

Appendix 1- Recovery Plans and Scrutiny Committees Feedback

- 1.1 In addition to the savings already approved for 2019/20 as part of the medium term financial plan for 2017-20 of £9.022m; recovery plans and allocation of other resources totalling £15.508m have also been proposed, including £3m direct funding allocation to support Children's Services, these are summarised below by Directorate.
- 1.2 **Children's Services (£3.776m)** The service have identified the following proposed recovery measures would reduce the Children's Services' pressure:
- The updated Children's Service budget delivery plan now provides for new savings of £0.776m from a reduction in the use of agency staff (£186k), a review of commissioned services (£100k), a review of the discretionary spend in the service (£90k) and Strategic Commissioning (£400k).
 - It is proposed additional funding of £3m is now built into the Looked After Children Investment Fund to further support the position over the next three years.
- 1.3 Children and Young People Scrutiny Committee provided the following feedback:
- Committee members request comments be taken into consideration for final business plans.
 - The Committee discussed Manchester schools which had a significant underspend in their budget.
 - Decision to support the plans set out within the reports and to note that the Committee would receive and comment on the final budget proposals at its meeting on 5 February 2019.
 - No formal reports requested for January 2019 meeting.
- 1.4 **Adults Social Care - (£7.007m)** The following proposed recovery measures would reduce the Adults Social Care pressure by £7.007m.
- A further £0.50m saving has been identified from the new care model investment and contract reviews.
 - Learning Disability have identified £150k from the expansion of the existing in-house Shared Lives programme team. The team will provide a Shared Lives, Supported Lodgings or Befriending Service to the people of Manchester with care and support needs; and as an alternative to other often higher cost placements / providers.
 - Mental Health services, £0.775m through strength based support planning.
 - Additional MHCC pool savings of £200k.
 - Risk share contribution from the pooled budget of £4m which will need to be formally agreed at MHCC Board as part of finalising the budget.
 - £1.382m application of 2019/20 Adult Social Care reform grant.
- 1.5 Health Scrutiny Committee provided the following feedback:
- The Executive Member for Adults, Health and Wellbeing said that despite the continued reduction in funding from central government for Adult Social Care the Council remained committed to improving the health outcomes of all Manchester residents and protect services for vulnerable people.

- 1.6 **Homelessness - (£1.840m)** The following proposed recovery measures would reduce the pressure by £1.840m.
- Proposed savings of **£440k** have been identified relating to additional capacity being funded to reduce the full year effect of the 2018/19 budget pressure linked to unsupported accommodation spend.
 - Resource has been identified totalling £1.4m to support homelessness. £400k remains in the corporate inflation fund which is specifically earmarked for the Homelessness service. There was £1m provided for adult social inflation in 2017/18 that was not allocated and rolled forward to 2018/19. This resource was then included in the 2018-20 budget for the Pooled Budget. This has not been required for the inflationary pressure and is now available to support homelessness.
- 1.7 Health Scrutiny Committee provided the following feedback:
- Members noted the Cold Weather funding from the MHCLG of £35k for cold weather winter provision for people who sleep rough and commented that this was an inadequate amount for the scale of the challenge. Note MHCLG have since increased the allocation to £85k.
- 1.8 **Corporate Core (£1.189m)** As part of the work to review all budgets and identify savings to support the wider council budgets the Core has identified savings of **£1.189m** as follows:
- There has been a review of budgeted expenditure on supplies and services within the Directorate which has identified £194k from across the directorate from City Policy (£100k), Performance Reform and Innovation (£4k), Communications (£25k), Human Resources (£50k) and Commissioning (£15k).
 - Performance Research and Intelligence have identified £60k saving from the reduced cost of the Data Governance improvement programme.
 - ICT have identified £435k from reduced expenditure against resources allocated for ICT investment.
 - There is a savings target of £0.5m to be achieved from the current review of the Core Transformation work.
- 1.9 Resources and Governance Scrutiny Committee provided the following feedback:
- The Deputy Chief Executive acknowledged that reducing demand through reforming services was difficult, but there had been successful examples of this, particularly around health integration and new models of care. Directorates are now working closer than ever before to be more effective with the resources available to the Council to mitigate the challenges.
 - The Executive Member for Finance and Human Resources recognised the challenge that the Council faced in the need to reduce demand through reform and that in some instances, demand for services had risen, adding if the Council did not continue to reform its services, it would not be possible to continue providing certain services.
 - The Committee requests further detail on workforce savings, cross cutting savings and savings of £0.5m to the core to be provided to next Scrutiny meeting.

- The Committee welcomes reports and notes that this is the third year of a three year budget; and notes that the Business Plans will be developed further taking the Committee's comments into account, and revised plans will be submitted to the Committee's meeting in February 2019.

1.10 **Neighbourhoods Directorate (£0.676m)** Proposed recovery actions totalling **£0.676m** have been identified by the Neighbourhoods Directorate as set out below:

- Within Neighbourhoods Service an increase in the budgeted income from fees and charges is expected to generate an additional £156k.
- The replacement of agency staff with permanent staff to achieve a £40k saving.
- Within Highways a review of plant, equipment and vehicles expenditure at Manchester contracts is expected to achieve a £5k saving.
- Highways are planning to achieve additional fee income of £75k by reviewing the capital fee income rates charged, permits, skips and licenses.
- The directorate is planning to reduce spend on supplies and services across the service which should save £100k.
- Proposed revised utilisation of the bus lane reserve to include and enable £300k of savings to be generated by the service.

1.11 Neighbourhoods and Environment Scrutiny Committee provided the following feedback:

- Members unanimously stated that no consideration should be given to reducing the already stretched neighbourhood services and consideration needs to be given to allocating additional funding to the neighbourhood service.
- The Deputy Chief Executive stated that income generation could be achieved via an increase in the penalty charge for offences such as littering, with the revenue generated then reinvested into services. A commercial strategy is to be developed to explore other opportunities such as sponsorships and a review of contracts to generate income that could then be reinvested to support the service.
- The Executive Member for Neighbourhoods recognised that the significant budget cuts imposed by Central Government had an impact on services delivered in local neighbourhoods, and the savings identified in relation to waste and recycling could be achieved.
- A review of the waste contract was required to ensure that it was still fit for purpose.
- The Executive Member for Neighbourhoods stated that the 'Our Manchester' approach demonstrated a commitment to working with, and supporting residents to achieve positive outcomes and achieve the required savings.
- Members sought clarification on the reported underspend on Highways and queried whether enough was being allocated for the maintenance and repair of footways.
- The Committee requests a further detailed report on the Highways underspend be submitted to the next Scrutiny meeting to include the

underspend figures, including those for 2017/18; an explanation to the reasons for any underspend; the planned programme of works and information on the capacity to deliver the programme of work.

- 1.12 Communities and Equalities Scrutiny Committee provided the following feedback:
- The Strategic Lead (Libraries, Galleries and Culture) reported there had been a capital investment in self-service technology for routine library transactions which was enabling the service to manage the increased usage of its libraries.
- 1.13 **Strategic Development - (£1.020m)** Proposed savings totalling **£1.020m** have been identified as follows:
- An increased recharge for Building Control to the Housing Revenue Account, for work on the Council property stock will generate £20k.
 - The Investment Estate income budget will be increased by £1m relating to additional lease income from the renegotiation of the Manchester Airport car park leases.
- 1.14 Neighbourhoods and Environment Scrutiny provided the following feedback:
- The Strategic Director (Development) further commented that the Council was working with private developers within the National Planning Policy Framework to deliver a range of housing products for Manchester residents.
- 1.15 Economy Scrutiny Committee provided the following feedback:
- The Strategic Director (Development) advised that in relation to the increase in planning fees, it had been agreed with HM Treasury that all income would be ring fenced to the service. The Council has established a level of reserves to provide a short term solution should planning fee income reduce, but a longer term view is required
 - The use of agency staff within the directorate is very low, and used to back fill posts particularly in development and surveying. Efforts were being made to fill these posts with permanent staff in order to reduce the use and cost of agency staff.
- 1.16 Resources and Governance Scrutiny Committee provided the following feedback:
- The Strategic Director (Development) advised that over the last 12 months, the Council had reviewed its Investment Estate to ensure that it had within this portfolio, assets that genuinely generated long term income for the Council. The Council has explored every opportunity to maximise its revenue income, but these opportunities needed to be balanced with other considerations, including the views of Ward Councillors.
 - The Committee asked if the challenges associated with the Investment Estate and Operational Estate will have any detrimental impact on the voluntary and third sector organisations that delivered social value by their use of Council owned buildings.
 - The Committee requested consideration be given to using vacant council land for car parking whilst the land was waiting to be developed in order to

generate income and if it was possible to use some of the reserve set aside should planning fee income reduce to ensure the Council's planning compliance function is strengthened;

- The Committee asked if it is possible to increase the advertising revenue; and for reassurance that the Council would not support any advertising that celebrated inappropriate conduct.
- The Committee welcomes the reports and notes that this is the third year of a three-year budget; and notes that the Business Plans will be developed further taking the Committee's comments into account, and revised plans will be submitted to the Committee's meeting in February 2019; and requests that a report is submitted to a future meeting on how the Council can influence advertisers, as part of the tender process, on the appropriateness of adverts when advertising on Council owned land.