

**Manchester City Council
Report for Resolution**

Report to: Resources and Governance Scrutiny Committee – 6 December 2018

Subject: Corporate Core Business Plan: 2019/20

Report of: Deputy Chief Executive, City Treasurer and City Solicitor

Purpose of the Report

This report sets out in broad terms the directorate's key priorities, key activities and revenue and capital strategy for 2019-20.

In the 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 final year of the three year plan. This report is a refresh of the directorate's Business Plan for 2018-20 in the context of changing resources, challenges and opportunities.

Taken together, the directorate business plans show how the directorates will work together and with partners to deliver our Corporate Plan and progress towards the vision set out in the Our Manchester Strategy.

Recommendations

The Committee is invited to review and comment on the initial Corporate Core Business Plan. The plan will be developed further taking the Committee's comments into account, and a revised plan will be submitted to the Committee's meeting on 7 February 2019.

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	Lead on key programmes of reform such as work and health, providing support and

the city's economic success	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 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 will be considered in preparation for the draft revenue budget submitted to the Executive on 13 February 2019.

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Background documents (available for public inspection):

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

Corporate Core Budget and Business Planning: 2018-2020 - Executive – 7 February
2018

1. Introduction

- 1.1. This report sets out in broad terms the directorates key priorities, key activities and draft revenue and capital strategy for 2019/20. It is a refresh of the directorate's Business Plan for 2018-20 in the context of changing resources, challenges and opportunities.
- 1.2. In the 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 final year of the three year plan.
- 1.3. Taken together, the directorate business plans show how the different parts of the Council will work together and with partners to progress towards the vision set out in the Our Manchester Strategy.

2. The Directorate Business Plan

- 2.1. The Directorate Business Plan is set out from paragraph 4 below and includes:
 - A description of the contribution that the directorate makes to delivery of our Corporate Plan priorities
 - The directorate's vision and objectives
 - A self-assessment of the directorate's key challenges for 2019/20
 - The revenue strategy
 - The capital strategy/programme
 - Other considerations
- 2.2. This represents the initial draft business plan for the Directorate. A more detailed plan will be submitted to Scrutiny Committees and Executive in February which will update the position and take into account the comments of this Committee.

3. Recommendations

- 3.1. The recommendations appear at the front of this report.

4. Delivering our Corporate Plan

- 4.1. The Corporate Core directorate plays a key role in supporting the delivery of the Our Manchester Strategy, and all fifteen Corporate Plan priorities, through providing a range of universal services, services which enable the wider organisation to function effectively and through specific and focused support to deliver our priorities.
- 4.2. The core has a leadership and direct delivery role in delivering our Corporate Plan's **'well managed council'** priority theme. The core delivers key universal services and works with the wider organisation to:
 - **Enable our workforce to be the best they can be through the Our**

- **People Strategy and Our Manchester behaviours, and**
- **Balance our budget, including delivering savings, transforming services, reducing demand through reform, and generating income**

- 4.3. The core also has a key role in ensuring that the organisation delivers its statutory duties within the legal framework to very high standards, and monitors delivery of the Our Manchester Strategy and our Corporate Plan.
- 4.4. The core supports relationships with a wider range of key partners across Manchester, Greater Manchester, nationally and internationally to enable delivery of all of **our Corporate Plan priorities** and the wider vision for the city.
- 4.5. The core also has a leadership role through its work to influence outside of the organisation to:
- **Reduce greenhouse gas emissions and improve air quality**
 - **Improve public transport and highways and make them more sustainable**

5. Vision and Objectives

Corporate Core vision

- 5.1. The Corporate Core will play its part in delivering our Corporate Plan priorities and the Our Manchester Strategy through the delivery of direct and universal services and through providing effective and enabling support and leadership to the organisation.

Corporate Core objectives

- 5.2. The Corporate Core's objectives for 2019/20 are broadly reflective of the objectives as described in the 2018/19 plan but have been updated to reflect:
- Our Corporate Plan priorities
 - Changes to the composition of the directorate - the Highways service is now part of the Neighbourhoods directorate
 - Emerging work to transform the corporate core
- 5.3. The Corporate Core is composed of a number of services - described below:
- Corporate services - Financial Management, ICT, Revenues and Benefits, Audit and Risk Management, Procurement and Integrated Commissioning, Shared Service Centre and Customer Services
 - People, Policy and Reform - Human Resources and Organisational Development (HROD), Strategic Communications, Policy, Partnerships and Research, Reform and Innovation and Performance, Research and Intelligence
 - City Solicitor's - Legal Services and Statutory and Democratic Services
- 5.4. Further detail on each service's budget is described at section 7 (Revenue Strategy).

5.5. Four high level objectives have been defined for the Corporate Core which are described below and are aligned to delivery of our Corporate Plan priorities:

5.6. ***Provide high quality direct and universal services to residents***

The Corporate Core will deliver this objective through

- Delivery of customer services including front door services for adults and children's social care
- Collection of the council's main revenue streams - council tax and business rates
- Administration of benefits
- Effectively managing fixed discretionary budgets to ensure support to vulnerable residents and businesses in the city

5.7. ***Ensure a well managed council through enabling the council to function effectively***

The Corporate Core will deliver this objective through:

- Financial strategy and associated management, ensuring the best use of resources, and driving delivery of budget savings
- Procurement, support for effective commissioning and contract management and embedding social value
- Effective strategic planning and performance management, supporting the organisation to prioritise effectively driving outcomes for residents, and a reduction in demand
- Delivering Our People Strategy, enabling the workforce to be the best it can be
- Ensuring the organisation is making the most effective use of technology and the opportunities provided by digital public services
- Supporting the organisation to communicate effectively using the appropriate channels and media internally and externally

5.8. ***Ensure effective assurance and governance***

The Corporate Core will deliver this objective through:

- Ensuring the organisation is delivering its statutory duties, within the legal framework
- Supporting corporate governance and ensuring that decision makers to take decisions in accordance with the law
- Providing essential support to elected members
- Effectively managing risk and delivering internal audit and health and safety functions

5.9. ***Enable strategic leadership and reform through working with internal and external stakeholders and partners***

The Corporate Core will deliver this objective through:

- Facilitating shared strategic policy-making and leadership, with the city's wider partners, and partners across Greater Manchester, nationally and

internationally to ensure delivery of the Our Manchester Strategy for the city.

- Working with the Greater Manchester Combined Authority to maximise the opportunities of devolution, and nationally on resources and long term planning
- Providing strategic leadership and co-ordination to drive public service reform and service improvement including health and care integration, and wider work to bring services together for people in places
- Providing specialist support to major transformation programmes, through a range of functions including finance, technology, data science and organisational development
- Providing wider support to the organisation and the city to develop future focused strategies, including the Local Industrial Strategy, Digital Strategy and Local Development Plan.
- Adding wider value to the organisation through understanding and driving cross cutting approaches and issues including social value and welfare reform.
- Working with government and partners (HMRC) to develop enhanced data sharing agreements and improved processes to support the collection of debt and improve partnership working

5.10. The objectives will be delivered through a combination of proactive or planned activities, as well as reactive activities, reflecting constantly changing external circumstances. The objective will also enable the organisation to generate income through the provision of some services to external partners.

5.11. To support delivery of all of the objectives, 2019/20 will see continued focused work within the directorate on **corporate core transformation** with the objective of **moving towards a more effective, streamlined corporate core**. This work will deliver £0.5m of savings in 2019/20 and will focus on:

- Opportunities for further collaboration and reduction of potential duplication.
- Understand the statutory responsibilities and wider organisational enabling functions delivered by the Core
- Improving business process with increased efficiency and effectiveness in transactions across the City Council

6. Self-Assessment of Key Challenges 2019-20

6.1. The Corporate Core will play a pivotal role in delivering the priorities agreed for 2019/20. To achieve this the following challenges have been identified and will need to be addressed through joint working and a coordinated approach across all of the core functions. The Core will need to support organisational transformation to deliver our Corporate Plan and the three year budget strategy in critical areas such as Health and Social Care Integration and embedding the Our Manchester approach.

6.2. To achieve this, the Corporate Core has been delivering well against its performance objectives for 2018/19. Across the services within the Corporate

Core the focus has been on efficiency and delivery. For example, within ICT The average number of major incidents per month at the end of Sept 18 (10.00) remains below the result for the 2017/18 year (10.58) and a lower proportion of transactions were made face-face and via phone versus online requests in the first half of 2018/19 compared to the first half 2017/18.

- 6.3. In terms of feedback from residents and complaints handling, the percentage of Stage 1 complaints responded to in 10 days has shown sustained increases to reach 95.8%, very close to the 96% target. Latest performance reports have also demonstrated that the Corporate Core continues to exceed the 90% target for timeliness of Freedom of Information Requests and the 90% target for Direct Subject Access Request responses. However, challenges remain in terms of responding to resident feedback, as demonstrated by the fact that 20% of the ombudsman complaints received in 2018/19 were upheld, which is double the 10% target.
- 6.4. The percentage of council tax due, and business rates due, collected by the end of Sept 2018 are both slightly below that at the same point last year. Whilst the actual amount of council tax collected so far this year (£94.5m) is higher than this point last year (£88.4m), the amount of business rates collected this year (£198.5m) is lower than last year (£199.6m).
- 6.5. With regards to the performance of our Financial Services function, the average monthly results for % of invoices paid within 10 days and 30 days have both improved slightly from last month but remain below their targets. After remaining at circa 9% over the last 3 months, the % of pursuable debt over 1 year old at Sept 2018 has decreased to 4.95%.
- 6.6. Ensuring the Our Manchester behaviours are fully embedded and reflected in all parts of service delivery. The Core will support the Council, its partners and other stakeholders in this work. Evaluation of the impact of the Our Manchester approach on the vision for the city will commence from Quarter 4 2018/19 but this will need to remain an area of focus for 2019/20.
- 6.7. The City Solicitors' key challenges include ensuring effective delivery of statutory Registration and Coronial services in addition to oversight of the City's involvement in the Arena inquest. The service will need to balance the delivery of commercial project work and strategic acquisitions in addition to supporting new delivery models for health and social care and children's leaving care proposals. The team will also need to ensure a well run local election in May 2019 and provide support to Members ensuring the processes are undertaken well, inspiring confidence by our residents in the democratic process.
- 6.8. The Core will also support effective governance of integrated neighbourhood teams, including the operation of the Manchester Health and Care Commissioning function, and implementation of the Manchester Local Care Organisation. This will involve reviewing the resource required to build an integrated support service for the health and social care sector that delivers

efficiencies while still providing the level of support required to enable implementation of our new models of care and associated transformation.

- 6.9. The Core must continue to respond to, and support residents with the wider welfare reform agenda, including monitoring and addressing impacts on poverty and homelessness. Challenges include working with partners to mitigate impacts from the continuing roll out of Universal Credit, for example in terms of rent arrears. The leadership of the Core will need to effectively carry out the role of influencer in the city, to engage with communities, and partners across both the public and private sectors to ensure that the Family Poverty Strategy is fully embedded across Manchester.
- 6.10. Staff engagement across the organisation, as reflected through the B Heard Survey, improved so that the Council is now 'One to watch', however the Corporate Core has the lowest score of the Council's five directorates and as a directorate is just outside 'one to watch'.
- 6.11. Staff absence levels were 10.99 days per full time staff member in the 12 months up to Sept 2018 - one day more than the 12 months to Sept 2017. Organisational absence stood at 12.15 days, a slight increase compared to 11.93 the previous year. Supporting employees to maintain high attendance levels is a key component of Our Ways of Working and the Our People Strategy.
- 6.12. Revenues and Benefits aim to collect the maximum amount of money owed to the Council in accordance with its vision and values' Within this a key challenge remains the need to retain high collection rates of both current year and arrears. Changes to Council Tax charges for long term empty properties will be introduced to fund increased discretionary support to vulnerable residents. The Business Rates retention trial will be monitored to understand its impact on resources.
- 6.13. A key challenge will be to monitor and support reduction in demand for children's and adult's social care and health services and meet demand through cost-effective service provision to meet the Council's budget requirements in 2019/20 and beyond. The core is directly involved in terms of providing the front door that will require changes to the delivery model to support the changes in both children's and adult social care delivery in the city. A core component of maximising our value for money will be the continued focus of developing capacity and skills relating to commissioning and contract management.
- 6.14. The Core must support local businesses and job creation through embedding social value in commissioning and procurement, including managing and monitoring delivery of social value activities, and through the prompt payment of invoices. At the end of September year to date performance was 58% of invoices paid within 10 days and 85% within 30 days with improvements targeted to reach 65% and 90% respectively.

- 6.15. ICT will play a significant role in providing the infrastructure to enable the organisation to operate efficiently. This will focus on areas including improving the resilience and security of ICT systems, and arrangements for disaster recovery. This will contribute to the continued drive to reduce the number of major ICT incidents which occur in a month from 10.58 in 2017/18 and improved performance of our systems. Having delivered a significant number of project in 2018 further projects are set to deliver enhanced capability over the next few years as part of the ICT Capital Plan. A new Legal Services case management solution and a GDPR system are in the pipeline for 19/20 to support assurance and efficiency in these areas.

7. Revenue Strategy

- 7.1. The Corporate Core gross 2018/19 budget is £321,064m, and the net budget is £69.484m with FTEs of 1,737, the breakdown by service area is shown in the table below.

Table 1: 2018/19 Base budget

Service Area	2018/19 Gross Budget £'000	2018/19 Net Budget £'000	2018/19 Budgeted Posts (FTE) £'000
Human Resources and Org Development	4,672	4,445	82.6
Reform and Innovation	1,105	969	18
Policy	12,221	9,213	52.6
Communications	5,515	3,690	90.1
Performance	4,562	4,445	82.6
People, Policy & Reform Sub Total	28,075	22,844	339
Legal services	8012	2,811	203.6
Democratic and Statutory Services	5,070	3,582	88.6
Executive Office	3,131	3,131	18.5
Legal, Democratic Sub Total	16,213	9,524	311
CEX Corporate Items	1,512	1,476	0
Total Chief Executives	45,800	33,844	649
Commissioning & Procurement	1,628	1,327	33
Revenue and Benefits	246,055	8,926	347.8
Financial Management	6,118	5,723	155.3
ICT	14,085	14,035	160.5
Audit, Risk and Resilience	1,798	1,401	39.6
Shared Service Centre	1,512	803	112.7
Customer Services	4,262	4,161	149.5
Capital Programmes	266	(199)	89

Service Area	2018/19 Gross Budget £'000	2018/19 Net Budget £'000	2018/19 Budgeted Posts (FTE) £'000
Corporate Services Corporate Items	402	265	0
Total Corporate Services	260,150	22,961	508
Cross Cutting Savings	(872)	(802)	
Grand Total Corporate Core	321,064	69,484	1,737

- 7.2. The Corporate Core budget of £69.484m is net of the £2.945m savings that were agreed as part of the 2018/19 budget process. There are £2.160m of savings already approved as part of the 2018/20 budget process, and there are £1.189m of further proposals included as part of the current draft budgets. The breakdown of both the already approved and the proposed savings are set out by service area in Appendix 3.
- 7.3. The Corporate Core will continue to support other Directorates of the Council to ensure that we are a well managed Council.

Savings Proposals 2019/20

- 7.4. As part of the 2018/19 budget process total savings proposed by the Core were £5.105m, and these were phased £2.945m in 18/19 and £2.160m in 19/20, see appendix 2 for full details of the original approved savings. A further £1.189m has been proposed as part of the work that has been undertaken to ensure a balanced budget overall. Summary details of the additional Corporate Core proposed savings are shown in the table below, with further details of both the already approved savings and the additional proposals set out in the following paragraphs.

Corporate Core Proposed Savings	Amount 2019/20 £000's
City Policy - Reduced expenditure on project's & supplies and services	100
Reform and Innovation – Reduced supplies and services	4
Communications - Reduce central communications budget	25
HR – Reduced supplies and services budgets	50
PRI – Reduced costs of Data Governance improvement programme	60
ICT – Reduced contracts budgets	435
Commissioning – Reduced supplies and services	15
Additional savings target from Core Transformation work	500
Total Proposed Savings Corporate Core	1,189

People, Policy and Reform - £179k

- 7.5. People, Policy and Reform has a net budget of £22.844m and 339 FTEs. The services have identified proposals of £179k for 2019/20 as part of the budget work. These savings are made up of £79k reduction in supplies and services budgets in HR/OD (£50K), Communications (£25k) and Reform and Innovation (£4k). There is also £100k saving proposed that will be achieved through a combination of reduced project expenditure and reduced supplies and services budgets. The savings will need to be balanced against the need for increased work in respect of the Zero Carbon and Clean Air Agenda, Culture projects, the Industrial Strategy and the transport agenda.
- 7.6. Performance Research and Intelligence have proposed £60k savings for 2019/20, this is to be achieved through a reduction in the overall costs of the Data Governance improvement programme.

Legal Services - £100k

- 7.7. Legal services have £150k approved savings proposals as part of the original 2018/20 budget, these were made up of £50k in 2018/19 through efficiencies following the introduction of the new legal case management solution and £100k staffing reduction following the forecast reduction in Children's caseload. The new ICT proposal is now expected to be implemented in 2019/20, and this will enable the savings to be achieved through reduced staffing.
- 7.8. The planned reduction in the Children's legal caseload has not been realised, and therefore the planned saving cannot be achieved, although it has been agreed that there will be savings through further reduced staff costs following a review of the overall legal services.

Statutory and Democratic Services

- 7.9. The Coroners service approved £55k savings through a review of the existing mortuary contract, and potentially including other Greater Manchester coroners, has not been realised and the costs have increased. To enable the Coroners to deliver a balanced budget and mitigate both the existing cost pressures and the savings target not met the City Solicitor is to review the Coroners service, to ensure efficiencies are made within the service this will include benchmarking against other Coroners to ensure Performance and costs are in line with best practice.

Commissioning and Procurement - £15k

- 7.10. Commissioning Services have been supporting all Directorates to improve existing processes, and reduce costs through better commissioning of contracts, and this has helped reduce costs in Directorates. As part of the additional budget proposals £15k has been identified through a reduction in the supplies and services budgets.

Financial Management - £390k

- 7.11. As part of the improvements to existing Finance systems and introduction of new ICT systems a saving of £390k savings was approved to be met, predominantly, through a reduction in staff numbers as part of the 2018/20 budget process. There have been some new services approved which have extended the planned implementation of the new systems which will support more efficient processes, and the service will seek to mitigate this in-year and continue towards the delivery of the approved savings in 2019/20.

ICT - £0.605m

- 7.12. ICT have already delivered savings of £0.535m in 2018/19, and there is another £170k savings approved for 2019/20 as part of the 18/20 budget, along with further proposals of £435k as part of the budget work. The savings are made up of a combination of efficiencies and reduced operating costs. The total proposed £0.570m savings are:
- £170k through reduced maintenance/licencing costs
 - £435k proposed through reduced supplies and services budget following transfer to new data centre

Cross Cutting Savings - £2m

- 7.13. Over 2018/19 and 2019/20 there are £3m of workforce related savings approved, the savings are to be delivered through having no requirement to change existing terms and conditions, and £1.5m scheduled for 2018/19 has been achieved, with a further £1.5m planned for 2019/20.
- 7.14. The £1.5m 2018/19 target has been achieved through a combination of reducing staffing budgets to allow for vacant posts, deleting a number of long term vacant posts, the rationalisation of Council funded car parking passes and increasing the savings from staff purchasing annual leave, supported by an increase of the available days to purchase from 5 to 10 and a voluntary Christmas close down.
- Work has been ongoing to look at the options for delivery of the additional £1.5m required in 2019/20, and this work has been done in consultation with Trade Unions. The proposals include the following.
 - Reduce spend on essential car user allowances by c.£450k. This will be delivered by ensuring compliance with the policy and removing the allowance from those who don't meet the agreed criteria for payment
 - Further savings of £150k from additional annual leave purchase by staff, this is based on analysis of take up this year and further planned interventions to encourage further take up next year.
 - A change to the existing purchase of additional voluntary contributions scheme is expected to achieve savings of £200k, work is ongoing looking at this option.
 - Taking the three proposals above there is a shortfall of c£0.7m and it is proposed that this will be bridged through further review of all long term vacancies and agreeing with Directorates the deletion of c25 posts.

7.15. As referenced at section 5, work has now commenced on delivering a transformation programme across the Corporate Core, this will look at opportunities across all three parts of the Core including Corporate Services, City Solicitors and People Policy and Reform. There is an initial £0.5m savings target proposed as part of this piece of work

7.16. The initial themes to be considered include:-

- Opportunities for further collaboration and reduction of potential duplication.
- Understand the statutory responsibilities and wider organisational enabling functions delivered by the Core
- Improving business process with increased efficiency and effectiveness in transactions across the City Council

Budget Risks

7.17 The Core will continue to look at mitigating budget risks from within the existing approved budgets, the current known risks that are being mitigated are:-

- Coroners - There has been a 27% increase in the number of cases being reviewed compared to 2013/14, in line with national trends. There is also an increase in the number of complex cases requiring a juror's inquest and additional expert witnesses. A review of how services are provided within the Coroners service is to be undertaken, this will involve reviewing existing systems and processes to ensure that the systems and processes are as effective as possible and in line with other comparator coroner's services. It is anticipated that the review of systems and processes will reduce costs that help mitigate the cost pressures going forward.
- Commissioning - As part of the 2018/19 budget, cross cutting Commissioning and procurement savings of £0.75m were approved. To date the Commissioning and Corporate Procurement teams have focused on supporting directorates in making significant savings, which have helped reduce net directorate spend. To date savings of £117k have been achieved against the approved £0.75m, leaving a shortfall of £0.633m. This has been covered from within the Core in the current financial year. A pipeline of commissions and contracts that are due for renewal has been prepared, and the better planning will help work together and undertake more timely and improved procurement that will help realise the remaining £0.633m savings in 2019/20.

8. Capital Strategy / Programme

8.1. The capital programme for the Corporate Core totals £474.2M over the period 2018/19-2021/22, this includes the ICT programme, loans to third parties, and projects carried out on behalf of the Greater Manchester Combined Authority (GMCA). A summary of the current capital budget is shown in the table below, with the detailed projects shown in appendix 3:

	2018/19 £m's	2019/20 £m's	2020/21 £m's	2021/22 £m's	Total £m's
ICT	8.4	17.3	15.3	6.4	47.4
Corporate Investment	132.0	5.7	6.1	2.7	146.5
GM projects	132.3	118.6	29.4	0.0	280.3
Total	272.7	141.6	50.8	9.1	474.2

- 8.2. The ICT investment plan is ongoing, with significant works having been undertaken in 2018/19 including implementation of a new social care system, and design and implementation works to the data centre and associated networks.
- 8.3. Funding has been provided to the Airport in the form of a shareholder loan, and financial support made available for the development of a project with Health Innovation Manchester to conduct research on life science sub-sectors of health and medical technologies is being agreed.
- 8.4. The projects held on behalf of the GMCA relate to loans for housing projects, and with the borrowing powers of the Combined Authority having recently been revised it is anticipated that the vast majority of the new projects and existing loans will transfer over to GMCA in the near future.

9. Other Considerations

- 9.1. It should be noted that any changes proposed from business plans may require public consultation depending on their nature and impact on services. There remains a statutory requirement to consult business rate payers each year as part of the budget setting process.
- 9.2. The business plans submitted to Executive and Scrutiny Committees in February will include a full description of consultation and conversation with partners and other stakeholders that have taken place to develop budget proposals, as well as the potential impact of proposals on different communities in Manchester and outcomes of equality analysis carried out as well as future Equality Impact Assessments required. Workforce implications will also be considered, including any required reduction in budgeted posts as well as strategic workforce development objectives for the Directorate.

Appendix 1 - Revenue Financial Plan

Table showing an overall summary of financial position

Subjective Heading	2018-2019 Budget £'000	2019-2020 Indicative Budget £'000
Expenditure:		
Employees	71,316	70,826
Running Expenses	265,438	262,579
Capital Financing Costs	43	43
Contribution to reserves	0	0
Total Subjective Expenditure	336,797	333,448
Less:		
Other Internal sales	(15,725)	(15,725)
Gross Expenditure	321,072	317,723
Income:		
Government Grants	(219,972)	(219,972)
Contributions from Reserves	(1,740)	(1,740)
Other Grants Reimbursements and Contributions	(5,014)	(5,014)
Customer and Client Receipts	(12,111)	(12,111)
Other Income	(12,751)	(12,751)
Total Net Budget	69,484	66,135

Appendix 2 – Corporate Core Approved Savings

Service Area	Description of Delivery Plan	Amount of Delivery Plan			FTE Impact (Indicative)
		2018/19 £,000	2019/20 £,000	Total £,000	
ICT	Revenue Savings through reduction in contract costs - data & telephony, mobiles and printing	150		150	
	Reduction in maintenance and refresh of ICT equipment	150		150	
	Revenue savings through reduce maintenance/ licensing cost following capital investment	170	170	340	
	Travel reductions across the council from collaboration technology	50		50	
Legal and Democratic Services	Staffing reduction in legal services following planned reduction in Children's caseload		100	100	2.0
	Review of provision of mortuary services on a Manchester or Greater Manchester basis	55		55	
	Efficiencies through implementation of caseline bundling system.	50		50	
Financial Management	Reduce funding for vacant Head of Finance post following implementation of lean systems	100		100	1.0
	Lean systems: Service review and improved efficiency through ICT developments and changes to finance processes		390	390	11.0
Audit and resilience	Increased income to offset time limited reduction in 2016/17	(30)		(30)	
Cross cutting	Commissioning Savings through review of contracts Directorates	750		750	
HR Policies & Processes	Review existing HR policies and Processes	1,500	1,500	3,000	
	Corporate Core Total Savings	2,945	2,160	5,105	

Approved Medium Term Financial Plan

Service Area	Approved MTFP				2019/20 Identified pressures £'000	2019/20 Recovery proposals £'000	Proposed 2019/20 Net Budget £'000
	2018/19 Net Budget £'000	Approved savings £'000	Investment and other changes £'000	2019/20 Net Budget £'000			
Human Resources & Org Development	4,445	0	0	4,445	0	(50)	4,395
Reform and Innovation	969	0	0	969	0	(4)	965
Policy	9,213	0	0	9,213	0	(100)	9,113
Communications	3,690	0	0	3,690	0	(25)	3,665
Performance	4,527	0	0	4,527	0	(60)	4,467
People, Policy & Reform Sub Total	22,844	0	0	22,844	0	(239)	22,605
Legal services	2,811	(100)	0	2,711	0	0	2,711
Democratic & Statutory Services	3,582	0	0	3,582	0	0	3,582
Executive Office	3,131	0	0	3,131	0	0	3,131
Legal, Democratic Sub Total	9,524	(100)	0	9,424	0	0	9,424
CEX Corporate Items	1,476	0	0	1,476	0	0	1,476
Total Chief Executives	33,844	(100)		33,744	0	(239)	33,505

Service Area	Approved MTFP			2019/20 Net Budget £'000	2019/20 Identified pressures £'000	2019/20 Recovery proposals £'000	Proposed 2019/20 Net Budget £'000
	2018/19 Net Budget £'000	Approved savings £'000	Investment and other changes £'000				
Procurement and Commissioning						(15)	
Financial Management	5,723	(390)	0	5,333	0	0	5,333
ICT	14,035	(170)	0	13,865	0	(435)	13,430
Audit, Risk and Resilience	1,401	0	0	1,401	0	0	1,401
Shared Service Centre	803	0	0	803	0	0	803
Customer Services	4,161	0	0	4,161	0	0	4,161
Capital Programmes	(199)	0	0	(199)	0	0	(199)
Corporate Services Corporate Items	265	0	0	265	0	0	265
Total Corporate Services	22,961	(560)	0	44,827	0	(450)	44,392
Cross Cutting Savings	(802)	(1,500)	0	(2,302)	0	(500)	(2,802)
Total Corporate Core	69,484	(2,160)	0	76,269	0	1,189	75,095

Appendix 3 - Capital Strategy / Programme table from 2018/19

Project Name	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	Total £000's
ICT Capital Programme					
Solaris	11				11
Citrix 7.6 Migration	1				1
Mobile Device Refresh	49				49
PSN Windows 2003	140				140
Data Centre UPS Installation	20				20
Core Switch Firmware	58				58
New Social Care System	2,039				2,039
End User Computing	886				886
Core Infrastructure Refresh	533				533
Income Management	33				33
Customer & Bus. Relationship Management System	33				33
Corporate Reporting Tool (Business Objects)	11				11
Internet Resilience	154				154
New Rent Collection System	75				75
Communications Room Replacement Phase 2	500	4,455	69		5,024
Data Centre Network Design and Implementation	2,964	144			3,108
ICT Investment Plan	845	12,696	15,231	6,399	35,171
Wide Area Network Redesign	26				26
Corporate Capital Programme					
Airport Strategic Investment	125,000				125,000
BioMedical Investment	7,000	5,500	6,100	2,700	21,300
Band on the Wall		200			200
Projects carried out on behalf of Greater Manchester					
Housing Investment Fund	132,323	118,605	29,350		280,278
Total Corporate Core projects	272,701	141,600	50,750	9,099	474,150