

**Manchester City Council
Report for Resolution**

Report To: Resources and Governance Overview and Scrutiny
Committee – 3rd September 2009

Subject: Business Planning 2010

Report of: Deputy Chief Executive (Performance)
City Treasurer

Summary

The purpose of this report is to outline the Council's business planning process for 2010-13.

Recommendations

That the Overview and Scrutiny Committee:

- 1) Note the budget and business planning process outlined in this report
 - 2) Consider which business plans they would like to scrutinise through the remainder of the process.
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Wards Affected:

All

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1. Introduction

- 1.1 Business Planning is a key part of the Council's performance management framework. Its purpose is to align service priorities and resource with the aims and objectives of the Council. Through their business plans, all services should demonstrate and evidence their contribution to the delivery of the Community Strategy.
- 1.2 The process has been revised and strengthened for the current planning cycle. The changes reflect the need for greater scrutiny and challenge of service priorities and resources, in the light of more difficult financial challenges and policy drivers. The revised business planning process is

intended to provide additional assurance that all Council resources are focussed on improving outcomes and delivering the vision for the City and improve the way in which the Council considers the entirety of its expenditure, rather than simply growth and reduction at the margins.

2. Background and Context

2.1 The vision for Manchester is clearly articulated in the Community Strategy, with the Local Area Agreement acting as the key delivery plan for all partners working across the City. With this in mind, in early May, the Council's Strategic Directors and Executive Members agreed a set of policy and financial objectives to be used to establish the priorities for individual business plans and budget.

2.2 The application of these objectives will enable the Council to identify specific priorities for each service and to ensure that Council resources are focussed on improving outcomes and delivering the vision for the City.

2.3 Policy Objectives

- To deliver on the 'spines' of the Community Strategy. Within the spines, there are specific priorities of the Greater Manchester Strategy relating to:
 - Economic Growth
 - Skills
 - Worklessness
 - 0-5 years
 - Housing
 - Neighbourhoods

The aim is to provide excellent public services whilst creating the conditions for economic growth, improved skills and productivity and less deprivation and dependency.

- To work with services within and beyond the Council. The ambitions set out above have as much relevance to our partners as it has to the Council and we will need to work across organisational boundaries to respond to the increased financial pressures that we face.
- To work within the corporate improvement framework
 - People Strategy
 - AIMS – Analysis to Improve Manchester Strategy
 - Customer Strategy
 - Neighbourhood Focus
 - ICT and Information Strategies

2.3 Financial Objectives

- For spending on general public services, our aim is to be best in class on value for money.

- Delivery of an affordable and sustainable budget in the context of reducing resources for the public sector.
- To demonstrate maximum operational efficiency across the whole organisation to ensure we are to be able to invest in increased economic growth and productivity and decreased dependency and deprivation.

4. Business Planning and Budget Setting process 2010

- 4.1 The Business Planning process for 2010 is more rigorous than in previous years. The approach is underpinned by an understanding of the Council's policy and financial objectives, and a consideration of how services can best respond to the needs of the City's neighbourhoods.
- 4.2 The revised process will help to facilitate better links with the Neighbourhood Funding Strategy (NFS), recognising that it is an integral part to the approach. The business planning process will reflect the proposals put forward through the NFS, ensuring that they are more neighbourhood focused.
- 4.3 The revised Business Planning process will help the Council target its financial resources on those activities which deliver the Community strategy and ensure that budget and business planning processes are fully integrated. Earlier submission of draft plans will allow additional work to be done in assessing the overall budget situation which will feed into the completion of final draft business plans during October and November. This will lead to the completion of the overall draft budget for the end of November, in line with the announcement of the financial settlement for local authorities.
- 4.4 Overview and Scrutiny Committees play a key role in the budget setting process and all of the final draft Delivery Plans will be available for scrutiny in January. As in previous years, there will be a period of public consultation on the budget proposals made by the Executive.

5. Actions and Recommendations

- 5.1 Initial drafts of business plans will be submitted by Heads of Service by 30th September 2009. These will be available for initial scrutiny in October.
- 5.2 Members of the Committee are asked to consider which business plans they wish to scrutinise through the remainder of the process. A list of all business planning areas is attached as Appendix B.
- 5.3 In addition, Members are asked to consider how they wish to undertake this scrutiny. For example, Members may wish to consider the entire plan, or particular aspects of it.
- 5.4 Members of the Committee are reminded that business plans that they choose to scrutinise will remain in draft form until the full budget is agreed by Executive, and the Council in March 2010. As in previous years, this Committee will consider the Executive's proposals for the Budget in February 2010.

Appendix A: Business Planning Timetable 2009/10

Timeframe	Activity	Who	Detail
4 September	Report to RAGOS on approach to business planning	RAGOS	RAGOS to receive a report outlining the process. As part of this they may choose to identify plans to track through the process. Reporting to other Scrutiny Committees as required
30 September	Deadline for draft Business Plans	Heads of Service	Deadline for full draft business plans This will include draft objectives and performance expectations of the service as they will be communicated to staff and the public. These will be approved by Executive Members
Oct - Dec	Business Plan and Budget Development	Council wide	Council budgets and individual services delivery plans finalised, feeding into the Budget Report for December Executive.
15 October	Report to RAGOS on progress of business planning process	RAGOS	Reporting to other Scrutiny Committees as required.
October – November	Refinement and revision of Business Plans	Heads of Service / Performance / DoT / Finance	Informed by further support and challenge from SMT / Executive Members and performance and finance teams
30 November	Finalise final drafts of full business plans and budget	Heads of Service	Final drafts of business plans will feed into the Overview and Scrutiny process. These will need to be approved by Executive Members
January	Final drafts of business plans to Overview and Scrutiny	O&S	
February	Budget and MTFS Approved	Council wide	Council budgets approved by full Council, following consideration by O&S, and Executive Members

Business Planning Areas

<i>Directorate</i>	<i>Business Plan</i>	<i>Head of Service</i>
Children's Services	Children's Services	Pauline Newman / Mike Livingstone / John Edwards / Kieran McDermott
City Solicitor	Legal Services	Liz Treacy
	Democratic Services	Michelle Chard
Chief Executive's	Communication	Sara Tomkins
Corporate Services	Capital Programmes	John Lorimer
	Corporate Personnel	Jon Redfern
	Revenues and Benefits	Julie Price
	Corporate Property	Helen Jones
	Corporate Procurement	Ian Brown
	Financial Management	Carol Culley
	Internal Audit and Risk Management	Tom Powell
Chief Executive's Performance	Corporate Performance, Organisation Development and Research & Intelligence	Carol Pattison / Jacky Doyle / Sarah Henry /
	Crime and Disorder	Maureen Noble
	Joint Health Unit	David Regan
Chief Executive's Regeneration	Culture	Virginia Tandy
	Manchester Galleries	Maira Stevenson
	Regeneration / Economic and Urban Policy	Sara Todd / Julie Rushton
	Planning	Peter Babb
	Strategic Housing	Paul Beardmore
	Transport	Stephen Clark
Neighbourhood Services	Engineering Services	Chris Barber
	Street Management and Enforcement	Rachel Christie
	Trading Services	Elaine Heggie
	Sports and Leisure	Eamonn O'Rourke
	Environmental Strategy	Richard Sharland
Transformation	Libraries and Information Services	Nicky Parker
	Adult Social Care	Jan Didrichsen
	ICT	Steve Park
	Business Change	Elaine Bowker