



MANCHESTER
CITY COUNCIL

Trading Services Business Plan

2009/10-2011/12

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Section 1: Business Analysis

1.1 Introduction To The Business

Our city has a history of creativity and innovations; it is vibrant and ambitious and has delivered through energy and enterprise. Manchester welcomes people from all over the world for the contribution they can make. The diversity of the population has helped shape the city's success and style.

Manchester has experienced a successful reinvention over the past 15 years. It is still tackling complex urban problems left by 40- 50 years of economic decline, evidenced by low quality-of-life indicators in many areas. Although progress is being made, much work still needs to be done to narrow the gap in quality of life between Manchester communities and between Manchester and the rest of the country.

In Trading Services we are at the forefront of creating a world class Manchester. Our people work with communities and in neighbourhoods to improve the quality of life for our residents. We operate frontline activities at neighbourhood level for all communities and socio-demographic groups. They are highly visible services that have a major impact on how the city looks and is experienced by residents, businesses and visitors. Over 70% of the employees in Trading Services are Manchester residents.

Trading Services comprises a diverse portfolio of services linked by the trading element of their operations. Some services impact on the general rate fund, whilst others trade in the true sense and are wholly dependent on income from internal and external customers/clients.

Whilst delivering the bottom-line target is the prime driver of business strategy it is recognised that our services can provide significant support to the corporate agenda and add value through the provision of in-house services. Examples of opportunities to provide increased value for money beyond a purely cost driven strategy include flexibly responding to specific priorities in the city, investing in the skill base of the predominantly Mancunian workforce, influencing/working with external agencies and partners on workforce issues (for example on employment of ex-offenders and of bme employees) and building a workforce that reflects the neighbourhoods we serve.

All services support the environmental agenda through, for example, efficient use of resources, recycling and contributing where possible to green city initiatives.

Our services are often in the limelight. Working under the pressure of both being high profile and of needing to continually improve quality and efficiency in a competitive marketplace is the accepted norm. Our challenge is to deliver services that reflect an increasingly successful city with world-class expectations and aspirations.

We deliver the following services:

- Bereavement Services
- Building Cleaning
- Catering Services including Manchester Fayre
- Community Transport
- Fleet Management & Support Services
- Manchester Contracts
- Manchester Markets
- Public Conveniences
- Security Services
- Street Scene Services
- Town Hall Services

Bereavement Services manage and maintain the Council's five cemeteries and one crematorium. Over 3,000 burial and cremation services take place each year and the service maintains over 1.4 million square metres of green space and 29 buildings. A team of 45 people are employed at Blackley cemetery / crematorium and at Southern, Gorton, Phillips Park and Manchester General Cemeteries.

Building Cleaning provides a building cleaning service in offices and other types of accommodation used by council services and external organisations across the City. Building Cleaning employs 290 people.

Catering Services. Manchester Fayre is a distinct trading organisation for the City's directly operated catering activities and provides catering in schools via agreements with schools, catering in commercial locations for a range of clients and civic catering for the City. It also supports Adult Social Care by catering in luncheon clubs and resource centres and the management of the Meals on Wheels contract by Catering Services' technical services section. Approximately 900 staff are employed in delivering these services.

Community Transport provides a range of (special needs) transport for school pupils, older people and people with learning and physical disabilities from home to their school or day centre, asylum seeker transport, as well as transport for school meals, hot meals on wheels and the internal courier services. Community transport employs 396 people.

Fleet Management and Support Services currently supplies and manages 1200 vehicles for Manchester City Council departments, Enterprise PLC, Willow Park Housing Trust, Eastlands Housing Trust and Manchester Working joint-venture company. All the vehicles are serviced, maintained and MOT tested through the vehicle workshop. The workshop maintains, services and repairs a fleet of 61 HGV commercial waste vehicles for Manchester City Council waste provider Enterprise PLC. Support Services Stores section purchase, store and distribute a range of products to different Council services (e.g. Education and Building Cleaning). There is also a furniture store that supports tenants, housing trusts and other Council departments with removal and storage. 69 people are employed in these services.

Manchester Contracts carries out maintenance works to the City's adopted highways. These services include minor highway repairs, gully cleansing, road makings, barrier and sign maintenance. It tenders for major highway improvement programmes as well as work for the private sector. 80% of the work undertaken by this team is commissioned by Manchester Engineering and Design Consultancy (MEDC). 112 people are currently employed in this service area.

Manchester Markets provides a selection of diverse retail and specialist markets as well as a wholesale market to the residents and businesses of Manchester. Manchester has one of the most diverse and innovative market portfolios in the UK that contributes to the environmental, social and economic security of the City. Markets support over 500 businesses, providing the infrastructure to support entrepreneurship and offer the consumer a unique and memorable shopping experience. The Christmas Markets, estimated to bring £13m to the City, and New Smithfield Wholesale Market with a £2.9m turnover creating 650 jobs, exemplify the contribution of Markets to the City. Manchester Markets supports the health agenda by actively improving food access and providing an assortment of fresh, healthy produce for Manchester residents. 56 people are employed by Manchester Markets.

Public Conveniences provides and maintains 24 public conveniences across the city including daily cleaning and repair.

Security. This service joined Trading Services' portfolio in 2008/09. The main role is to ensure contract compliance with the two major city Council security contracts. 1 person fulfills this role and provides strategic support across the Council on security matters.

Street Scene Services is responsible for keeping the streets and public open spaces clean and tidy. It is a highly visible service that not only needs to have effective maintenance regimes in place but also needs to be flexible enough to respond to urgent requests and be able to adapt its regimes to reflect customers changing requirements. Street Scene Services are currently under going a review. The service works with local communities and partner organisations (particularly the Street Environment Managers about enforcement action) to ensure services are responsive and accountable. This service now includes the Graffiti Team who transferred into Street Scene in May 2008. A separate division of the service is responsible for housing garden improvements and landscaping as well as maintaining the City's tree stock. In total 419 people are employed in Street Scene Services.

Town Hall Services provides facilities management services to the grade 1 listed Victorian Town Hall and grade 2* listed Extension. These buildings are recognised to be of international importance and part of the most important civic complex outside of London. The gross internal area of the Town Hall and Extension is 53,000 square metres, of which the gross lettable area is 36,200 square metres. The services delivered by Town Hall Services comprise repairs and maintenance, cleaning and waste removal, mailroom services, collections management, reception and security, switchboard

services and Conference Office. Approximately 100 staff are employed by Town Hall Services.

Progress against 2008-11 Business Plan (At October 2008)

As a relatively new service grouping with a focus on trading and meeting bottom-line targets, a major priority in 2008 was to create clarity on the true costs of each service area and establish whether they provide genuine value for money. Some of the services had not been benchmarked and there was a history and acceptance of cross-subsidy between services. This needed to be unravelled and more transparent accountability established in each service area. Significant progress has been made in this area and we are in a much stronger position to demonstrate how we are improving performance year on year. Operational successes in 2008/9 include:

Bereavement Services

- Improving the maintenance of cemetery grounds across the city to make them look better and feel safer
- Installation of mercury abatement plant at crematoria
- Introducing burial on-line records
- Working with Probation Services to deliver improvement projects using residents with community service orders

Building Cleaning

- Investing in staff through achieving NVQ2 for all front line staff
- Development and investment in technology to improve systems and processes to achieve efficiencies and improved service delivery i.e. vehicle monitoring/tracking, lone worker system
- Market research undertaken with customers and business partners to measure service quality and customer satisfaction levels

Catering Services

- Increasing primary school meal numbers by 17% through the introduction of Fresh Fayre (compared to a national average increase of 2.3%)
- Recognition from Childhood Obesity National Support Team of the positive impact of school meals on health inequalities in Manchester
- Award from APSE of 'Best Education Catering Performer'
- Trials of multi cultural menus in schools

Community Transport

- Improving the quality of service by completing a NVQ level 2 training programme for 350 front line staff.

Fleet Management and Supplies

- Improving environmental performance in Fleet Management by reducing carbon emissions,
- Improving fuel monitoring,
- Purchasing electrical vehicles
- Installing solar panels at Hammerstone Road

Manchester Markets

- The redevelopment of Gorton Market
- Delivery of Chand Raat Market, Longsight
- Introduction of successful Northenden Food Market

Manchester Contracts

- Providing work experience for Manchester residents released from prison through the Excel programme

Public Conveniences

- Expansion of the City Centre & the 24hr City - public convenience provision

Response Maintenance

- Maintaining service quality whilst transferring over 200 employees to Housing Trusts

Street Scene Services

- Improved performance in Street Cleaning against BVPI 199
- Contributing to the successful Britain in Bloom programme
- Winning plaudits from across the City with the speed and quality of clean up following the UEFA Cup Final
- Ensuring the cleanliness of the environment during the Labour party conference, including the whole of the City and the inner secure exclusion zone

Town Hall Services

- Achieving World Class Service status in the Town Hall
- Establishment of Manchester Town Hall as a premier wedding venue in the City Centre
- Providing resources for high profile events in the City such as the swimming championships, UEFA and the Labour Party Conference

We have also delivered improvements to how we manage our services. For 2008/09 this includes:

- Improved performance management and performance reporting
- Completion of VFM audit and setting of key performance indicators
- Successful roll out of Job Evaluation
- Launch of new appraisal scheme
- New management development programme
- Improved functionality and look of intranet site
- Support for centralisation of back office functions, for example transferring staff to central finance and personnel teams and establishing new ways of working
- Improved communication

1.2 Key Drivers for Change

Key changes in the national, regional and local policy environment that will or may affect the business over the next year years include:

National changes and trends

- Continued increase in the cost of oil is impacting on the cost of fuel, energy and bitumen based products (impact on all services)
- Rising food costs, rising inflation and the 'credit crunch' (impacting on Catering and Markets)
- Current downturn in the housing/ construction market will limit associated road construction and restrict tendering opportunities (impact on Manchester Contracts)
- Mercury abatement legislation (impact on Bereavement Services)
- Sustainable environmental management (impacting on all services)
- Ageing population nationally
- The 'Every Child Matters' agenda
- Drive for efficiencies in Local Government
- Community Cohesion as a national issue
- The transforming school food agenda

Regional Changes and policy

- Integrated Social Needs Transport Agenda (impact on Community Transport)
- Increased competition from other Local Authorities
- Proposed congestion charge (potential impact on New Smithfield Market)

Changes to policy and priorities in Manchester

- A focus on neighbourhood working
- Continued expansion of the City Centre, increased city centre residency and growth in high profile city events (impact on Street Scene Services and Public Convenience provision)
- New ways of working, new time limited Service Level Agreements
- Strategic Regeneration Frameworks (impact on Markets)
- Direct payment schemes for adults/ older people (impact on Community Transport)
- Long term strategy for the Town Hall Complex including development of a Town Hall Service Centre and decant of Town Hall Extension (impact on Town Hall Services)
- Health agenda in schools- raising nutritional standards and tackling obesity (impact on Catering)
- Building Schools for the future (opportunities for Building Cleaning/ impact on Catering)
- Service Improvement Projects led by Manchester Improvement Programme
- Responding to changes in the make up of Manchester's population and the need to address cultural and ethnic diversity (impact on all services, for example catering in schools)
- Need for services to contribute to the health agenda and tackle health inequalities (impact on Catering and Markets)

- Contributing to improving educational attainment (for example impact on Catering in maximising free and paid school meal up-take to maintain concentration levels and supporting extended schools initiatives)
- Growth in student numbers

1.3 Business Contribution to the Corporate Plan

This business makes the following contribution to the Council's Corporate Plan:

Business Outcomes Which Contribute To This Priority	
<p>Corporate Plan Priority 1 Promoting Economic Development</p>	<ul style="list-style-type: none"> • Deliver a financial return to the city via traded services operating at a profit • Control and monitor service costs to ensure value for money, both for customers and for the City • Stimulate entrepreneurship through offering start up opportunities at Markets • Deliver New Smithfield Market as a regional centre of excellence for food with 70 businesses employing over 650 people • Continue to employ high levels of Manchester residents and promote Manchester residency as an employment criteria • Encourage and source local produce enabling local businesses/ SMEs to develop and prosper
<p>Corporate Plan Priority 2 Reaching Full Potential in Education and Employment</p>	<ul style="list-style-type: none"> • Deliver the Transforming School Food Agenda to ensure pupils are provided with healthy balanced meals that provide the nourishment needed for well-being • Support schools in Manchester (e.g. through Manchester Fayre and Building Cleaning) • Provide a community transport system to support vulnerable residents access education and employment • Ensure all our staff have appraisals and improve skills by investing in training and developing our people (71% of the workforce are Manchester residents) • Support initiatives to develop core skills in the workplace (e.g. Skills Pledge, basic literacy and numeracy) • Provide start up opportunities for new businesses in Markets • Identify opportunities to support programmes to tackle worklessness • Provide unpaid work opportunities for residents serving community orders (partnership with Probation Services) • Work with schools to deliver NVQs in Catering for school children

	<ul style="list-style-type: none"> • Support the Ex-Cell scheme allowing ex-offenders opportunities for employment experience • Provide apprenticeship posts for young mechanics in Fleet Management
<p>Corporate Plan Priority 3 Promoting Individual and Collective Self Esteem - Mutual Respect</p>	<ul style="list-style-type: none"> • Keep the city clean and promote pride in the City • Support healthy eating and raising nutritional standards in schools • Improve the health of the city's population through work with Food Futures to improve access to local and fresh food • Support vulnerable children to access education and employment • Improve community cohesion through providing local markets and contributing to community events such as Chand Ratt • Assist our employees to achieve their personal learning and development goals • Encourage our employees to engage with staff interest groups • Consult with different communities on how they can contribute to improving services and strengthening their neighbourhoods • Carry out Equality Impact Assessments [EIAs] and work with community groups to ensure improvements are targeted to meeting identified needs • Carry out prompt and professional street and building repairs • Remove graffiti promptly and effectively • Reflect the needs of our different communities in our service delivery • Maintain shrubberies and other environmental features to contribute to reducing crime and the fear of crime. • Provide jobs for Manchester residents • Contribute to both the cultural landscape of the city and to the creation of a unique brand for Manchester through the heritage, civic role and iconic status of Manchester Town Hall.
<p>Corporate Plan Priority 4 Creating Neighbourhoods of Choice</p>	<ul style="list-style-type: none"> • Provide key services that touch the lives of local communities each day, contributing to providing decent homes and a clean, safe environment in which people wish to live, work and visit. These include: bereavement services, catering in schools, clearing litter, grounds maintenance, graffiti removal, street cleaning and markets. • Support schools through catering, cleaning and community transport services • Keep the city clean and looking good • Re-modelling markets and the choice on offer in line

	<p>with the city's economic and social objectives for the strategic regeneration areas</p> <ul style="list-style-type: none"> • Maintain shrubberies and other environmental features to contribute to reducing crime and the fear of crime. • Develop and support Friends Groups for local cemeteries • Create cemeteries that are safe, green spaces • Supplying 5% bio diesel to a fleet of diverse vehicles to City Council, Housing Trusts, schools, Enterprise PLC and other service users to reduce the carbon emissions. • Introduction of an electrical car to be used daily to show that an alternative power source can be used for vehicles whilst reducing the carbon footprint in and around Manchester. • The purchase and installation of solar panels to power the electrical car • Redevelopment and refurbishment of local markets that support the development of quality district and neighbourhood centres • Ensure schools, colleges and public buildings are cleaned to a high standard providing clean and safe spaces • Deliver quality catering services in schools, community centres, civic amenities and parks/public areas • Promote markets that are friendly and safe places for people to meet and shop • Consult with and engage residents in service delivery • Work in partnership with Adult Social Care to manage the meals on wheels service and implement changes in the Luncheon Club service according to client requirements • Support ward co-ordination
<p>Corporate Plan Priority 5 Improving Council and Community Leadership</p>	<ul style="list-style-type: none"> • Provide through the Town Hall a suitable setting for the different aspects of local government and civic life, ranging from ceremonial occasions to administration. • Work to achieve equality targets at all levels of the organisation • Promote community leadership through the cemetery Friends Groups • Improve the capacity and capability of our managers through training and development • Strengthen neighbourhood working especially through ward co-ordination
<p>Corporate Plan Priority 6 Delivering the Manchester Improvement Programme</p>	<ul style="list-style-type: none"> • Improve accessibility to the Council and its services • Improve functionality of the website to allow our commercial services to successfully trade against our competitors • Support specific Service Improvement Projects

	<ul style="list-style-type: none">• Deliver MIP savings e.g. electricity and repairs maintenance
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<p>Corporate Plan Priority 7 Continuously Improving Value For Money</p>	<ul style="list-style-type: none"> • Complete Equality Impact Assessments [EIA] will help to identify priority areas where resources could be targeted • Monitor and review key performance measures set for all services in 2008 • Achieve external accreditation e.g. Charter Mark, liP, World Class Service, Green Flag, Meeting Industry Association accreditation • Improve Benchmarking • Review Value for money audits completed in 2008 • Improve Performance management • Monitor and review Value for Money indicators set in 2008
<p>Corporate Plan Priority 8 Developing Our Workforce To Deliver High Quality Services</p>	<p>Planning the future workforce</p> <ul style="list-style-type: none"> • Implement Workforce plan and achieve global employment targets • Implement job evaluation • Employ Manchester residents • Manage workforce reductions <p>Effective People Management</p> <ul style="list-style-type: none"> • Build on actions taken in response to MORI feedback • Continue to prioritise communication • Embed new appraisal scheme <p>Develop workforce capacity</p> <ul style="list-style-type: none"> • Increase attendance levels • Implement Learning & Development Plans • Embed training matrices <p>Be an employer of choice</p> <ul style="list-style-type: none"> • Achieve and maintain liP accreditation • Provide a safe and healthy workplace <p>Develop leadership capacity</p> <ul style="list-style-type: none"> • Devise and implement a leadership development programme that builds on our current management programme <p>Tackle worklessness</p> <ul style="list-style-type: none"> • Support Ex-Cell programme, Community Service placements, NVQs in schools and the corporate working group
<p>Corporate Plan Priority 9 Ensuring Customer and Neighbourhood Focus, And Equality of Opportunity in Employment</p>	<ul style="list-style-type: none"> • Consult with local communities to ensure that our services meet the needs of the diverse cultures living within Manchester • Integrate equality issues in employment and service delivery through a customer service working group • Support the staff equality groups [Race, Sexuality and Disability] • Carry out appropriate Equality Impact Assessments • Contribute to the Corporate Equality Groups to ensure

<p>and Service Provision</p>	<p>our contribution to delivering the equality agenda is communicated widely and to keep up-to-date on new developments</p> <ul style="list-style-type: none"> • Support the Directorate-wide work of neighbourhood services in this area • Deliver specific service improvements to improve accessibility e.g. Adapt facilities and services at the taxi inspection workshop to improve access for disabled drivers and provide Monday to Sunday burial service for communities where cultures (e.g. Muslim and Jewish) require the deceased being buried on the same day as they pass away
<p>Corporate Plan Priority 10 Managing Our Performance and Risks to Ensure We Deliver Our Objectives</p>	<ul style="list-style-type: none"> • Devise and implement the risk management plan • Manage Business Continuity Plans • Devise Service Emergency Plans • Develop core competencies for managers [including performance and project management] • Monitor performance against Best Value Performance Indicators and Key Success Factors • Ensure that robust financial monitoring is in place. • Continue to improve performance management and business planning

Neighbourhood Funding Strategy

The neighbourhood funding requests received relate primarily to Street Scene Services and street cleaning. Our commitment to the strategy is demonstrated through our close working with colleagues in Environmental Services and in particular Street Environmental Managers. We will work together to identify and respond to local needs. NFS priorities will be accounted for in the implementation plans arising from the review of Street Scene Services.

1) The following Neighbourhood Funding Strategy proposals have been implemented during the **2008/9** financial year:

NFS Reference	Summary of Priority
80401	Bradford: Mechanical tools to clean housing estates from litter
81307	Didsbury East: Street cleaning the side streets off & around Kingsway
82004	Hulme: Improved Street cleaning & grounds maintenance
82204	Longsight: Better planning & resourcing of street cleaning & environmental services
82802	Rusholme: Improved street sweeping

2) The following proposals are being supported through the Neighbourhood Funding Strategy for implementation between October 2008 and March 2012:

NFS Reference	Summary of Priority
80101	Ancoats & Clayton: Improve street cleaning in litter hotspots
81202	Crumpsall: Street Cleansing
81602	Gorton North: Street cleansing
81901	Higher Blackley: Re-introduce ped-orderly street cleaning service
82703	Old Moat: Increase in street cleaning services

3) The following proposals have NOT been supported through the Neighbourhood Funding Strategy as they are financially prohibitive:

NFS Reference	Summary of Priority	Reason
82309	Miles Platting & Newton Heath: Develop long term strategy for Newton Heath Market	Long term plans for the market & its environs are being led by NEM. A review of the market has been undertaken in October 2008 and an action plan agreed with the Exec Member and Deputy Leader

4) The following proposals have NOT been supported through the Neighbourhood Funding Strategy because they are contrary to the policies or procedures of the service:

NFS Reference	Summary of Priority	Reason

1.4 Strategic Risk Analysis

This business faces the following strategic risks:

Ref	Risk	Consequence	Risk Rating
S1	Income levels not achieved	<ul style="list-style-type: none"> • Reduction in annual income and impact on future years budget profile • Unanticipated revenue costs incurred • Redeployment Implications • Failure to achieve Business Plan Financial Targets • Increased supply chain costs 	High
S2	Unable to win contracts or secure income for services from customers in an increasingly competitive market	<ul style="list-style-type: none"> • Services become too expensive • Failure to met financial targets • Overheads and costs increase for remaining customer base • Need to restructure and redeploy staff 	High
S3	That systems are not developed that allow overheads to be managed transparently and reflect new service areas/ ways of working	<ul style="list-style-type: none"> • Loss of accountability • Failure to meet financial targets • True financial picture obscured • Decisions made based on inaccurate data 	High
S4	Service quality may not meet expectations due to budget pressures	<ul style="list-style-type: none"> • Deterioration in service quality • Increased resident dissatisfaction • Poor perception of the Council 	High
S5	Responding to changing service needs may require changes to workforce terms and conditions	<ul style="list-style-type: none"> • Reduced productivity and a challenging industrial relations environment 	High
S6	Fuel and food prices continue to rise/ Uncertain financial climate	<ul style="list-style-type: none"> Increased costs Failure to meet financial targets Services become uncompetitive and lose business 	High

Service specific risks include:

Trading Services

- Potential impact of Neighbourhood Services re-structure and changes in the management of Environmental Services

Bereavement Services

- Laid down memorial stones giving a perception of neglect in cemeteries and creating issues related to health & safety and restricted access to graves.
- New purpose built crematorium recently opened at Radcliffe offers alternative to Blackley Crematorium and may reduce volume of services being booked.

Catering Services

- Impact on competitiveness of commercial business following application of 6.7% flexible payments on salaries
- Impact on the primary school meal service in the event that Manchester decided to bid and became involved in one of the national pilots for free primary meals announced by the DfCSF

Fleet Management and Supplies

- SLAs with Housing Trusts and Joint venture company are not renewed for support services or fuel/ vehicles at the end of the 12 months period reducing income and buying power.

Manchester Contracts

- Impact on the service as a result of the recommendations arising from the Highways SIP

Manchester Markets

- Introduction of new regulations on food sector businesses will impact financially pertaining to retrofit of establishments.
- Landfill tax set to rise, impacting on waste disposal.
- Current UK economic downturn will impact on land values inhibiting asset maximisation towards redevelopment of the portfolio.

Street Scene Services

- Impact of implementing recommendations following Street Scene Services Review
- Proposed reduction in WNF funding impacts on mainstream service delivery
- Inability to continue to meet expectations within existing resources arising from NFS requests and visual environment group

Town Hall Services

- Impact of decant from Town Hall extension for major refurbishment
- Increasing maintenance costs within the Town Hall Complex

1.5 Customer and Neighbourhood Analysis

The following key issues are important to the delivery of this business:

Issue	Impact on the Customer / Neighbourhood	Impact on the Service
Neighbourhood/ District Focus and supporting sustainable communities	Services delivered to meet local needs	Services need to respond to local needs
Changing demographics of Manchester's population	Need to communicate services available to all sections of resident and business communities	Need to raise awareness of employees and clearly communicate with hard to reach groups. Also, adapt services to meet specific needs of different demographic groups
Growth of 24 Hour City Centre area	Increased levels of resident and commercial activity in newly developed areas.	Increased demand on existing resources
Town Hall Service Centre (MIP-led)	Modernised 21 st century customer services offered in a customer focused environment	Redesign of front-line services. Opportunities for rationalising space use.
Cost of service/ value for money	Lower levels of Council Tax	Monitor financial performance and vfm indicators Drive service improvement Reduce costs
Quality of service	Improve quality of neighbourhoods and quality of life	Establish and monitor benchmarks for service quality Drive service improvement

Service specific issues include the need for 24 hour burial service to meet needs of specific communities e.g. Muslim and Jewish, multi cultural menus and Halal food in schools, installation and upgrading of play areas within city parks, providing markets that meet the needs of local communities e.g. Polish food store at Gorton Market and Chand Ratt event at Longsight

The business faces the following risks to equality of access to service provision:

Ref	Risk	Consequence	Risk Rating
C1	Compliance with DDA at cemetery offices and facilities	Litigation Access limits Poor PR	High
C2	Failure to ensure that the workforce is representative of the communities we serve	Service delivered by a workforce that does not understand community needs	High
C3	Insufficient ethnic minority wholesalers attracted to New Smithfield	Centre of food excellence not delivered as it fails to meet needs of diverse communities in Manchester	High
C4	Failure to meet the needs of all communities e.g. young people	Services do not meet needs of whole community and some groups feel isolated	High
C5	Lack of progress with work to adapt the Town Hall and Extension for use by disabled people	Access difficulties Litigation Adverse PR Adverse Charter Mark re-assessment	High

1.6 Performance Analysis

The following areas of this business perform well in comparison to established benchmarks:

Performance Measure / Indicator	Comparator	Impact on Service Outcomes
Bereavement Services: Fees and charges for burial and cremation services	Market Rates	Competitive and value for money service
Catering: Take up of school meals	National Indicator 52	Improved health of children
Catering: APSE Benchmarking	National hospitality standards	Service improvements identified
Community Transport: Accident rates	Previous performance	Safety of residents Lower costs
Fleet Management: Supplying and utilising Bio Diesel fuel and vehicles for internal and external clients.	National performance data- Local Authorities/ retail fuel suppliers	Reduced carbon emissions

Manchester Markets: Trader turnover, occupancy rates, profit outdoor	NABMA national benchmarks, Retail national performance data	Improved value, profit and range of offer
Manchester Markets: Customer satisfaction with cleanliness of Markets	92% against 90% target	Improved customer satisfaction
Street Scene Services: Streets cleaned to standard	National Indicator 195	Improved resident satisfaction Improved look of the city
Street Scene Services: Fly tip refuse removals completed on time	SLA target	Meet customer needs
Trading Services: Investors in People	National standard	Improved performance
Town Hall Services: Achievement of World Class Service Standard	Manchester standard accredited in hospitality sector	Improved customer service

The following areas of this business perform poorly in comparison to established benchmarks:

Performance Measure / Indicator	Comparator	Impact on Service Outcomes
Management of attendance	National statistics Previous Performance Council performance	Lost productivity and efficiency

The following key performance issues are important to the success of this business:

- Contributing to corporate priorities (section 1.3)
- Meeting financial targets
- Improving service quality
- Delivering value for money (including increasing productivity levels)
- Managing people

1.7 Value for Money Analysis

Service Area / VFM Indicator	Trading Services
Economy	<ul style="list-style-type: none"> ▪ Continue to improve transparency of costs ▪ Monitor financial performance robustly ▪ Deliver income and profit targets ▪ Reduce costs ▪ Increase competitiveness ▪ Manage impact of job evaluation
Effectiveness	<ul style="list-style-type: none"> ▪ Continue to find new ways of contributing to Council priorities ▪ Respond flexibly to priorities ▪ Improve service quality ▪ Improve customer analysis ▪ Target resources based on solid data ▪ Develop an increasingly integrated approach based on successful partnerships ▪ Influence external agencies ▪ Invest in the skill base of the predominantly Mancunian workforce ▪ Provide employment opportunities for hard to reach groups
Efficiency	<ul style="list-style-type: none"> ▪ Improve performance management ▪ Monitor vfm indicators ▪ Increase productivity ▪ Improve benchmarking ▪ Reduce overtime
Action to reduce costs / improve outcomes	<ul style="list-style-type: none"> ▪ Improve attendance levels in all service areas ▪ Improve the range of memorials available in <i>Bereavement Services</i> ▪ Reduce overtime levels in <i>Building Cleaning</i> ▪ <i>Catering Services</i> - Roll out Fresh Fayre to increase primary school meal take up ▪ Reduce vehicle repair costs in <i>Community Transport</i> ▪ Review role of support contractors at <i>Manchester Contracts</i> ▪ Investigate lost time at <i>Manchester Contracts</i> to identify opportunities to improve productivity ▪ Appeal against rating valuations within the <i>Markets</i> retail portfolio ▪ Review provision and management of the city's <i>Public Conveniences</i> ▪ Increase income generation in <i>Street Scene Services</i> ▪ Revise service delivery methods in <i>Street Scene Services</i> to reduce vehicle costs ▪ Improve processing of sales enquiries within <i>Town Hall Services</i>

1.8 Workforce Analysis

The following issues / factors are drivers for workforce change in this business:

Driver for Change	Change(s) Needed in the Business	Timescale
Planning the future workforce		
Potential reductions in workforce	Continue with Step Change programme. Confident, self-aware employees with transferable strengths are easier to redeploy.	2 year programme
Employment of Manchester residents	There are high levels of Manchester residents employed in the services. As well as maintaining high number of residents in our workforce, it is important that the hr strategy is appropriate to building individual and collective self-esteem and mutual respect amongst our workforce.	2009- 2012
Workforce representation	Set and achieve equality targets in employment and service delivery in line with revised Neighbourhood Services directorate.	Set by April 2009 and meet by 2012
Ageing workforce	Develop succession planning to ensure core skills base not lost. Find ways to increase productivity given the impact of an ageing workforce within a physically demanding environment	Priorities set 2009
Effective people management		
Staff satisfaction /MORI survey demonstrating low implementation levels in several aspects of key people management activities and low levels of engagement in areas	Continue to focus on priorities of embedding new appraisal scheme and improving communication.	2009
Efficiency savings	Amalgamation of back office functions	End 2009
Financial climate/ value for money	Develop the skills of managers to drive service improvement and productivity	3 years

Developing workforce capacity		
Attendance levels.	A continued priority. Target is to increase attendance in line with the corporate target of 9 days absence per employee by 2012	March 2012
Training and development needs of employees.	Devise and implement a comprehensive training and development plan for Trading Services. Deliver the Skills Pledge as a priority and ensure maximum impact and minimum operational disruption.	Annually-April Plan in place by April 09 for full workforce
Targeting of training resources	Consolidate progress in using a training matrix for all posts and continue to use to assess training needs at appraisal Roll out new model of evaluation to measure impact of T&D more effectively	Annually April- June By June 2009
Being an employer of choice		
Corporate assessment against liP standard.	Implement actions from Corporate assessment	Dec 2009
Organisational change and modernisation	Continue to develop the combined Trading services identity through integrated HR and management practices. Support the management of change through delivery of Manchester Improvement Programme to corporate deadlines	2012 As per corporate timetable
A safe workplace	Continue to provide sound health and safety management and practice (year 1-3) and demonstrate reductions in accidents and accident related absence	2012
Developing leadership capacity		
liP feedback	Monitor performance against statement of what we expect from our managers	May 2009

Need to create higher workforce commitment and engagement	Develop new leadership programme to build inspirational leaders	June 2009 to be in place
CPA feedback	Continue to strengthen performance management particularly in terms of evaluation	Link to annual planning process
Tackling worklessness		
Improve use of resources and outcomes	Continue to find ways of supporting work programmes (including Excel programme, NVQs in schools, work with offenders on community service)	2009-2012
Increase impact on communities	Devise targeted plan for Town Hall Learning Centre to increase impact	May 2009
Communication		
Develop and improve communication methods	Continue to improve communication to ensure staff are kept aware of business priorities and workforce development issues, and to safeguard the successful delivery of business objectives.	2009
Improve staff communication skills	Equip appropriate staff with relevant communication skills and tools needed to become effective communicators.	Dec 2009

1.9 Financial Drivers and Considerations

Trading Services are made up of some services which impact on the general fund, whilst others trade in the true sense and are wholly dependent on income from internal and external customers/clients.

1.9.1 Proposed Efficiencies and Savings

The following proposals are put forward to achieve efficiencies and savings in services, which **impact on the general fund**:

Ref	Proposed Efficiency / Saving	Amount (£)			Risk Rating
		2009/10	2010/11	2011/12	
E	Building Cleaning – Reduce ‘casual bank’ & casual overtime costs	9,000	9,000	3,000	Low
E	Fleet Management – Operating licenses for HGV vehicles	2,000		4,000	Low
	Sub-total	11,000	9,000	7,000	

E Building Cleaning - Reduce ‘casual bank’ and overtime costs

It is proposed that the casual bank staff are phased out and casual overtime reduced. This will in part be achieved through improved management of staffing resources and covering short-term gaps with core resources.

E Fleet Management – Operating Licence for HGV vehicles

To be paid for on line providing a saving of £2K.

E Fleet Management – Reduction in Tyre Renewal Costs

The fleet of leased vehicle will have had their tyres renewed in 2008 and replacements will not be required in 2009/10 (£8k).

Ref	Proposed Efficiency / Saving	Amount (£)			Risk Rating
		2009/10	2010/11	2011/12	
E	Manchester Contracts – Reduce sub-contractor costs			8,000	Low
	Sub-total			8,000	

E Manchester Contracts - Reduction in Sub-Contractor Costs

Reduce sub-contractor costs to provide an efficiency saving of £8k in 2011/12

For the 3-year business plan 2008-2011, **Manchester Markets** was set a mainstream efficiency target of 10% of the operational expenditure budget, £654K. Further efficiency savings of an additional £37K during 2009/10 and £59K has been set for 2011/12.

The total efficiency target is based on Manchester Markets' operational expenditure, which includes significant statutory, corporate and fixed costs. Examples include business rates, maintenance costs relating to health and safety legislation, insurance, rents and service charges, capital loan repayments and costs for corporately procured contracts (waste management, energy and security). Detailed analysis shows that the elements of discretionary spend are limited to c14% of the net cash limit.

On the basis of the above the following efficiencies are proposed for consideration. This is set against the current economic climate and Manchester Markets' financial performance at October 2008.

As a key management action further detailed work will be undertaken during 2009/10 to assess the potential to deliver additional savings.

Ref	Proposed Efficiency / Saving	Amount (£)			Risk Rating
		2009/10	2010/11	2011/12	
E	Manchester Markets – Repairs & Maintenance	8,000	4,000		Medium
E	Manchester Markets – Administration	16,000	8,000	10,000	Medium
E	Manchester Markets – Repairs to Equipment		16,000	10,000	Medium
E	Manchester Markets – Cleansing Supplies	5,000			Medium
E	Manchester Markets – Fixtures & Fittings		5,000	4,000	Medium
E	Manchester Markets – Transport	4,000		8,800	Medium
	TOTAL	33,000	33,000	32,800	

E Manchester Markets – Repairs & Maintenance / Repairs to Equipment

Manchester Markets has recently redeveloped both the Arndale Market and Gorton Market to an exceptionally high standard. Along with this, Longsight and Harpurhey Market are relatively modern having been redeveloped some years ago. As a result there is an opportunity to reduce the available budget for repairs.

E Manchester Markets – Administration

The recent introduction of multifunctional devices and a review of the expenditure profile provides some scope for efficiency savings. Along with printing and stationery, the renewal of ICT equipment will reduce maintenance costs.

E Manchester Markets – Cleansing Supplies

Review and streamline the procurement of cleansing and domestic supplies to eliminate wastage.

E Manchester Markets – Fixtures and Fittings

As stated above a large amount of investment into the infrastructure should reduce the cost of repairs and maintenance. A refurbishment of Wythenshawe and Harpurhey is complete and Longsight will be complete in the near future. This will reduce the costs associated with fixtures and fittings in future years.

E Manchester Markets – Transport

Vehicle rental and maintenance costs along with parking costs will be reviewed to ensure the available resources are being utilised in an efficient and effective manner.

Town Hall Services were set a mainstream efficiency target of 10% of the 2010/11 cash limit, £357K for 2008/11 and an additional £88k for 2011/12.

An analysis of Town Hall Services budget reveals that there are significant 'non-controllable' costs included in the operational budget, for example, rates, buildings insurance and postage account for c£1.9m. Applying the mainstream efficiency target of 10% to controllable costs reduces the efficiency targets by £190K.

As a key management action further detailed work will be undertaken during 2009/10 to assess the potential to deliver proposed savings for 2010/11/12.

The following proposals are put forward for efficiency savings.

Ref	Proposed Efficiency / Saving	Amount (£)			Risk Rating
		2009/10	2010/11	2011/12	
E	Town Hall – Rent income	50,000		48,000	High
E	Town Hall – Close the complex at night			40,000	High
E	Town Hall – Reduce office cleaning frequency	25,000			High
E	Town Hall – Reduce number of landlord inspections	25,000			High
E	Town Hall – Reduce number of public reception points	12,000			Medium
E	Town Hall – Reduce unit consumption of utilities by 10%		51,000	51,000	Medium
	TOTAL	112,000	51,000	139,000	

E Town Hall – Rent income

Recover rent income from 'non-general' fund services occupying space in the Town Hall. Approximately 25% of this (2009/10) will be recovered from Trading Services, following the transfer of staff out of Barlow House. When this saving was first proposed it was envisaged that Trading Services would occupy more space than has been realised.

E Town Hall – Close the complex at night

The Town hall is staffed 24/7 and from 21.00 to 00.70 hours by 2 teams of night porters. Proposals to close the building will require some investment in enhanced security measures, together with consideration of how to staff events and deliver over-night set-ups.

E Town Hall – Reduce office cleaning frequency

Reduce the frequency and hence the standard of office cleaning – offices to be cleaned and waste bins to be emptied less frequently.

E Town Hall – Reduce number of landlord inspections

Reduce number of landlord inspections undertaken and as a consequence increase responsibility to tenants to inspect occupied areas. This has to be managed carefully to ensure that statutory responsibilities are met. This saving is based upon the assumption that the proposed closure of the Town Hall extension will take place during 2009/2010.

E Town Hall – Reduce number of public reception points

Close Albert Square and Mount Street entrances to the public following installation of additional security barriers funded via AMP.

E Town Hall - Reduce unit consumption of utilities by 10%

Seek to reduce the unit consumption of water, gas and electricity.

(NB Full details of Departmental Cash Limits set for individual service areas are provided in the Financial Templates in Section 3)

Bereavement Services operates to a trading account. Fees and charges are benchmarked against neighbouring authorities and compare favourably. However, a brand new crematorium has recently opened in Radcliffe, which will inevitably compete with the crematorium in Blackley. A number of improvement projects have already commenced to address this and improve the quality of service on offer at Blackley.

A significant proportion of the income is generated from fees and charges received for burial and cremation services. Whilst the service is working to improve the quality of services on offer by improving the infrastructure within the cemeteries, the income generated can severely fluctuate due to changes in the mortality rate. Historical information provides indications of seasonal variances but excessively mild or cold winters can have an impact on achieving business plan income levels.

To reduce the level of risk to income levels as a result of climatic and other factors the service is developing the range and quality of memorials on offer to increase alternative income sources within the service. There is a requirement, however to invest in certain areas of the service to develop this offer.

The service offers the bereaved a range of funeral and memorial options varying from standard packages to superior packages with higher quality options. There is a significant risk that the current financial climate could reduce the amount of income generated from the superior packages.

The roads and pathways across the cities cemeteries were laid many years ago and are now showing signs of severe deterioration. A capital bid to resurface 30% of the roads and pathways has been submitted via the gateway process.

Building Cleaning and Caretaking Services: The target for BCCS in 2009/10 is to improve financial performance by improving cost efficiency whilst increasing market share and continuing to win key contracts in schools and colleges.

BCCS will target short-term sickness by closely adhering to the all policies relating to the management of attendance. BCCS will target longer-term, sickness and aim to reduce the length of time an employee is absent by working closely with colleagues in Occupational Health and Personnel to achieve minimal turn around periods between appointments and meetings. BCCS will reduce the cost of casual overtime within their service. This will in part be achieved through improved staff attendance, but will also come through improved management of staffing resources to cover any short-term gaps within existing provision.

Community Transport faces a very difficult close to 2008/09 and an even more challenging start to 2009/10.

There are continuing and growing demands from client departments to reduce the cost of transport. Whilst some transport services are breaking even, the continuing reduction in the take up of the hot meals on wheels service is putting our involvement in that service area at risk. With the introduction of individual budgets, people who use social care will have more control over the services that they receive and the way that they receive them and more choices and help to decide how their needs can best be met. As a result, the downward trend in the take up of hot meals on wheels is likely to continue.

Changes in the transport needs of the meals on wheels service and the resultant economic viability of this service will have a negative knock on effect upon other passenger services, as these services share some of the same fixed costs.

In addition, it is expected that both the school meals delivery and potentially the internal courier service will come under some pressure through the need for client departments to reduce their own spending.

During 2009/10 we will work closely with client departments to define a strategy that either recovers the projected un-recovered costs currently associated with hot meals on wheels transport (£240K), or removes these costs from the account. Removal of costs will result in the requirement to reduce the staff assignment once again via the redeployment programme.

Given the cost of CTS's provision, and the fact that the contract for the meals on wheels service will probably be re-tendered in 2010, we will begin to make provisions should we not be successful in retaining this service. This will mean making plans that will reduce expenditure by £400,000, whilst not increasing costs to other key clients.

CTS will continue to look for new contract opportunities and explore the options of, for example, exploring new markets such as vehicle/driver hire to voluntary groups to generate income and enable costs to be defrayed.

Fleet Management Services provides three distinct services relating to the supply and maintenance of vehicles and the supply of fuel including bio-diesel. At October 2008, 80 % of the clients are external partners and 20% are internal City Council departments. In 2005 the ratios were reversed.

During 2009/10 FMS will focus on continuing to develop sound working relationships with all clients and providing value for money services against a backdrop of changing working methods, reductions in the number of vehicles being utilised and increasing fuel costs.

The following are key to the business:

- FMS have Service Level Agreements valued at c£1.6m per year for 2009 to 2011 with the newly formed Housing Trusts and Joint Venture Company. These will only be retained by delivering value for money services.
- FMS maintain a fleet of HGV vehicles for Manchester Enterprise PLC, MCC's partner for refuse collection. There is a commitment to renew a number of HGV vehicles, which will then be more economical for Enterprise to maintain. FMS will need to make good this potential shortfall in income. Preliminary discussions regarding the opportunity to replace this lost business by servicing alternative vehicles used by Enterprise has commenced.
- The investment of 30K in 2007 to replace the obsolete fuel monitoring system has already paid dividends in that Willow Park have returned to using FMS bio diesel fuel and we can now offer a better package to any new client.

During 2008/09 **Manchester Markets** has been dealing with some significant issues, which have impacted on performance and ability to deliver the bottom line targets. The following circumstances have resulted in unbudgeted expenditure and present a negative impact on net profit.

- *Newton Heath Market:* Following the purchase of an area of land, by New East Manchester, which included a privately run market, Manchester Markets took up the management of the market in May 2008 in an attempt to safeguard its future as an important provision for the community.

Prior to transfer of the market, surveys revealed a number of health and safety issues relating to the market's infrastructure. In consultation with the market traders a programme of improvement was agreed and since May **c£193K** has been spent on these improvements to make the market a safer and to continue to provide local people with access to goods at a price they can afford.

Despite significant improvements and marketing campaigns, the market is currently operating at 60% occupancy. Income from traders will not cover the cost of the investment. A current projection for the out turn 2008/9 is a loss of 129k, which has had to be funded from revenue. A loss of £60K is currently projected for 2009/10. A review of the market has been undertaken during October 2008 and the future of the market is currently being considered.

- *Wythenshawe Market:* Demolition of surrounding buildings has resulted in parts of the market being permanently closed and relocated. Whilst re-instatement is planned for 2009/10 it cannot be concluded that the lost elements of our business will be re instated within this timeframe. In addition due to adverse trading conditions numerous businesses have departed for more lucrative surroundings. The impact of this is that, at October 2008, this market is projected to make a forecasted net loss of £165k in 2008/9.

- *New Smithfield Market:* The wholesale market is to be redeveloped within the next three years. The present condition of the market is in a state of dilapidation. Asbestos issues present a management challenge with anticipated costs to remedy the matter estimated at £300k, in the event that asbestos work needs to be completed on health & safety grounds prior to re-development. In addition the deteriorated state of the infrastructure will necessitate repairs above normal requirements to maintain a legal base from which to trade. Primary areas for concern are asbestos removal, water seepage, and electricity installation degradation.

Public Conveniences: A review of public convenience provision has commenced and implementation of the recommendations is proposed for 2009/10. In 2005/06 the budget was £520K. This has been reduced to c£350K by 2009/10. Funds are sufficient to cover day-to-day provision but insufficient to meet the increasing repair and maintenance costs associated with older premises and facilities. In addition the service is meeting the costs of facilities such as the Elliot Street toilets £24k per annum, which were introduced without budget funding on a trial basis over 2 years ago. No savings are proposed for this service area.

Security makes a small trading surplus, which has previously been used to offset trading losses across ex-Contracting Services. As colleagues across the city council seek to reduce their costs, the opportunities to maximise

income via the application of a fixed percentage management fee are being eroded. The fixed costs and charging mechanism for this service will be reviewed during 2009/10 to ensure that trading covers the costs and the service continues to deliver a surplus.

Town Hall Services: The Council's Executive has endorsed outline proposals for making improvements to the Town Hall Extension and Central Library as part of the Manchester Improvement Programme. This is a vast project, and the decision as to whether it will take place, along with many of the details, are yet to be decided. If proposals for the refurbishment of the Town Hall Extension are approved by Executive Members, it is thought that the first staff could start moving out by the end of 2009 / early 2010. This is clearly a huge project, which potentially will have a significant impact on the Town

(NB Trading Targets have been set for individual service areas and are detailed in the Financial templates in Section 3).

Catering Services including Manchester Fayre:

Generic Catering Issues

- During 2008/09 reductions have been made in the operational overhead.
- Trading Services have vacated Barlow House and as a result, Catering Services will realise a proportional saving on overhead costs. This has already been accounted for and will be pass-ported to customers.
- Last year a 4% increase in food costs was forecast for 2008/09. At October 2008, the actual rate over the first half of the year has been c6%.

School Catering

- Section 52 retained strategic management costs associated with the delivery of the school meal service will incrementally reduce by £40k in 2009/10 and £37.8K in 2010/11 as agreed with Children's Services. A further reduction of £23.7K is proposed for 2011/12.
- For 2008 –2011, Members agreed:
 - The charge for a school meal should increase with effect from September each year.
 - In order to contain the required price increases, the requirement for Manchester Fayre to plan to achieve a surplus on catering was removed (i.e. catering would plan to break even over the three years of the 2008/9 to 2010/11 business plan). Due to the uneven occurrence of meal days year on year the business plan for 2008/9 to 2010/11 shows a surplus in 2008/9 of £234,000, a deficit in 2009/10 of £458,000 and a surplus in 2010/11 of £221,000. These figure have since been adjusted to reflect MIP savings of £62K associated with the transfer of procurement staff to Corporate Procurement.
 - Price increases for primary school meals of 11p in 2008/9 (The Schools Forum have currently agreed to release to Manchester Fayre their share of the School Lunch Grant for 2008/9, £189,224 for primary meals and £52,389 for high school meals provided by Manchester Fayre).

- The projected outturn for 2008/09 is on track and it is assumed that Manchester Fayre will deliver the budgeted bottom line. The affordability of school meals by families who are not entitled to free meals but are 'on the margin', is one, which Members have indicated they would like to discuss.

In the subsequent years it is likely that meals days will vary from the 'standard' 190 days dependent on where Easter falls and as such the service will deliver a deficit or surplus. This will be picked up in next year's business plan.

Civic & Commercial Catering

- During 2007/08 catering staff employed in civic and commercial locations were transferred from 45 to 35 hour contracts and paid additional 6.7% flexibility payments in line with job evaluation. The additional costs associated with this have been pass-ported to customers.
- Trade Union representatives have submitted claims for back pay associated with job evaluation this and these claims are currently being reviewed.
- All contracts with external partners are operated on a management fee basis wherever possible.
- The Town Hall Conference Office budget and performance is included in Manchester Fayre's Civic trading budget and reporting arrangements. The Conference Office budget is charged annually for the rental of the staterooms and pays for this, regardless of use or whether any income is collected via external charges to cover the costs. It is proposed that this reviewed during 2009/10 to inform the 2010/11 Town Hall business plan.

Manchester Contracts: Recommendations arising from the Highways SIP will inform the future direction and budgetary implications for Manchester Contracts.

Manchester Contracts constantly strives to ensure their prices remain competitive with the private sector. Examples include, linking schedule of rates increases to Baxter Indices, using open book accounting, applying agreed management fees to subcontractor costs, fixing MEDC charges for 12 months and as such absorbing fluctuating costs.

2009/10 will be another challenging year for the service. To meet business plan it is essential that sufficient external business is secured. During the current economic downturn Manchester Contracts is competing with private contractors for a decreasing market share. On top of this, the reduction to a 35-hour working week and removal of incentive bonus schemes under the Single Status Agreement has made it increasingly difficult to compete on price with private sector companies for works, as the industry traditionally works a standard 40-hour week.

To remain competitive, a number of measures have been introduced to increase productivity and manage costs. Manchester Contracts places high value on the quality of its product and the integrity of its workforce.

It is anticipated that the remaining workforce involved in the delivery of a **Response Maintenance** service will transfer over to Eastlands when the housing stock is transferred. In the event that there is slippage in the transfer and as a consequence we are required to continue to deliver a service beyond March 2009, there will be a negative financial impact as budget provision has not been made for this.

Prior to 2008/09, the budget allocated for **Street Scene Services (SSS)** including Street Cleansing, Grounds Maintenance and the Housing & Arboriculture team had been significantly understated and out turn had been subsidised by surpluses from other trading services. The 2008/09 budget allocated for Street Scene Services (SSS) was increased by £800k to take account of this budget pressure.

During 2008/09 significant progress has been made to achieve financial transparency, increase understanding and management accountability.

An external review of Street Scene Services has been undertaken. Overall the review determined that there is a good quality service being provided by committed and engaged management teams. Each area management team has shown willingness to embrace change and a desire to be more accountable for their services. The review has identified a number of recommendations, which are currently in the planning stages of being taken forward. The key recommendations relate to reducing the vehicle fleet size, changing the working hours of operatives, developing a commercial focus and drafting and implementing a vehicle idling policy.

The 'client' budget for Street Scene Services sits in Environmental Services budget prints and is referenced in the Environmental Services business plan. The Head of Environmental Services has identified an efficiency savings target of £708k over 3 years for Street Scene Services including grounds maintenance. No proposals have been put forward to achieve these savings.

At November 2008, the review of Street Scene Services has moved into the project implementation phase. Potential savings arising from the review recommendations have yet to be fully quantified. The delivery of street cleansing and grounds maintenance continues to be of high focus and a priority for Members and residents. Whilst the service is improving, there is evidence of lowering public perception. This may mean that there is a need to drive any further savings back into the service.

It should be noted that a saving c£175k has been proposed for the clean teams funded by WNF (see 1.9.7), which will limit the ability of this funding to complement the mainstream service.

Trading Services Generic Issues

Overhead budgets, which reflect the current organisational structure not only in Trading Services but also in Neighbourhood Services, need to be constructed to allow appropriate financial ownership and management. This

is true for service areas in Trading Services, regardless of the funding arrangements for the individual service.

1.9.4 Bad Debt Provision

As a matter of urgency we are in the process of assessing the scale of bad debt across all services included in the Trading Services portfolio. No provision has been made for bad debt in this version of the business plan.

We would have severe budgetary issues if we are required to account for any significant write off values particularly in relation to City Works. Clarification is being sought with Corporate Finance.

1.9.5 Service Improvement Fund Schemes

The following Service Improvement Fund Schemes delivered by Street Scene Services are considered to be fundamental to the business and as such, **mainstream funding is requested** to support the continued delivery of these services.

Mainstream Funding Request	2009/10
Fly Poster Removal	£ 150,000
Graffiti Removal	£ 95,000
Dedicated Dog Fouling Removal	£ 120,000
Street Washing & Gum Removal	£ 210,000
Sub-Total	£ 575,000

Our Community Strategy aims for Manchester to be:

- A world class city with a larger, happier, healthier, wealthier population living longer in diverse and stable communities with a good demographic mix
- A city of opportunities with a population benefiting from, and contributing to, Manchester's success by achieving full potential
- A place where residents have an improved sense of participation and well being
- A city with green desirable neighbourhoods that attract and retain successful people from diverse communities
- A city with neighbourhoods as places where people feel secure and supported

The following activities support these objectives:

Fly Poster Removal

Fly posting is the 'display of advertising material on buildings and street furniture without the consent of the owner.

- Fly posting removals and painting of junction boxes began in Manchester during October 2004.

- Fly posting is particularly prominent in urban areas. It is unsightly and affects the image of an area. According to one of Encams recent surveys, more than half of respondents asked about their local environmental quality wanted their local authority to put more resources into tackling fly posting.
- Fly posting is illegal and those responsible can be prosecuted through the magistrates' courts. Where an offence is proven fines of up to £1,000 per poster can be issued and, in the case of a continuing offence, £40 for each day during which the offence continues after conviction.
- The Local Services Manager who manages the Team works closely with the Street Management Section to help secure prosecutions and enforcement. Photographs are taken of sites before and after and information on time spent removing the offending materials are sent to Street Management to help prepare cases.
- The main arterial routes into the City and the City Centre are predominately where the team has worked.
- The method used is water with no chemical additive and various tools to remove the offending posters. Anti Graffiti paint is used on Street Furniture and Junction Boxes to prevent further postings.

Graffiti Removal

Reducing unacceptable levels of graffiti remains a key part of the Government's Cleaner Safer Greener Communities Agenda with the council judged on a new National Indicator 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting). We are also scored on this aspect of our work as part of DEFRA's Local Environmental Quality Survey. A local derivative of which is produced by Cityco and will be published in November 2008.

Key individual network questionnaires in Respect Action Wards continue to show that in our most deprived wards vandalism, graffiti, and damage to property remains a big or fairly big problem to a large majority of respondents.

Encouraging small businesses and local food outlets to service local neighbourhoods is a priority for the council yet a substantial minority of these are the victims of graffiti. The speedy removal of graffiti on private and commercial premises is important to residents and businesses. Prompt action encourages communities to report incidents of graffiti.

Prior to SIF the problem of graffiti escalated and it was taking in excess of 40 days to remove, as much of the identified graffiti was historical. Currently, through SIF funding, the average time taken to remove graffiti is 11.53 days with almost 1700 sites cleared since April 07.

Dog Fouling Removal

2 employees operate '626 Applied Sweeping Machines' and work on weekly rounds for Dog Fouling, which has been set up in conjunction with the Dog Wardens. The Dog Wardens get their information from residents and they can contact the Local Service Manager who will respond to the request. These teams also deal with any complaints from Environment on Call. There has been a measurable decrease in complaints since the scheme has been operating.

The project supports the health and safety of residents and visitors to Manchester. There have been 326 service requests completed since April 08.

Street Washing and Chewing Gum Removal

Street washing began in earnest in Manchester during October 2004. After a tender process the selected company began a systematic schedule of cleansing the streets of the City Centre. The method used is pressurised hot water with no chemical additive. This removes chewing gum deposits and deep cleanses the pavements and walkways. The core hours worked by the external contractor are 10pm to 6am Sunday to Thursday each week although this is subject to variation in case of exigency. These hours were chosen in order to allow the cleansing to take place when there is the least footfall and also to minimise the danger to the public. Last year's spend on this service was £210K

Street washing results in a cleaner environment for people to live and by enhancing the city centre helps to support trading footfall and the economy of the Manchester.

1.9.6 Area Based Grant – Working Neighbourhoods Fund

The **Clean Teams** in **Street Scene Services** have been a great success since their introduction. In 2008/09 the budget associated with the delivery of this service was £2,438,547 (including a sum for passageway clearance).

The Clean & Green theme has been targeted to make a 7.2% efficiency saving on the total expenditure for this theme during 2009/10. This is addressed in the Environmental Services Business Plan. If the efficiency saving is taken, the WNF budget allocated for the Clean Teams in 2009/10 will be £2,262,972.

A reduction in WNF funding will limit the ability of the Clean Teams funding to complement the mainstream service.

1.9.7 Partnership Funds

In addition to the above, the **Safe & Clean team** in **Street Scene Services** has been funded by the Manchester Crime & Disorder Partnership. In

2008/09 the projected spend associated with the delivery of this service is £63,980.

The Safe & Clean Team remove vegetation where there is the potential for crime and disorder or ASB activities. Requests for work are generated via the Local Tasking Network and any district, area or neighbourhood representatives who identify problem areas. The funding covers the cost of a uniformed 'two man and a van' operation.

We have met with the Crime & Disorder Team to discuss the need for funding for 2009/10 to meet the costs of this service. A bid of **£65,000** will be made. Without this funding this service will cease and 2 employees will need to be redeployed.

1.9.8 Growth Bids

Growth Bid Request	2009/10
Bereavement Services – Re-erection of laid down memorial stones	£ 50,000
Sub-Total	£ 50,000

Bereavement Services – Re-erection of laid down memorial stones
Privately owned memorial stones laid down by the service several years ago in the interests of public safety and to protect the council against potential litigation claims continue to have a significant impact on residents' perception of how cemeteries are cared for. There are currently over 4,000 memorials laid down across the cities cemeteries. These also have an impact on restricting visitors' access to graves and create difficulties whilst carrying out maintenance regimes. Although a dedicated team carry out a programme of safety inspections and re-erection, it is anticipated it will take 5 to 7 years to complete the programme. The issue does not meet the gateway criteria for capital funding but a growth item is required to accelerate the programme.

1.10 Partnerships, Key Linkages and Cross Cutting Issues

The following partnerships, linkages and cross cutting issues are important to the success of this business:

- Children's Services and Schools; Catering Services undertakes a strategic management role in relation to the provision of school catering, Manchester Fayre is employed as the preferred catering supplier by governing bodies in the majority of schools, Community Transport provides home to school transport on behalf of Children's Services and transports school meals to those schools which do not have their own kitchen on site.
- Adult Social Care; Manchester Fayre provides meals in luncheon clubs and resource centres, Catering Services manages the Meals on Wheels contract, Community Transport transports hot meals on wheels on behalf of the external contractor.
- Leisure department; Manchester Fayre provides catering in the City's parks and at Sport City and Manchester Contracts maintains hard landscaping and upgrades play equipment/ play areas.
- Manchester Improvement Programme; the conclusions and recommendations of the Highways SIP will inform future service delivery arrangement for functions provided by Manchester Contracts.
- Fleet management currently provides vehicles and/or services to Manchester City Council departments, schools and other Educational establishments, Manchester Contracts, Housing agencies, Manchester Working Ltd., and Enterprise PLC. The viability of this section is dependent on continued working arrangements with these partners.
- Corporate Services; The management of corporate functions, their associated costs and re-charges contribute to the cost and viability of services provided within Trading Services.
- Libraries; Manchester Fayre provides catering in some of the City's libraries
- Manchester Engineering & Design Company; We have an "Early Contractor Involvement" agreement with MEDC that allows Manchester Contracts to be involved at design and planning stages
- Street Management: Strong partnership working with street scene Services to maintain the look of the city and tackle enforcement issues
- Funeral Directors; Increase in partnership working with Funeral Directors across the city to improve the bereavement service offered and clarify roles and responsibilities during burial services.

- Friends Groups; Increase community involvement in working with Friends Groups to support the management of cemeteries and increase opportunities to secure voluntary sector funding
- Probation services; Work to develop the unpaid unit project to reduce worklessness and improve the visual environment within cemeteries.
- St Modwens; Working with St Modwens to develop and improve Market infrastructures
- GMPTE; Continue to develop the Integrated Needs Social Transport Agenda alongside GMPTE

1.11 Business Continuity

The following is a summary of the position of business continuity planning within this business.

Critical Function Name	Date of last BIA / BIA Review	Date of Current Business Continuity Plan	Date Business Continuity Plan Tested
Bereavement Services (priority 1)	April 2008	September 2008	December 2008 (projected)
Catering Services (priority 1)	July 2008	July 2008	December 2008 (projected)
Fleet, mechanics workshop and fuel (priority 1)	July 2008	August 2008	September 2008
Manchester Markets (priority 2)	June 2008	Projected - Nov 2008	July 2008
Street Scene Services (priority 2)	June 2008	July 2008	July 2008
Town Hall Services (priority 1)	April 2008	April 2008	December 2008 (projected)

1.12 Monitoring

The Plan will be monitored through:

- Each Service Head completing a Management Action Plan based on the objectives for their service area flowing from this Plan
- Using Management Action Plans to cascade responsibilities in key targets areas and to get feedback in service areas on delivery

- The Head of Trading Services reviewing, at regular one-to-ones with Service Heads, progress against the Business Plan and Management Action Plans
- Measuring performance against Objectives in Section 2 at Departmental Management Team meetings
- The Head of Trading Services will review the business plan quarterly with the Head of Organisational Development to identify changes and to assess the impact of these changes to the Plan
- Updating the Plan quarterly

Section 2: Business Objectives and Performance Measures

Ref	Objective	Performance Measure	Baseline (date)	Target Performance			Risk Rating	Contribution to the Corporate Plan Priorities
				2008/9	2009/10	2010/11		
O1	Contribute to corporate priorities (as per 1.3)	1. Clear evidence of outcomes achieved that impact on corporate priorities (1.3)	Outcomes identified and evaluation method to be piloted (Nov 08)	100% met	100% met	100% met	Medium	See 1.3
O2	Meet financial targets	1. Services delivered within budget and financial targets met	Budget set in 2009-12 Business Plan (Oct 08)	100%	100%	100%	High	Promoting economic development
O3	Improve service quality	1. Establish quality benchmarks for all service areas	B/marks not clear for all areas (Oct 08)	Objective met	Targets set against b/marks	Targets set against b/marks	High	Creating neighbourhoods of choice
		2. Include quality targets in each services PIs	Targets agreed	Meet for each service	Meet for each service	Meet for each service	Medium	
		3. Agree and deliver consultation plan to improve customer service	Plan agreed for 30% of services	100% of service areas	100% of service areas	100% of service areas	High	

O4	Deliver value for money	1. Deliver efficiency savings as per Business Plan	Efficiency targets set Nov 08	100%	100%	100%	High	Continuously providing value for money
		2. Monitor and set improvement targets for all key service performance indicators	PIs set	Targets set and met	Targets set and met	Targets set and met	Medium	
O5	Improve capacity, capability and productivity of the people in Trading Services through high quality people management	1. Reduction in average no. of sick days lost per employee	14 days lost per employee per year	12 days lost per employee per year	10days lost per employee per year	9days lost per employee per year	High	
		2. Maintain investors in people status	liP assess Nov 08	Meet liP stds	Meet liP stds	Meet liP stds	High	
		3. Equality targets (insert) (Currently not available for Trading Services)	To be completed	To be completed	To be completed	To be completed	High	
		4. All staff to have appraisal	42% (MORI 2007)	95%	95%	95%	High	
		5. Training matrix in place for all posts	85%	95%	95%	95%	High	
		6. Continue to improve Communication:					High	
		<ul style="list-style-type: none"> ▪ Good within team ▪ Good within service 	50% mori 39% mori	75% 65%	85% 80%	90% 85%		

		▪ Well informed about MCC	23% mori	40%	55%	70%		
		7. Reduce accidents in the workplace	49 per quarter [Oct-Dec 07]	45	43	40	Med	Providing a safe work place

Section 3: Operational Plan

3.1 Financial Plans

3.1.1 Financial Plan Ex- Contracting Services

Ref	Objective / Budget Headline	Current Cash Limit Revenue Budget		Proposed Gross Cash Limit Revenue Budgets			Budget Funding	Budget Funding			New Capital Investment Required ? (Y/N)
		Gross	Net	2009/10	2010/11	2011/12	Source	2009/10	2010/11	2011/12	
		£000,s	£000,s	£000,s	£000,s	£000,s		£000,s	£000,s	£000,s	
O1	Manchester Contracts	4,961	-852	5,073	5,187	5,295	User Income	5,944	6,078	6,214	N
							Mainstream	-871	-891	-919	
O2	Street Scene Services	15,257	-1,054	15,600	15,951	16,310	User Income	16,678	17,053	17,437	N
							Mainstream	-1,078	-1,102	-1,127	
O3	Response Maintenance	5,073	283	694	710	726	User Income	798	815	834	N
							Mainstream	-104	-106	-108	
O4	Departmental Support (non gf)	1,852	1,852	1,641	1,678	1,716	User Income	0	0	0	N
							Mainstream	1,641	1,678	1,716	
	Totals	27,143	229	23,008	23,526	24,047		23,008	23,526	24,047	
				Total Mainstream Funding Required				-411	-421	-438	

For Budget Pressures and Key Financial Issues see Section 1.9

3.1.2 Financial Plan Trading Services – Other Services

Ref	Objective / Budget Headline	Current Cash Limit Revenue Budget		Proposed Gross Cash Limit Revenue Budgets			Budget Funding	Budget Funding			New Capital Investment Required ? (Y/N)
		Gross	Net	2009/10	2010/11	2011/12	Source	2009/10	2010/11	2011/12	
		£000,s	£000,s	£000,s	£000,s	£000,s		£000,s	£000,s	£000,s	
O1	Corporate and Democratic Core	10	10	10	10	11	User Income	0	0	0	N
							Mainstream	10	10	11	
O2	Bereavement Services	1,761	-491	1,801	1,841	1,883	User Income	2,303	2,354	2,407	N
							Mainstream	-502	-513	-525	
O3	Security	4,743	-128	4,850	4,959	5,070	User Income	4,981	5,093	5,207	N
							Mainstream	-131	-134	-137	
O4	Community Transport	625	-173	639	653	668	User Income	816	834	853	N
							Mainstream	-177	-181	-185	
O5	Fleet Management	3,400	-1,113	3,465	3,542	3,616	User Income	4,615	4,718	4,825	N
							Mainstream	-1,140	-1,166	-1,196	
O6	Public Conveniences	330	328	337	345	353	User Income	2	2	2	N
							Mainstream	335	343	351	
O7	Caretaking	349	3	357	365	373	User Income	354	362	370	N
							Mainstream	3	3	3	

O8	Building Cleaning	343	-190	342	340	345	User Income	545	557	570	N
							Mainstream	-203	-217	-225	
O9	Departmental Support	1,481	1,481	1,514	1,548	1,583	User Income	0	0	0	N
							Mainstream	1,514	1,548	1,583	
	Totals	13,042	-273	13,314	13,605	13,902		13,324	13,615	13,915	
				Total Mainstream Funding Required				-290	-306	-320	

For Budget Pressures and Key Financial Issues see Section 1.9. All proposed Efficiency Proposals all included in above.

3.1.3 Financial Plan Catering Services

Ref	Objective / Budget Headline	Current Cash Limit Revenue Budget		Proposed Gross Cash Limit Revenue Budgets			Budget Funding	Budget Funding			New Capital Investment Required? (Y/N)
		Gross	Net	2009/10	2010/11	2011/12	Source	2009/10	2010/11	2011/12	
		£000,s	£000,s	£000,s	£000,s	£000,s		£000,s	£000,s	£000,s	
O1	Education Catering-Primary	7,180	-1,237	8,058	7,549		User Income	8,606	8,800		N
							Mainstream	-549	-1,251		
O2	Education Catering-Secondary	1,522	-286	1,556	1,591		User Income	1,849	1,890		N
							Mainstream	-292	-299		
O3	FE Colleges	-15	-15	-15	-16		User Income	15	16		N
							Mainstream	-31	-31		
O4	Civic + Commercial	2,841	-318	2,905	2,970		User Income	3,230	3,303		N
							Mainstream	-325	-332		
O5	Support Services	1,591	1,560	1,627	1,663		User Income	32	32		N
							Mainstream	1,595	1,631		
	NOTE: 2011/12 Details still to be determined										
	Totals	13,119	-296	14,130	13,758	0		14,130	13,758	0	
				Total Mainstream Funding Required				398	-283	0	

For Budget Pressures and Key Financial Issues see Section 1.9

3.1.4 Financial Plan Markets

Ref	Objective / Budget Headline	Current Cash Limit Revenue Budget		Proposed Gross Cash Limit Revenue Budgets			Budget Funding	Budget Funding			New Capital Investment Required? (Y/N)
		Gross	Net	2009/10	2010/11	2011/12	Source	2009/10	2010/11	2011/12	
		£000,s	£000,s	£000,s	£000,s	£000,s		£000,s	£000,s	£000,s	
O1	Wholesale Markets	2,291	-592	2,281	1,838	1,837	User Income	2,948	3,014	3,082	N
							Mainstream	-639	-686	-734	
O2	Retail Markets	3,019	-1,327	3,072	3,041	3,093	User Income	4,444	4,544	4,646	N
							Mainstream	-1,357	-1,387	-1,419	
O3	Specialised Markets	789	-157	807	825	843	User Income	967	989	1,011	N
							Mainstream	-161	-164	-168	
O4	Market Rights	-52	-52	-53	-54	-56	User Income	0	0	0	N
							Mainstream	-53	-54	-56	
O5	Support Services	901	882	921	942	963	User Income	19	20	20	N
							Mainstream	902	922	943	
	Totals	6,948	-1,246	7,027	6,591	6,682		7,071	7,197	7,326	
				Total Mainstream Funding Required				-1,308	-1,369	-1,433	

For Budget Pressures and Key Financial Issues see Section 1.9. All proposed Efficiency Proposals all included in above.

Proposed Efficiency Proposals

Ref	Efficiency Proposal	Type of Saving*	Savings Profile (£)			Impact on Customers / Stakeholders	Risk Rating
			2009/10	2010/11	2011/12		
P1	Building Cleaning – Reduce ‘casual bank’ costs	C	9,000	9,000	3,000	Nil	Low
P2	Fleet management – Operating Licenses for HGV vehicles	C	2,000		4,000	Nil	Low
P3	Manchester Contracts – Reduce sub-contractor costs	C			8,000	Nil	Low
P4	Manchester Markets – Repairs to equipment & Maintenance	C	8,000	20,000	10,000	Nil	Medium
P5	Manchester Markets – Administration	C	16,000	8,000	10,000	Nil	Medium
P6	Manchester Markets – Cleansing Supplies	C	5,000			Nil	Medium
P7	Manchester Markets – Fixtures & Fittings	C		5,000	4,000	Nil	Medium
P8	Manchester Markets – Transport	C	4,000		8,800	Nil	Medium
P9	Town Hall – Rental income	C	50,000		48,000	Increased rental charge to Town Hall tenants	Medium
P10	Town Hall – Close the complex at night	A			40,000	Events trade and night time visitors	High
P21	Town Hall – Reduce office cleaning frequency	A	25,000			Reduction in office cleaning.	High
P12	Town Hall – Reduce number of landlord inspections	A	25,000			Nil.	High
P13	Town Hall – Reduce number of public reception points	A	12,000			Restricted access to all visitors.	Medium
P16	Town Hall – Reduce unit consumption of utilities by 10%	C		51,000	51,000	Requires ‘sign up’ from TH tenants and users to deliver	Medium

Notes

Type of Saving: C: Reduction in cost base (e.g. through improved value for money)
 A: Change in activity

This table is designed to collate proposals for efficiencies to consider during the Council's budget setting process. If, and when, these proposals are accepted should be included in Section 1.9 of the plan under Financial Drivers. This table should not be included in the final copy of the plan.

Details Of Potential Capital Investment Currently In The Gateway Process But Not Yet Included In The Capital Programme

Stage of Gateway Process	CPG Ref. No.	Main Service Area / Corporate Objective (Budget Headline)	Description of investment	Justification for investment (e.g. Service Need, Statutory Requirement, VFM, to further council objectives)	Will this be subject to a capital bid for 200/8/9 to 2010/11 programme (Y/N)	Potential Impact on Revenue Costs (for proposals that will be subject to bids)	
				Ranking	Explanation		
3	C/1204/0001	Bereavement Services	Surfacing of the cemeteries roadway infrastructure	3	The surfaces of many of the roads and pathways within the cemeteries are now well over 50 years old and beyond their designed lifespan. This proposal is for a preventative maintenance project to overlay approximately 30% of them with a thin layer of surfacing to prevent their structural failure within the next three years. Due to the nature of their construction small deep patch repairs would further destabilise the structure of the roads and pathways and not resolve the problem. If the project does not go ahead it creates a high risk of uneven and unsafe access routes in future years for funeral cortèges and visitors.	Y	Nil

1	C/1224/ 0001	Manchester Markets	Re development of Wythenshawe Market	3	<p>Improve the offer from markets. Improve the environment from which markets current operate. Relocate the outdoor market from it's existing location onto The Birtles. Reprovide the 7 kiosks lost during the demolition of the tower blocks at the end of the Birtles. Provide an improved environment and operation of the indoor food hall through new build / refurbishment of the existing indoor food hall. Direct and indirect impact on the LPSA achieving targets 1, 6, 13. Facilitate achievement of corporate plan objectives, 1,2,4,5,6,7,8,9,10.</p>	Y	5
3	CPG to confirm	Manchester Markets	Re development of Church Street Market	3	<p>A unique market operation fit for 21st century retailing. This both in terms of a modern and vibrant physical infrastructure along with the availability of quality affordable commodities. A market that disseminates quality in line with the vision and branding of Manchester Markets and the Arndale Market. To reintegrate the Church Street market operation into Manchester Markets City Centre operation. To create greater future opportunities for existing and start up businesses. To encourage and support the wider redevelopment of the City Centre and Northern Quarter. Achievement of business plan objectives 1,9,10,11,21.</p>	Y	5

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Ranking:

- 1 Crucial to continuation of the service
- 2 Essential to achievement of the Business Plan
- 3 Supports the achievement of the Business Plan

Potential impact:

- 1 Will increase revenue costs within planning period
- 2 Will increase revenue costs but outside planning period
- 3 Will reduce revenue costs within planning period
- 4 Will reduce revenue costs but outside planning period
- 5 Will increase income within planning period
- 6 Will increase income but outside planning period

Detailed Proposals On Income From Charges For Services

Charge / Income Budget	Current Income £'000	Estimated Income			Reason for increase	Current Charge £.p.	Proposed Charges		
		2008/9 £'000	2009/10 £'000	2010/11 £'000			2008/9 £.p.	2009/10 £.p.	2010/11 £.p.
Nil									

Reason for increase/decrease should show:

- 1 Change in charges
- 2 Change in activity
- 3 Both

Neighbourhood Funding Strategy Proposals

Proposal	Benefits To Residents	Reasons Why This Cannot Be Addressed Through Existing Resource Allocation	Options For Future Resourcing	Strategy Director And Executive Member Approval Yes / No
NFS REF: 80101 Ancoats & Clayton: Improve street cleaning in litter hotspots	Cleaner streets helping to provide neighbourhoods of choice	This area will benefit from improved street cleansing following introduction of service review proposals and litter hotspots will be targeted and response improved during 09/10	Within existing resources during 01/10	At 31.10.08 to be discussed
NFS REF: 81202 Crumpsall: Street Cleansing	Cleaner streets helping to provide neighbourhoods of choice	Financial restrictions	Growth Bid or Visual Environment fund £24K	At 31.10.08 to be discussed
NFS REF: 81602 Gorton North: Street cleansing	Cleaner streets helping to provide neighbourhoods of choice	Financial restrictions	Growth Bid or Visual Environment fund £24K	At 31.10.08 to be discussed
NFS REF: 81901 Higher Blackley: Re-introduce ped-orderly street cleaning service	Cleaner streets helping to provide neighbourhoods of choice	Financial restrictions	Growth Bid or Visual Environment fund £24K	At 31.10.08 to be discussed
NFS REF: 82703 Old Moat: Increase in street cleaning services	Cleaner streets helping to provide neighbourhoods of choice	Financial restrictions	Growth Bid or Visual Environment fund £24K	At 31.10.08 to be discussed

3.2 Work Force Plan

The workforce plan is designed to support delivery of the Trading Services Business Plan whilst helping implement the City Council's **People Strategy**. The goals of Trading Services and the objectives of the City can only be met through having the right people in the right job performing in the right way. The workforce plan aspires to help deliver this.

Strategic Workforce Priorities 2009- 2012

Planning the future workforce - Having reduced the workforce significantly in recent years, the expectation is that the next 3 years will show limited changes to the overall employee numbers. However, in the current economic climate, a level of readiness is needed to manage the risks our trading services face in a competitive environment. Unforeseen changes to the workforce may be needed if contracts are lost or income targets are not met. The ageing profile of the workforce means that succession planning is increasingly important to the long-term sustainability of our services. Opportunities to change the representation of the workforce at a senior level are expected to be limited.

Effective people management - The focus of 2008/9 was to address the concerns raised in the 2007 MORI survey and the 2008 internal IIP review. Both showed a high level of inconsistency in core management practice across the newly formed Trading Services. In the next 3 years we will continue to embed appraisals, 1-1s, team meetings and to review their effectiveness. A new appraisal scheme is in place and this will be strengthened. Management of attendance and communication remain priorities.

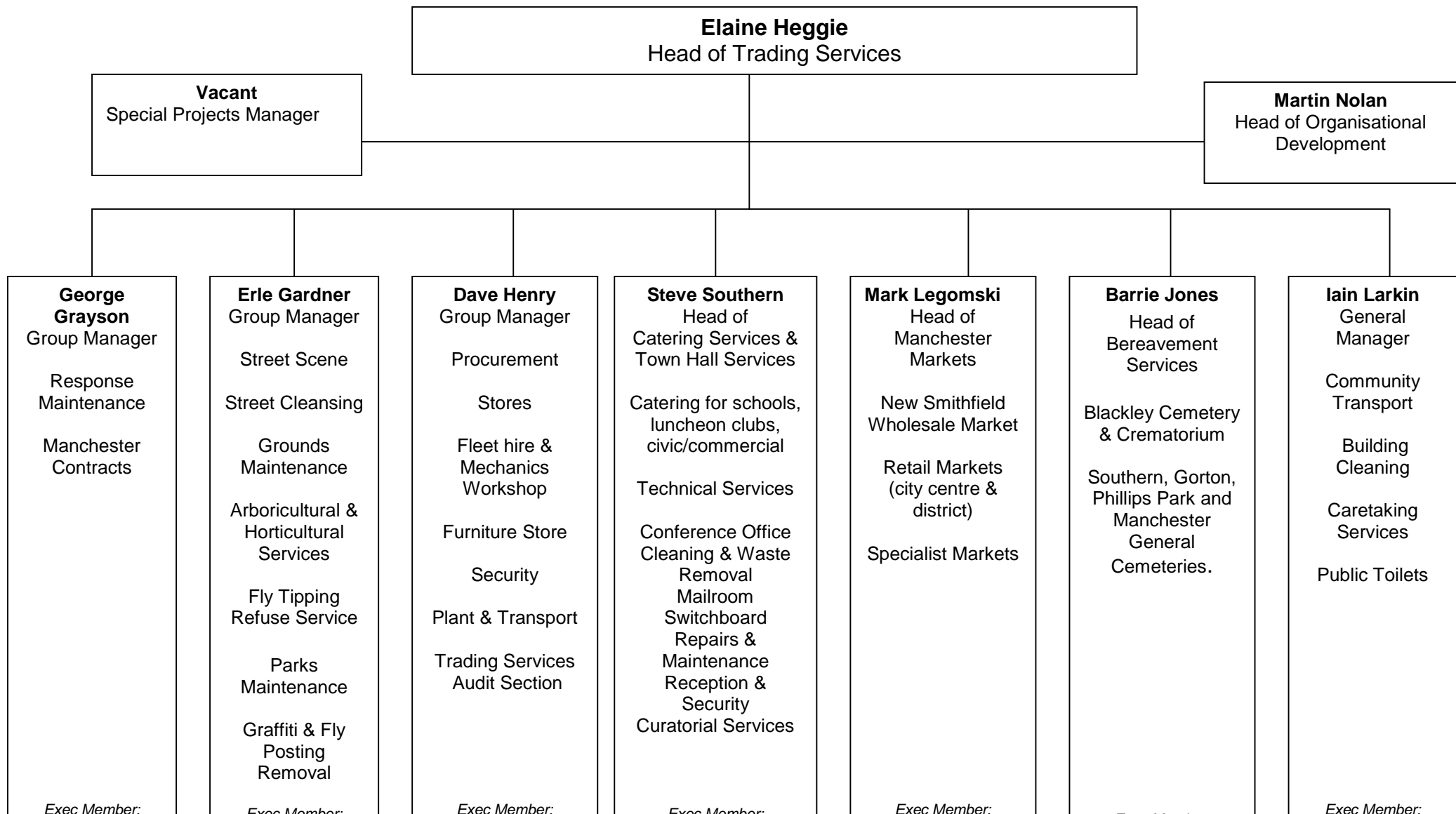
Developing workforce capacity - In 2008/9 training matrices were introduced for each post. These have helped to target training on core job related needs. We will continue to prioritise job related training needs and to ensure people have the training they need to do their jobs well. We will also explore appropriate ways to increase the overall skill base of the workforce in line with our business objectives. Delivery of the Skills Pledge will be a priority and will be managed to ensure maximum impact and minimum operational disruption.

Being an employer of choice - We will continue to benchmark against the national Investors in People standard and to provide a safe workplace where our people can prosper. An increased focus will be placed on ensuring the culture of the organisation is one that is conducive to high achievement and personal well being and is increasingly a place where people want to work.

Developing leadership capacity - We have implemented a new management development programme in 2008/9 linked to national ILM standards. There remains a strong focus on improving day-to-day people management. This programme will be developed over the next 1- 3 years to increasingly reflect our aspiration to create inspirational leaders at all levels of the organisation.

Tackling worklessness - We will build on the current support we provide and find new ways of maximising our contribution to tackling worklessness in the City. This includes developing our workforce (70% Manchester residents), targeting vacancies at Manchester residents with limited opportunities and finding opportunities to help unemployed residents to enhance their employability.

TRADING SERVICES DEPARTMENTAL MANAGEMENT TEAM



As at **August 2008** the work force of this business comprises the following:

August 2008					August 2007				
Full time	Part time	Job share	Total	FTE	Full time	Part time	Job share	Total	FTE
1051	1282	2	2335	1565.86	1636	1384	22	3043	2177.18

August 2008			August 2007		
	Number	Percentage		Number	Percentage
Male/female	1075/1260	41%/ 59%	Male/female	1451/1592	48%/ 52%
Disabled employees	59	2.52%	Disabled	101	3.3%
BME employees	231	9.89%	Ethnicity	300	9.86%
Leavers	372 in total, 233 permanent staff		Leavers	455*	
Turnover		14.96% all 10.02 permanent	Turnover		16.33% in 'HATS' 14.30% in Others
Absence	15.87 average days per employee		Absence	14.48 ave per employee	
MCR. Residence	1654	70.83%	MCR. Residence	1937	63.5%

	August 2008								August 2007							
AGE & GRADE	<18	18-24	25-34	35-44	45-54	55-59	60+	Total	<18	18-24	25-34	35-44	45-54	55-59	60+	Total
Grade 1-5	8	73	182	560	785	324	214	2146	10	90	269	691	885	385	220	2550
Grade 6-8	0	12	21	40	68	21	9	171	0	24	72	111	161	50	10	428
Grade 9-10	0	0	0	5	5	2		12	0	0	5	15	21	6	1	48
Above Grade 10	0	0	0	1	4	1		6	0	0	1	4	8	3	1	17
TOTAL	8	85	203	606	862	348	223	2335	10	114	347	821	1075	444	232	3043

Gap analysis/ Vision for the workforce

When Trading Services was formed in 2007 it was apparent that there was considerable inconsistencies in the application of basic people management practices. This was reinforced by both the MORI survey and the liP internal review. Establishing core good management practice across all service areas was, therefore, a key priority for the workforce plan 2008. Evaluation and feedback show progress in achieving greater consistency. The challenge is to ensure that these practices become embedded in the culture of the organisation and this is a priority for 2009-12.

We are looking to transform the culture to one that is more open, positive and outcome driven. This will require greater emphasis on areas such as giving and receiving feedback, praising and recognising good performance, tackling poor performance. This becomes more possible as we improve our performance management and have more objective data to drive service delivery. It will be necessary to address behavioural issues in the workforce and require that we find ways to build greater commitment and engagement. At the heart of this is improving the way we talk to each other about work and performance as well paying more attention to the well being of people so they can give their best for the people of Manchester.

Having focused on internal people management activities as a priority there is a need to give more prominence to looking outwards. This includes more benchmarking and more learning from other organisations. To underpin this we will find new ways to emphasise

the impact of what we do for the people of Manchester. There will be an increased focus on customer care and the provision of great, world class customer service to support this. This will link with the MIP work on customer strategy.

The drivers for work force change in this Business are:

Driver for Change	Change(s) Needed in the Business	Timescales
Planning the future workforce		
Potential reductions in workforce	Continue with Step Change programme. Confident, self-aware employees with transferable strengths are easier to redeploy.	2009
Workforce representation (including Manchester residency)	Set and achieve equality targets in employment and service delivery in line with revised Neighbourhood Services directorate. Maintain the high levels of Manchester residents employed in the services.	Target by Feb 2009 Achieve by 2012 2009-2012
Ageing workforce	Develop succession planning to ensure core skills base not lost. Find ways to increase productivity given the impact of an ageing workforce within a physically demanding environment	2009 2009
Effective people management		
Staff satisfaction /MORI survey demonstrating low implementation levels in several aspects of key people management activities and low levels of engagement in areas	Continue to focus on priorities of embedding new appraisal scheme and improving communication. Deliver Management development programmes and opportunities Deliver management induction linked to ILM Design new framework to assess management performance	2009 2009-2012 2009 2009

Efficiency savings/ value for money	Amalgamation of back office functions Develop the skills of managers to drive service improvement and productivity Use new evaluation tool to target training at producing vfm Monitor performance against vfm indicators in HR/OD	2009 2009-2012 2009 2009
Developing workforce capacity		
Attendance levels.	A continued priority. Target is to increase attendance in line with the corporate target of 9 days absence per employee by 2012	2012
Training and development needs of employees.	Devise and implement a comprehensive training and development plan for Trading Services. Deliver the Skills Pledge as a priority and ensure maximum impact and minimum operational disruption.	2009-12 2009-12
Targeting of training resources	Consolidate progress in using a training matrix for all posts and continue to use to assess training needs at appraisal Roll out new model of evaluation to measure impact of T&D more effectively	2009 2009
Being an employer of choice		
Corporate assessment against liP standard.	Implement actions from Corporate assessment	2009

Organisational change and modernisation	Continue to develop the combined Trading services identity through integrated HR and management practices. Support the management of change through delivery of Manchester Improvement Programme to corporate deadlines	2009 2009
A safe workplace	Continue to provide sound health and safety management and practice (year 1-3) and demonstrate reductions in accidents and accident related absence	2009-12
Developing leadership capacity		
liP feedback	Monitor performance against statement of what we expect from our managers	2009
Need to create higher workforce commitment and engagement	Develop new leadership programme to build inspirational leaders	2009
CPA feedback	Continue to strengthen performance management particularly in terms of evaluation	2009-2012

Tackling worklessness		
Improve use of resources and outcomes	Continue to find ways of supporting work programmes (including Excel programme, NVQs in schools, work with offenders on community service)	2009-2012
Increase impact on communities	Devise targeted plan for Town Hall Learning Centre to increase impact	2009
Communication		
Develop and improve communication methods	Continue to improve communication to ensure staff are kept aware of business priorities and workforce development issues, and to safeguard the successful delivery of business objectives.	2009
Improve staff communication skills	Equip appropriate staff with relevant communication skills and tools needed to become effective communicators.	2009-2010

The priority actions for HR/ OD in supporting the delivery of the business plan 2009- 12 are:

Actions	Outcomes	Uses	Impact on Manchester
<u>Reductions in workforce</u> Deliver Step Change programme based on need. Allocate HR resources to support any redeployment.	All staff to be redeployed trained and supported. Profiles completed quickly and people placed.	Minimise costs to MCC by prompt and appropriate redeployment	Reduced costs
<u>Workforce representation</u> Set and achieve equality targets in employment and service delivery in line with	<i>Input equality targets</i>	Improve the representation of the workforce to more accurately reflect the	Improved access to services Improved service quality

<p>revised Neighbourhood Services directorate. Continue to employ high numbers of Manchester residents Implement managing diversity programme including e-learning</p>	<p>Also see 'worklessness'</p>	<p>community of Manchester Increase the ability of the workforce to meet the needs of all our residents</p>	
<p><u>Ageing Workforce</u> Identify core posts and agree succession planning for them Find ways to increase productivity given the impact of an ageing workforce within a physically demanding environment</p>	<p>Succession plans exist for all key posts by December 2009 Strategies identified and linked to succession plans by November 2009</p>	<p>Ensure skills in place to meet needs of service Improved productivity</p>	<p>Reduced costs Improved service quality</p>
<p><u>Deliver key people management activities</u> Continue to focus on priorities of embedding new appraisal scheme and improving communication. Deliver Management development programmes and opportunities Deliver management induction linked to ILM Design new framework to assess management performance</p>	<p>95% of staff have appraisal 90% of staff rate communication as good 3 x ILM level 2 courses delivered, flexible ILM 3 in place and range of courses that meet needs of management population Programme designed and delivered to all new managers Demonstrated improvement in managers knowledge/ skills/ abilities</p>	<p>Improve the performance of managers and their capability to lead, motivate and empower their people</p>	<p>Business growth Create neighbourhoods of choice Improved self esteem and respect in communities</p>

<p><u>Efficiency savings/ VFM</u> Amalgamate back office functions</p> <p>Develop the skills of managers to drive service improvement and productivity Use new evaluation tool to target training at producing greater vfm Monitor performance against vfm indicators in HR/OD</p>	<p>Finance/ HR/ IT/ OD amalgamated as per corporate timetables See management and leadership development</p> <p>HR/ OD initiatives evaluated at DMT, management team and individual level Evidence produced of where value achieved</p>	<p>Improved value for money from our investment in people</p>	<p>Reduced costs Improved services</p>
<p><u>Attendance levels</u> Establish targets Include MOA in monitoring at DMT, service and appraisal Include MOA in core management training and induction</p>	<p>Reduction in absence levels</p> <p>All managers able to take appropriate action in response to absence and to promote attendance</p>	<p>Increased attendance and productivity.</p>	<p>Reduced costs and improved service quality</p>
<p><u>Training and Development</u> Devise and implement a comprehensive training and development plan for Trading Services Commit to skills pledge</p>	<p>Training needs of all employees and services met</p> <p>All employees have NVQ level 2 or equivalent</p>	<p>Improved performance and increased capacity within the workforce</p>	<p>Improved service quality Increased skills in residents</p>
<p><u>Target training resources</u> Consolidate progress in</p>	<p>All jobs have a training matrix</p>	<p>Better use of L&D resources-</p>	<p>Improved service quality</p>

<p>using a training matrix for all posts and continue to use to assess training needs at appraisal Roll out new model of evaluation to measure impact of T&D more effectively</p>	<p>used at appraisal to identify needs Impact of training is measured at DMT, in management teams and at appraisal</p>	<p>increased vfm Well trained workforce able to do their jobs better</p>	<p>Increased skills in residents</p>
<p><u>Investors In People</u> Implement actions from Corporate assessment</p>	<p>Meet national liP standard</p>	<p>Improve organisational performance and employer branding</p>	<p>Business growth Create neighbourhoods of choice Improved self esteem and respect in communities Help residents achieve full potential</p>
<p><u>Deliver organisational change and modernisation</u> Continue to develop the combined Trading Services identity through integrated HR and management practices. Support the management of change through delivery of Manchester Improvement Programme to corporate deadlines Continue to build neighbourhood focus at all levels Implement structural change</p>	<p>Managers and staff working with an integrated set of HR and management practices MIP deadlines met Increased number of staff who identify neighbourhood working as a good idea Needs of the service met and</p>	<p>Deliver structural and cultural change effectively and efficiently</p>	<p>Service improvement</p>

at service level where required	service specific change delivered to timetable Increased % of staff perceive that change is well managed		
<u>A safe workplace</u> Provide sound health and safety management and practice (year 1-3)	Reduced accidents and accident related absence	Create a safe workplace Reduce absence and compensation payments	Reduce costs
<u>Develop Leadership-liP feedback</u> Monitor performance against statement of what we expect from our managers	Management performance monitored against stated expectations	Improve the performance of managers and their capability to lead, motivate and empower their people	Business growth Create neighbourhoods of choice Improved self esteem and respect in communities
<u>Increase commitment and engagement</u> Develop new leadership programme to build inspirational leaders	Leadership programme delivered from Spring 2009	Higher levels of workforce commitment and engagement	Improve service quality
<u>CPA Feedback- Performance Management</u> Continue to strengthen performance management particularly in terms of evaluation	Comprehensive and robust performance management system in place across services	Service improvements identified Objectives delivered Risks managed	Improve service quality Reduce costs
<u>Tackle worklessness-improve use of resources</u> Continue to support work programmes	Actively engage in Excel programme, NVQs in schools, community service	Manchester residents supported to find employment	Residents achieve full potential Greater community cohesion
<u>Increase impact on</u>			

<p><u>communities</u> Devise targeted plan for Town Hall Learning Centre to increase impact</p>	<p>Plan in place for Town Hall Learning Centre that includes programme for residents</p>	<p>Increase skills in the community</p>	<p>Residents achieve full potential</p>
<p><u>Improve communication methods</u> Audit effectiveness of current communication and, through the Communication Group, agree and implement an improvement plan</p>	<p>Staff are kept aware of business priorities and workforce development issues 90% of staff rate communication as good</p>	<p>Staff have the information they need to do their jobs effectively Staff able to be more involved and empowered in service delivery</p>	<p>Improve service quality</p>
<p><u>Improve communication skills</u> Deliver training programme to equip staff with relevant communication skills and tools needed to become effective communicators.</p>	<p>Training programme implemented 90% of staff rate communication as good</p>	<p>Staff have the information they need to do their jobs effectively Staff able to be more involved and empowered in service delivery</p>	<p>Improve service quality</p>

3.3 Business Risk Register

BUSINESS PLAN RISK ASSESSMENT SECTION 1: CONSEQUENCE AND LIKELIHOOD ANALYSIS

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead
1	Services become too expensive due to high, fixed employee costs, high absence levels and impact of the credit crunch	Reduction in annual income and impact on future years budget profile	3	3	High	Review of costs Actively seek new markets Monthly monitoring of costs via tendering in the competitive market place Set clear and transparent value for money indicators Review Business Strategy Robust absence management	A	HoTS with All Service Heads
2	Income levels not achieved	Failure to achieve Business Plan Financial Targets	3	3	High	Weekly/ monthly financial monitoring Transparent and accurate budget setting in place Operational management action plans in place	A	HoTS with All Service Heads
		Reduction in annual income and impact on future years budget profile				Timely and accurate financial information Develop new commercial opportunities Focus on cost centre management		
		Increased supply chain costs						

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead
		Unanticipated revenue costs incurred. For example, if the transfer of housing-stock to Eastlands is delayed and the remaining response maintenance work carries on beyond March 2009.						
3	Service quality does not meet aspirations due to budget limitations (particular risk for Street Scene Services)	Deterioration in cleanliness of streets	3	3	High	External quality standards in place Consultation with service users Regular management meetings to review service quality Create joint service improvement group for street management Transparent accounting and performance management systems in place Work with ward co-ordinators and residents Introduce seasonal hours Invest in innovative and inventive equipment/ plant	A	HoTS with General Manager SSS
		Increased resident dissatisfaction and poor perception of Council						
4	Assets are not managed effectively	Loss of accountability	1	3	Low	Review use of space and use of assets	A	HoTS with All Service Heads

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead
		Failure to meet financial targets				New post in services to manage portfolio of assets Contribute to V&P MIP		
		True financial picture obscured						
		Decisions made based on inaccurate data						
5	Failure to deliver services that meet customer expectations	Decrease in customer satisfaction	2	3	Medium	External quality standards in place Consultation with service users Regular management meetings to review service quality Quality assurance processes in place Demographic analysis prior to decision making Impact assessments Run developments as pilots to evaluate before wider implementation	A	HoTS with All Service Heads
6	Failure to communicate with all communities about service requirements / promotion of services	Services not delivered to meet the needs of local communities	2	2	Medium	Consult with businesses and local communities- before and after service delivery Develop consultation plan Create new equality group to look at service provision and impact assessments	A	HoTS with All Service Heads

BUSINESS PLAN RISK ASSESSMENT

et SECTION 2: MITIGATING ACTION PLANNING

Rank	Risk Description	Existing Control Description	Accept/Reject? Include rationale for decision	Additional Controls Required	Lead Manager	Target Date
1	Services become too expensive due to high, fixed employee costs associated with the implementation of single status and job evaluation	Review of costs Actively seek new markets Monthly monitoring of costs via tendering in the competitive market place Set clear and transparent value for money indicators Review Business Strategy	Accept	None	HoTS with All Service Heads	None

Rank	Risk Description	Existing Control Description	Accept/Reject? Include rationale for decision	Additional Controls Required	Lead Manager	Target Date
2	Income levels not achieved	Weekly/ monthly financial monitoring Transparent and accurate budget setting in place Operational management action plans in place Timely and accurate financial information Develop new commercial opportunities Focus on cost centre management	Accept	None	HoTS with All Service Heads	None

Rank	Risk Description	Existing Control Description	Accept/Reject? Include rationale for decision	Additional Controls Required	Lead Manager	Target Date
3	Service quality does not meet aspirations due to budget limitations (particular risk for Street Scene Services)	External quality standards in place Consultation with service users Regular management meetings to review service quality Create joint service improvement group for street management Transparent accounting and performance management systems in place Work with ward co-ordinators and residents Introduce seasonal hours Invest in innovative and inventive equipment/ plant				
4	Assets are not managed effectively	Review use of space and use of assets New post in services to manage portfolio of assets Contribute to V&P MIP				

Rank	Risk Description	Existing Control Description	Accept/Reject? Include rationale for decision	Additional Controls Required	Lead Manager	Target Date
5	Failure to deliver services that meet customer expectations	External quality standards in place Consultation with service users Regular management meetings to review service quality Quality assurance processes in place Demographic analysis prior to decision making Impact assessments Run developments as pilots to evaluate before wider implementation	Accept	None	HoTS with All Service Heads	None
6	Failure to communicate with all communities about service requirements / promotion of services	Consult with businesses and local communities- before and after service delivery Develop consultation plan Create new equality group to look at service provision and impact assessments	Accept	None	HoTS with All Service Heads	None