

APPENDIX TWO CORPORATE CORE

The Corporate Core is made up of Chief Executives and Corporate Services and delivers four main functions:

Direct delivery of services to residents and businesses including through the new Customer Service model, the billing and collection of business rates and council tax income and services such as Registrars.

Providing effective support services to Council Directorates and the MLCO (Manchester Local Care Organisation).

Governance and Assurance functions to ensure the council operates and makes decisions safely and provides support to members and the democratic process. City wide and council leadership with a key role in supporting the delivery of the Our Manchester Strategy and the nine Corporate Plan priorities. This includes supporting relationships with a wider range of key partners across Manchester, Greater Manchester, nationally and internationally.

Revenue Budget

The 2021/22 Corporate Core gross budget is £323.3m. This includes c£192m for benefits payments to residents. The net budget is £80.6m and the core employs 1,932 fte. The Corporate Core net 2021/22 cash limit budget is £80.634m and this is net of the initial £6.635m savings that were approved as part of the 2021/22 budget process. The budgets have been adjusted to reflect the transfer of the Operational Property and Facilities Management Service from the Growth and Development Directorate.

Chief Executives	2021/22 Gross Budget	2021/22 Net Budget	2021/22 Budgeted Posts (FTE)
	£'000	£'000	
Coroners and Registrars	3,624	2,281	49
Elections	1,178	1,079	12
Legal Services	12,907	6,924	263
Communications	4,514	3,129	78
Executive	972	972	13
CEX Corporate Items	1,617	605	-
Total Chief Executives	24,812	14,990	415

Corporate Services	2021/22 Gross Budget	2021/22 Net Budget	2021/22 Budgeted Posts (FTE)
	£'000	£'000	

Policy, Performance and Reform	18,528	13,066	155
Finance, Procurement and Commercial Governance	8,573	7,563	214
Customer Services and Transactions	232,652	11,092	523
ICT	13,044	13,044	158
Human Resources & OD	4,252	3,631	84
Audit, Risk and Resilience	1,844	1,365	42
Capital Prog, Operational Property & FM (Facilities Management)	19,599	15,883	341
Total Corporate Services	298,492	65,644	1,517
Grand Total Corporate Core	323,304	80,634	1,932

Included within Customer Services and Transactions above is Revenue and Benefits service, this includes the payments of housing benefits and other specific support to residents that have been approved by members, see table below for a further breakdown of this area.

Revenue and Benefits	2021/22 Gross Budget	2021/22 Net Budget	2021/22 Budgeted Posts (FTE)
	£'000	£'000	
Revenue and Benefits	206,998	6,986	319
Discretionary Housing Payments	3,850	1,000	-
Welfare Support Scheme	645	600	-
Food Bank Support	100	100	-
Total	211,593	8,686	319

Headline priorities for the service

Priorities

Direct delivery of Services

- Implementation of a new Customer Services Model
- Continue to support both residents and businesses to access all available support, including council tax support and Government business Grants.
- Ensure that all customers who had to cancel weddings through Covid are accommodated with alternative dates.

Providing effective support services

- Complete the reset of the Our Manchester Strategy and monitor and support delivery of the aligned corporate plan priorities by providing intelligence which enables performance and outcome management.
- Deliver the ICT (Information & Communication Technology) strategy, pipeline of key projects and technological enablers
- Development and implementation of a comprehensive organisation development plan that is owned by leaders in the Council.
- A review of the Our People Strategy to ensure it reflects the rapid and large-scale shift in ways of working due to the pandemic's impacts and a refreshed focus on health, mental health, and wellbeing.
- Implementation of a more coordinated staff engagement programme supporting and engaging the workforce in ways aligned to staff surveys, Listening in Action, and corporate reward and recognition.
- Produce a balanced budget in 2021/22 reflecting Member priorities and the Our Manchester reset. Deliver the budgets, savings and income generation proposals as set out in the budget report.
- Monitor evolving demand on services via the design, delivery, assurance, and translation of data models. Use intelligence to lobby for necessary funding and allocate this in a targeted way based on need (e.g., business grants)
- Adapt working environments to make efficient use of space and create environments which support agile working across the estate (this includes the delivery of key projects such as the refurbishment of Hammerstone Road, Gorton Hub, and support to the Our Town Hall Project).
- Targeted development of the workforce which will help ensure fair representation at all levels is achieved. This includes the launch of a new management development offer and digital skills offer for staff.
- The delivery of capital projects including The Factory and Our Town Hall project.

Governance and Assurance

- Ensure appropriately robust Governance is in place for all commercial activities.
- Ensure that the council operates effectively, with assurance over core processes and decision making.

Leadership Role

- The Corporate Core continues to have an important role to play in supporting the Council in delivering all nine corporate plan priorities and supporting some of the major changes that will need to be delivered next year. These include:
- Support the delivery of place-based working and reform, including through Bringing Services Together for People in Places and the locality model in Children's Services.

- Support the integration of Health and Social Care through partnership arrangements with the NHS.
- Lead and coordinate the delivery of the Future Shape whole Council change programme. the Council-wide portfolio of programmes which has been set up with a view to changing how we work as an organisation to ensure we can deliver our corporate priorities and effectively address our challenges
- We will continue to develop and implement social value and commitments to various charters and covenants that the Council has signed e.g., Care Leavers Covenant and the Armed Forces Covenant.
- Leadership for the Council's action plan to being zero carbon by 2038 at the latest, and support arrangements with partners to meet the city's ambition to live within the science-based carbon budget and be zero carbon by 2038 at the latest.

Deliver on our equality, diversity, and inclusion commitments to support Manchester's vision to be a progressive and equitable city.

- Work together with Manchester's citizens and our partners to understand our diverse communities, improve life chances, and celebrate diversity.
- To strengthen and utilise our growing evidence bases at both Corporate and Directorate levels to identify the differential experiences of individual identity groups in Manchester accessing Council services, and proactively respond to make these as fair and equitable as possible.
- To maintain Excellent level accreditation against the Equality Framework for Local Government
- Ensure new policies, budget, service changes and new models of delivery across the council will be underpinned by equality relevancy assessments and where appropriate full Equality Impact Assessments at the design / concept stage.

Delivery of the workforce equalities plan

- Ensuring equality, diversity and inclusion is embedded within workforce strategies and objectives and is a core part of the culture of the organisation.
- Develop a plan and to ensure the Council workforce develops to be representative of the communities we serve.
- Develop our existing workforce, including targeted development, so that fair representation at all levels is achieved.
- Implementation of the Race Equality Action Plan and the Workforce Equalities Strategy.
- Service specific responses to the workforce race review including staff groups, reviewing recruitment practices, mentoring and increased training.
- Communications was a key workstream of the Workforce Race review and a series of recommendations have been accepted in full and built into future communication plans.

Changes to the 2022/23 Budget

Changes approved for 2022/23 as part of the 2021/22 Budget Process

In addition to the £6.635m approved 2021/22 savings a further £1.358m of savings were approved for 2022/23, these are the full year effect of part year implementation in 2021/22 and the breakdown is: -

- **Legal Services - £25k** through a combination of increased income and reduced general supplies and services budgets.
- **ICT - £300k** further reduction in licensing and operating costs particularly around telephony costs.
- **HR/OD - £237k** savings from reduced staffing costs, HR/OD are undertaking a service redesign and the total savings of £0.543m were approved with £306k part year savings in 2021/22 to allow staff to support other services whilst undertaking redesigns and an additional £237k approved for 2022/23.
- **Operational Property - £0.591m** further savings through reductions in the costs of the operational estate through the rationalisation of buildings.
- **Advertising - £225k** through new advertising screen in Piccadilly gardens.

New Proposed Changes

As part of the work to review the budget several budget pressures have been identified, there are some offsetting savings measures but this will require the reallocation of some resources to reflect the changing priorities in the Directorate.

There is a net budget increase of £1.2m which largely reflects two areas of cost which cannot be absorbed from within the Corporate Core:

- The reduction in court summons fees of £0.5m due to the reduction in summons from the increased levels of Council Tax Support provided and changes to debt collection.
- The additional £0.5m costs from Gorton Hub

These proposed changes are shown in the table below:

	2022/23£'000	2023/24£'000	2024/25£'000
CHIEF EXECUTIVES			
Legal and Democratic Services - additional £52k ICT licensing costs and £110k additional capacity requirements to support Democratic services.	162	-	-
Registrars and Coroners - increased income from increased ceremonies	(50)	-	-

Legal services increased fee income for works undertaken.	(82)	-	-
Reduction in supplies and services budget from new ways of working	(30)	-	-
Sub Total	0	-	-
CORPORATE SERVICES			
Operational Property – Increased costs for Gorton Hub to cover the running costs both Council rented space, and any vacant space until a tenant is secured.	500	-	-
Commercial Governance - additional resources in Commercial Governance to ensure all commercial activity is correctly undertaken.	117	-	-
Equalities and Diversity – additional capacity to support the Equalities and Diversity work.	50	-	-
Finance - additional support costs for the income management system	85	-	-
Customer Services and Transactions – Due to the increased council tax support provided to residents and changes to debt collection the number of residents summonsed to court has reduced with a reduction in Court summons fee income.	500	-	-
Human Resources & Organisational Development - to deliver the identified priority training to all staff across the council additional resources are required.	400	-	-
HROD - there has been a reduction in the schools payroll income from loss of schools.	78	-	-
ICT – Additional network security and license costs.	100	-	-
Internal Audit - A reduction in the level of external fee income received, and other resourcing pressures.	227	-	-
Policy Performance and Reform - reduced project income as more funding programmes from government do not provide any revenue funding for associated staff costs.	100	-	-

Sub Total	2,157	0	0
Capital Programmes - increased fee income and increased efficiencies from shared management arrangements with Northwards.	(230)		-
A reduction in supplies and services, printing, and mobile telephony costs through new ways of working	(200)	-	-
1% increase in vacancy factor across Corporate Services to reflect actual levels of staff turnover.	(463)	-	-
Sub Total	(893)	0	0
Net Total of Proposed Changes	1,264	0	0

Capital budget and pipeline priorities

The current approved capital programme, as at period 6 in 2021/22, is shown below alongside the funding to be used. Details on potential future investment opportunities are also shown, but these remain subject to approval.

Approved Capital Programme

Service Area	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000
The Factory and St John's Public Realm	50,552	38,496	-	-	89,048
Corporate Estate - Asset Management Programme	9,054	2,990	-	-	12,044
Corporate Estate - Hammerstone Road	7,533	10,692	4,970	-	23,195
Corporate Estate - Other	1,459	3,648	-	-	5,107
Civic Quarter Heat Network	4,679	1,377	-	-	6,056
Our Town Hall Refurbishment	60,386	83,501	65,573	40,680	250,140
ICT - Network Refresh	2,452	5,594	1,000	-	9,046
ICT - End User Experience	3,471	727	-	-	4,198
ICT - Other	432	2,190	6,317	-	8,939
Corporate	3,797	4,450	2,808	-	11,055
Airport Loan	36,248	-	-	-	36,248
Inflation contingency	8,800	6,000	2,527	-	17,327
Total	188,863	159,665	83,195	40,680	472,403

Funding of Approved Capital Programme

Service Area	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000
Grant	18,071	6,620	-	-	24,691
External contributions	-	-	-	-	-
Revenue Contribution to Capital	3,381	2,202	500	-	6,083
Capital Receipts	10,411	5,390	-	-	15,801
Borrowing	157,000	145,453	82,695	40,680	425,828
Total	188,863	159,665	83,195	40,680	472,403

Future Investment Priorities

The following projects are potential future investment opportunities, which may be brought forward in the future:

1. Capital investment to support carbon reduction measures on the Council's corporate estate remains a significant priority.
2. Further investment in the Council's core ICT systems and infrastructure, including the Council's payroll, HR, finance ledger and procurement systems.