U roads, excluding footways)	25.3%	17-18 = 20%, 18-19 = 23%, 19-20 = 26%.			A connected city	-Fix road, bus and cycle lanes
	Average Number of ICT Major Incidents in the month	9.16	Progress trends are monitored and reported to ICT Board.			A connected city	
	% of transactions delivered face to face / online / by telephone	4% / 43% / 53%	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 and Council Tax and Benefits).			A connected city	
	Percentage of customers who were satisfied or very satisfied with the service provided by both Contact Manchester and the Customer Service Centre.	95.59%	97%	97%	TBC	A connected city	
	% of Business Rates collected in year	96.40%	98%			A thriving and sustainable city	
	Amount of savings for the core from Procurement activity	N/A	N/A	£750,000			
	% of invoices paid within 10 days and 30 days	60% : 84%	72% : 92%	TBC	TBC		
	% of pursuable debt over 1 year old	4.77%	0%			A thriving and sustainable city	
	Ensure Good Governance and Accountability	% of FOI (Freedom of Information) and EIR (Environmental Information Requests) requests responded to within the deadline	83%	90%	90%	TBC	A progressive and equitable city
% of DSAR (Data Subject Access Requests) requests responded to within the deadline.		83%	90%	90%	TBC	A progressive and equitable city	
% of complaints against the Council responded to within 10 days		81%	96%	96%	TBC	A progressive and equitable city	
% of complaints against the Council referred to the Ombudsman which have been upheld		10.40%	10%	10%	TBC	A progressive and equitable city	
Difference between progression rate of disabled and non-disabled employees		+0.16%	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.			A progressive and equitable city	
Difference between progression rate of BME and non-BME employee		+1.17				A progressive and equitable city	

Delivery Plan 3 – Equality Overview and Action Plan

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.

1. How has the Directorate's activity over 2017-18 year supported the promotion of equality and diversity in the City in support of the Council's equality objectives and supporting aims (citing specific and tangible examples where possible)?

Activity in the Core has been instrumental in progressing more equitable outcomes for residents and employees alike, in line with the equality objective of improving life chances. The Council's Equality Team is situated in the HROD service within the Core, and the delivery of its work programme is critical to the advancement of equality for the Council. In addition to its business as usual of supporting the organisation to deliver equality outcomes, some of the team's activities specific to 2017-18 include: signed up to the Disability Confident Employer scheme at level 1 (level 2 accreditation will be achieved by end of March 2018); commissioned an independent workplace equality review (outcomes report and action planning will be completed by end of March 2018); membership of the Employers' Network for Equality and Inclusion (enei) for best practice and insight; supported the securing of Centenary Cities funding from the Government Equalities Office; supported the establishment of Directorate equality working groups which link into the Corporate Equality Champions Group; developed and launched an intranet-based EIA toolkit; supported the analysis and reporting of the Council's gender pay gap data; continued to provide strategic input on the equality-related aspects of the health and social care integration programme.

Also in HROD, the Employer Supported Volunteer Policy was developed and launched in 2017. The revised policy seeks to align the Council's approach as a positive measure to support Our Manchester and the People Strategy through providing employees with an opportunity to engage with the life of the City outside of their day-jobs and identifying opportunities which align their skills to areas of support identified by our communities. It will also support the Council's Social Value objectives which include promoting participation and citizen engagement and building the capacity and sustainability of the voluntary and community sector. Five target groups have been identified as the focus for the social value activity and specific opportunities will be identified and encouraged in support of these groups:

Children and young people and specifically;

1. Looked after Children and Care Leavers,
2. Young people who are NEET, or are at risk of becoming NEET
3. Children involved in, or at risk of becoming involved in, the criminal justice system
4. Young people who have to overcome additional barriers to secure and sustain a place in the labour market

Long-termed unemployed with an underlying health condition and/or complex needs; People with a disability; Older people, specifically adults over 50 who are economically inactive and/or

The review of the Council Tax Support scheme was undertaken in early 2017 with a consultation exercise carried out, attracting 1,996 responses. The responses received were

in poor health; Vulnerable adults overcoming a crisis e.g. domestic violence and abuse survivors, dependency on drugs or alcohol; rough sleepers.

The revised policy provides an opportunity for the Council to take a positive step to strengthen its approach to volunteering. In doing so, it is important to recognise that many employees already volunteer and contribute to the City through a range of activities both inside and outside of work.

Following the establishment of an Ethical Procurement Task and Finish group comprising of officers, members and invited bodies e.g. Chamber of Commerce, Crown Commercial Service, AGMA procurement hub, in February 2017 Corporate Procurement held an event to launch its Ethical Procurement Policy. It sets out what the Council expects of its supply chain with regard to ethical behaviours with their workforce and own supply chain. Areas covered within the policy include Equality, Human Rights, taxation, and living wage. The launch event was held to promote the policy to its supply chain, elected members, other local authorities and central government. At the same event, the Power of Procurement II publication was launched celebrating 10 years of progressive procurement in the areas of Sustainability and latterly Social Value, a track record which is which is unprecedented in Local Government. The Council has recently undertaken a piece of work to understand how suppliers based in areas of deprivation are impacting the areas within which they operate. This included how they might provide training opportunities, employment, apprenticeships and work with ex-offenders and other groups. Case studies were collected with the aim of sharing best practice with members and other suppliers. In order to promote Social Value and to help suppliers understand how they can provide better outcomes for the citizens of Manchester, the procurement team have produced a Social Value Toolkit for suppliers. This has been well received and we are now working on a Social Value Toolkit for commissioners which will contain equality related outcomes.

In January 2017 the Revenues and Benefits Unit contributed to a Government consultation on 'Eligibility for free school meals and the early years pupil premium under Universal Credit' and how it affects residents of Manchester with a view to maximising their entitlement and extending transitional arrangements. This included giving consideration to a specific question on impact on groups with protected characteristics and the government's equality impact assessment. The Food Poverty Scheme is in place. This approach is intended to provide direct financial support to those smaller charities and third sector organisations operating within communities. Lots of these groups provide support to vulnerable residents and those with the protected characteristics. Bespoke communication to different groups / 3rd sector and those with protected characteristics. A review of the 2017/18 scheme has been carried out. A homeworking review and extension to flexible working arrangements has also been carried out for the Unit. This directly supports workers with caring responsibilities, those who are covered by the Equality Act in terms of reasonable adjustments and work/life balance. The Unit also introduced a care-leavers local discount 2017/18 and worked with colleagues on take-up of the discount, as well as establishing a staff working group to look at working practices in Alexandra House with a view to more equitable outcomes.

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. The consultation supported the EIA in that the option to reduce the maximum amount of support from 85% to 80% (Councillors agreed to reduce this to 82.5% in the end) was the preferred option with 49% of respondents who answered this question choosing this as the preferred option.

2. How does the Directorate's planned activity and priorities for the years ahead support the promotion of equality and diversity in the City in support of the Council's equality objectives and supporting aims (citing specific and tangible examples where possible)?

In addition to continuing its business as usual, the Equality Team will be submitting for re-accreditation against the EFLG in 2018 with the aim of maintaining our 'Excellent' status. This will not only provide accreditation for a further 3 years, but alongside the results of the independent workforce equality review, will provide an opportunity to identify the areas where the Council is making the greatest impact and those areas where it is able to improve further. The team will also be leading a review and refresh of the strategic equality objectives' delivery aims, giving a clear sense of what has been achieved against these and where to focus delivery going forward, be that continuing to progress the same aims or identifying new ones. The team will lead to equality policy activity of the Council, updating the biannual Communities of Interest report and undertaking a review and refresh of the Council's equality and diversity policy. The Council's aim of reaching level 3 of the Disability Confident Employer scheme will be delivered by the end of 2018-19, led by the Equality Team, and an equivalent piece of work to improve BAME workplace outcomes will be initiated in the same period.

A key priority of early 2018 for the HROD Policy Team is to publish a revised Recruitment and Selection (R&S) policy. Publication of the policy is planned for March 2018 alongside a guidance document to help managers make decision and choices about the design, delivery and evaluation of recruitment activity. During development of the policy and guidance an EIA has been carried out and any impact has been considered in the final draft. Working in collaboration with the Equality Team the development of the policy and guidance material has taken into consideration our ambition to reach Level 2 accreditation of the Disability Confident Employer scheme. The inclusion of a detailed guidance document for managers (which will be scrutinised at the same level as a policy) aims to provide additional support for managers to confidently make decisions in relation to recruitment. In 2018-19 the HROD Policy Team will also be reviewing what are commonly known as Family Friendly policies, such as Maternity Leave, Maternity Support Leave and Shared Parental Leave the overall aim is to make these clearer and ultimately more accessible. In terms of Shared Parental Leave there is a proposal to match this to Maternity pay and by doing so reduce potential barriers for taking this up for those who are entitled to it. Work is also planned to review our flexible working policy and practices and to increase the visible support available to carers across the organisation. As

with any review we undertake proposals will be in consultation with relevant stakeholders such as Trade Unions, SMT and Elected Members

Corporate Procurement will continue the promotion of the Council's Ethical Procurement Policy and a follow up of the February 2017 event is planned for March 2018. In late 2013 the Council reviewed its sustainability policy which resulted in us working with GMCA to develop a new GM Social Value Policy. This was led from Manchester and once signed off by GMCA, adopted into MCC's policies and procedures in 2014. The policy outcomes were developed to positively impact on equality outcomes. The Council will be working with GMCA to review this policy in 2018. In order to promote Social Value and to help suppliers understand how they can provide better outcomes for the citizens of Manchester, the procurement team have produced a Social Value Toolkit for suppliers. The Council is now working on a Social Value Toolkit for commissioners which will contain equality related outcomes and be issued this year.

The Revenues and Benefits Unit will be developing the Council Tax support scheme for 2019-20 as well as reviewing the Severe Mental Impairment exemption for Council Tax in 2018/19. To compliment this, the Unit will be providing training for adults' frontline services to maximise entitlement.

3. Where will the Directorate's proposed changes and activities over this budget and business planning period have an impact on equalities in general or specific protected characteristics in particular? (These impacts could be positive or negative).

The areas of the Equality Team's work which are likely to have an impact on specific groups are its work on the Disability Confident Employers Scheme; its BAME employment initiative and the Centenary Cities project. In all cases, consultation with and input from relevant stakeholders has been / will be built into the project methodology and this will enable the project managers to identify and mitigate potential issues. Each project will be underpinned with equality analyses.

The review of Family Friendly policies is likely to impact primarily on employees with caring responsibilities and women, although the parental leave review will be particularly relevant to men. These reviews will include equality analysis to identify and mitigate potential impacts on all employee groups.

Learning from previous Council Tax support scheme shows that changes are likely to have a particular relevance to race, although reviews have been managed in such a way as to mitigate any impact.

Proposal	Proposed EIA Completion Date	Decision Date	Senior Management Lead	Comments on initial potential impacts
Disability Confident Employer – Level 3	Iterative – first draft June 2018	31 March 2019	Sam McVaigh	No negative impacts anticipated
BAME Employment Initiative	Iterative – first draft June 2018	31 March 2019	Sam McVaigh	No negative impacts anticipated
Council Tax Support scheme for 2019/20	December 2018	11 March 2019	Julie Price	Not able to say at this stage: Universal Credit will be a key driver.
Family friendly and flexible working policy reviews	August 2018	September 2018	Sam McVaigh	No negative impacts anticipated

Delivery Plan 4 – Workforce Plan

Workforce Priorities

The focus for the Directorate will be to ensure that the activity undertaken supports the agreed workforce priorities. These are:

- Development of the Our Manchester approach and ensure that this is embedded in everything we do.
- Workforce Development Plan - including service specific requirements and soft skill development.
- 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.
- Embed the leadership and management framework.
- Increase the number of apprenticeships to provide career development for staff.
- 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
- Continue to develop staff through 'Grow Your Own' approach.
- To use staff conferences to promote staff engagement and strong communication.

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 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 the People Strategy focuses on delivery of our ambition to get our people 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 survey and changing the way we operate in response and in line with Our Manchester and the key deliverables of the People Strategy:

- Embedding organisational understanding of 'Our Manchester' and equipping staff with the tools to have strengths based conversations
- Creating a clear approach to management and leadership development, continue to promote Raising the Bar and Our Manchester leadership programmes.
- 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. Developing on from last year there will continue to be a focus on ensuring training and development is being planned and aligned with service plans and About You conversations to ensure that we are meeting our ongoing commitment to training and development of our existing workforce and wherever possible using the apprenticeship levy to support this.

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 require improvements in technology and associated skills. Linked to this we need to ensure the skills development it aligned to the reduction of agency staff to ensure that we have the right people in the right roles.

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. Continue to promote About You discussions across the Core to ensure that workforce development needs are identified and align these where possible to an available apprenticeship standard to draw down monies from the apprenticeship levy. Ensure that the focus remains a priority on apprenticeships and drive up the numbers through senior management commitment across the directorate. This approach will be aligned to turnover and retention to focus energy in the relevant areas. In summary the focus for the Core will be:

- Continue to engage with our staff directly through dedicated communications events.
- Ensure that our Senior Management Team promote the Our Manchester behaviours across the Directorate.
- Focus on strategic workforce planning to support services to develop innovative resourcing strategies to both attract and retain talent and future proof services through active succession planning.
- Continue to reduce reliance on agency and consultants and ensure that we develop the required talents in house.
- Development of leadership, focus on further development of the managers and leaders for the future.
- Respond and develop areas to address the key themes that arise from the B Heard survey and share and promote these through B Heard working groups.
- Listen to and value staff opinions and continue to engage in strengths based conversations.
- Learning and development, development of staff, aligned to career pathways, building up a pool of talent.
- Promote Our Ways of Working to keep the workforce engaged.
- Maximise the use of the apprenticeship levy and link to succession planning.
- On-going communication to ensure are fully engaged and on board with the priorities
- Build on strong links between HR and DMT's to ensure continued support to managers.

Delivery Plan 5 – Strategic Risk Assessment and Register

ID	Category	Risk Description	Existing Controls	L	I	Risk Score	Response Actions	Risk Owner
1	Statutory and Legal Duties	A programme of work is led by the Corporate Core, there is a risk that there is a lack of capacity within the Core, or that Departments do not buy into the programme of work required in order to be compliant by May 2018.	Oversight of work by CIARG. Workstreams across the Council will work against a set of agreed deliverables. SMT and DMT's are sighted to ensure there is awareness. Project risks are reviewed and reflected on the Corporate Core risk register.	4	4	16	Clear implementation strategy in place. Regular review and project oversight with regular reports to both scrutiny and audit committee/	City Solicitor
2	Corporate Finances	Ongoing 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 (5 years) and Medium Term Financial Plan (3 years) Capital Checkpoint Process and Revenue Gateway Process Monthly Capital and Revenue budget monitoring as part of integrated report Reports to Executive, Resources and Governance Scrutiny Committee and other relevant Committees	3	4	12	Strong governance arrangements already exist. For capital these have been further strengthened as part of the reporting and challenge arrangements through Portfolio Boards and the Strategic Capital Board including detailed business cases as part of the Checkpoint approval process for capital. Capital and Revenue budget monitoring Reports to Executive, Resources and Governance Scrutiny Committee and other relevant Committees	City Treasurer
3	Corporate Infrastructure	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	Manchester People	Workforce are unable to embrace the principles and behaviours of Our Manchester and Our People Strategy resulting in a lack of reform of services with consequent financial and performance impacts	Comprehensive and ongoing engagement across workforce on Our Manchester and Our People including via Listening in Action programme and Our Manchester Experience as well as local activities. Agreed Behaviour Framework and ongoing activity to embed across all people interactions and development	3	4	12	Ongoing communications and engagement strategy Service baseline assessment of Our Manchester Further development of Behaviour Framework and tools Focused work with senior leaders	Deputy Chief Executive (People, Policy and Reform) Director of HR
5	Corporate Infrastructure	Technology infrastructure lacks the reliability and resilience to ensure that services can be delivered efficiently and effectively	ICT Strategy and ICT Board 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 a new Disaster recovery solution.	Chief Information Officer
6	Council Performance	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 from Reform and Innovation Team Our People Strategy and investment in learning and development to support further development of workforce behaviours and skills	5	3	15	Delivery of agreed workforce development strategies Oversight by SMT	Deputy Chief Executive (People, Policy and Reform)

			Performance Framework and Data Analytics Reporting					
7	Council Finances	Savings are not delivered as planned within the Core or wider Council, requiring urgent cuts and enforced service reductions	Monitoring reports to Service Heads, DMTs, SMT, Executive and Scrutiny Committees Access to SAP Finance tracking of savings delivery and challenge through Executive Member led focus sessions, SMT Business Planning and Transformation. Refresh of budget strategy 2017-2020. Identification of budget delivery plans	4	3	12	Enable direct engagement with Strategic Directors and other budget holders in ownership of budget and commitment to delivery plans through <ul style="list-style-type: none"> Integrated monitoring reports including finance, performance and HR data each month. Challenge through SMT and Executive Members Ongoing development of Financial Support System (BPC) Regular monitoring of budget delivery plans	City Treasurer
8	Council Finances	Corporate income forecasts (Council Tax, NNDR etc) are not achieved or sustained resulting in loss of resources and net overspends/unplanned service reductions	Regular monitoring and reporting of financial performance to City Treasurer and Executive Member Reports to Executive and Resources and Governance Scrutiny Committee Finance risk assessment of assumptions as part of budget planning	3	4	12	Regular reports from Academy and checks/challenges with teams from Revenues and Benefits and Finance	City Treasurer
9	Manchester People	Our People does not result in the development of skills, engagement or empowerment necessary to deliver cultural and behavioural change sufficient to transform services	Our People Strategy and associated delivery plan New HROD Service Model and ongoing programme of developments and improvements	4	3	12	Ongoing progress of People Strategy Delivery Plan informed by BHeard Survey	Deputy Chief Executive (People, Policy and Reform) Director of HR
10	Council Performance	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
11	Council Infrastructure	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, Our Manchester and Our People 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)
12	Council Performance	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 and Director of Highways