

MANCHESTER CITY COUNCIL

REPORT FOR RESOLUTION

COMMITTEE: Social Strategy Overview and Scrutiny
DATE: 19 July 2006
SUBJECT: Corporate Plan
REPORT OF: Chief Executive

PURPOSE OF REPORT

To enable the Committee to comment on the Corporate Plan 2006/07, particularly regarding any areas for improvement and also on any of the objectives in the plan which can be integrated into their work programme.

RECOMMENDATION

Members are requested to comment on the Corporate Plan 2006/07, particularly on any areas for improvement and also to consider the integration of relevant objectives in the plan into their work programme.

Financial Consequences for the Revenue Budget

None

Financial Consequences for the Capital Budget

None

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BACKGROUND DOCUMENTS

Corporate Plan available from the Corporate Performance, Research and Intelligence Team, Room 3020, Town Hall Extension

Wards affected

All

IMPLICATIONS FOR KEY COUNCIL POLICIES :

Anti-Poverty	Environment	Equal Opportunities	Employment
Yes	Yes	Yes	Yes

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1 Background

- 1.1 The Council's Corporate Plan 2006/07 has been jointly developed with officers from every service across the Council. The main sections of the plan include a summary of objectives for Our City, Our Services and Our Council.
- 1.2 A copy of the plan has been issued to Committee members with this agenda. The plan is also published on the intranet and internet.
- 1.3 The plan replaces the old Strategic Management Plan to give a better balance between externally focused priorities and priorities focused internally on building our capacity to deliver improvement.
- 1.4 The plan brings all of the key changes together into one document and shows who is responsible for specific priorities. It outlines the priorities for the Council and its contribution to the community strategy.
- 1.5 The plan will be monitored quarterly and updated annually.

2 Responsibilities in the plan for Overview and Scrutiny Committees

- 2.1 Each objective in the plan identifies an Executive Member, Lead Officer and Overview and Scrutiny Committee for that objective.
- 2.2 These are the objectives in the plan relevant to this Committee :-
 - Objective 18. To make Manchester a safer place for residents, businesses and visitors by reducing crime and the fear of crime.
 - Objective 19. To develop a whole city approach to a Respect Strategy for Manchester.
 - Objective 20. To implement drug and alcohol strategies across all thematic areas, including the commissioning and monitoring of specialist drug and alcohol services.
 - Objective 22. To further develop and implement the cultural strategy.
 - Objective 33. Integrated Neighbourhood Services.
 - Objective 34. Other Service Improvement Projects.
 - Objective 45. Race equality

3 Recommendation

- 3.1 Members are requested to comment on the Corporate Plan 2006/07, particularly on any areas for improvement and also to consider the integration of relevant objectives in the plan into their work programme.



MANCHESTER
CITY COUNCIL



Manchester City Council
Corporate Plan 2006-07



www.manchester.gov.uk

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Foreword



The Council has taken significant strides forward over the past year. The development of the Manchester Improvement Programme as our single agenda for improvement has been a big step forward. So too has been the drafting with our partners of the new Community Strategy.

We have made many improvements to services and have continued to strengthen relationships with partners to deliver better outcomes for Manchester people. Citizen satisfaction with the Council is increasing and overall quality of life is improving.

We have much to celebrate, but more hard work lies ahead. Manchester remains the 3rd most deprived district in the country. Gaps between Manchester and national averages for most of the key quality of life indicators remain too wide. Whilst we are improving so is everywhere else and we therefore have to improve faster than the rest. We have many opportunities: the potential relocation of the BBC, the growth of the city centre, the airport and the many new world class institutions like the Bank of New York who are relocating to Manchester. Our challenge is to deliver these opportunities, and deliver the benefits they will bring to local people.

We must continue to work with our partners to develop our neighbourhood approach to improving services and continue to become more customer focused. The Manchester Improvement Programme will help us to do this. Many changes will be implemented during the coming year: the new financial management, human resources and procurement systems, improvements to our performance management system, and a new People Strategy which will help realise the full potential of every member of staff.

This plan brings all of the key changes together into one document and shows who is responsible for specific priorities.

I am sure 2006/07 will be another successful year for us, but like any good organisation, we will learn and change. The Comprehensive Performance Assessment (Corporate Assessment) and the Joint Area Review of Children's Services are opportunities for us to test ourselves and validate our work. I welcome these inspections for the opportunity they bring to learn about where we can improve.

Sir Howard Bernstein
Chief Executive



Introduction

Corporate Values

Our values underpin and guide everything we do.



Pride in Our City

We take pride in our city and the contribution we make to its success. We are committed to continuously improving the quality of life in Manchester.



Community Focused

We recognise that a successful city relies on the success of its neighbourhoods and communities. We want to meet the aspirations of all Manchester citizens by empowering communities and embracing their diverse identities.



People Focused

People are at the centre of what we do. We will achieve an excellent standard of customer service by acting with speed, efficiency and respect.



Responsive and Accountable

We value the contribution of residents, employees and partners. We will communicate clearly and openly about our decisions and actions and the reasons for them.



Valuing Our Employees

We value our employees and we will support and encourage their development in working hard to deliver better services.

Strategic Planning Framework

The following diagram illustrates the Council's Strategic Planning Framework.

Manchester's Community Strategy is the overarching strategy for the city. It has been developed by the Manchester Partnership which brings together public, private, voluntary and community sector partners to drive the improvement of the city. To view the Community Strategy go to www.manchesterpartnership.org.uk

This corporate plan outlines the priorities for the Council over the coming year. It guides how the Council deploys its resources to achieve the vision for the city and the improvement of Council services. The Plan has three sections:-

- Our City – this explains the vision for the city from the Community Strategy. It also contains details of priority aims and objectives to deliver the vision.
- Our Services – this explains the plans within the Manchester Improvement Programme (MIP) to radically improve the quality of and access to Council services.
- Our Council – this explains plans to improve the capacity of the Council to be better equipped to deliver the MIP and the Community Strategy.

The three year Budget and Service Strategies align departmental priorities to the priorities for the Council. They outline how the Council will use its financial resources to deliver its priorities.

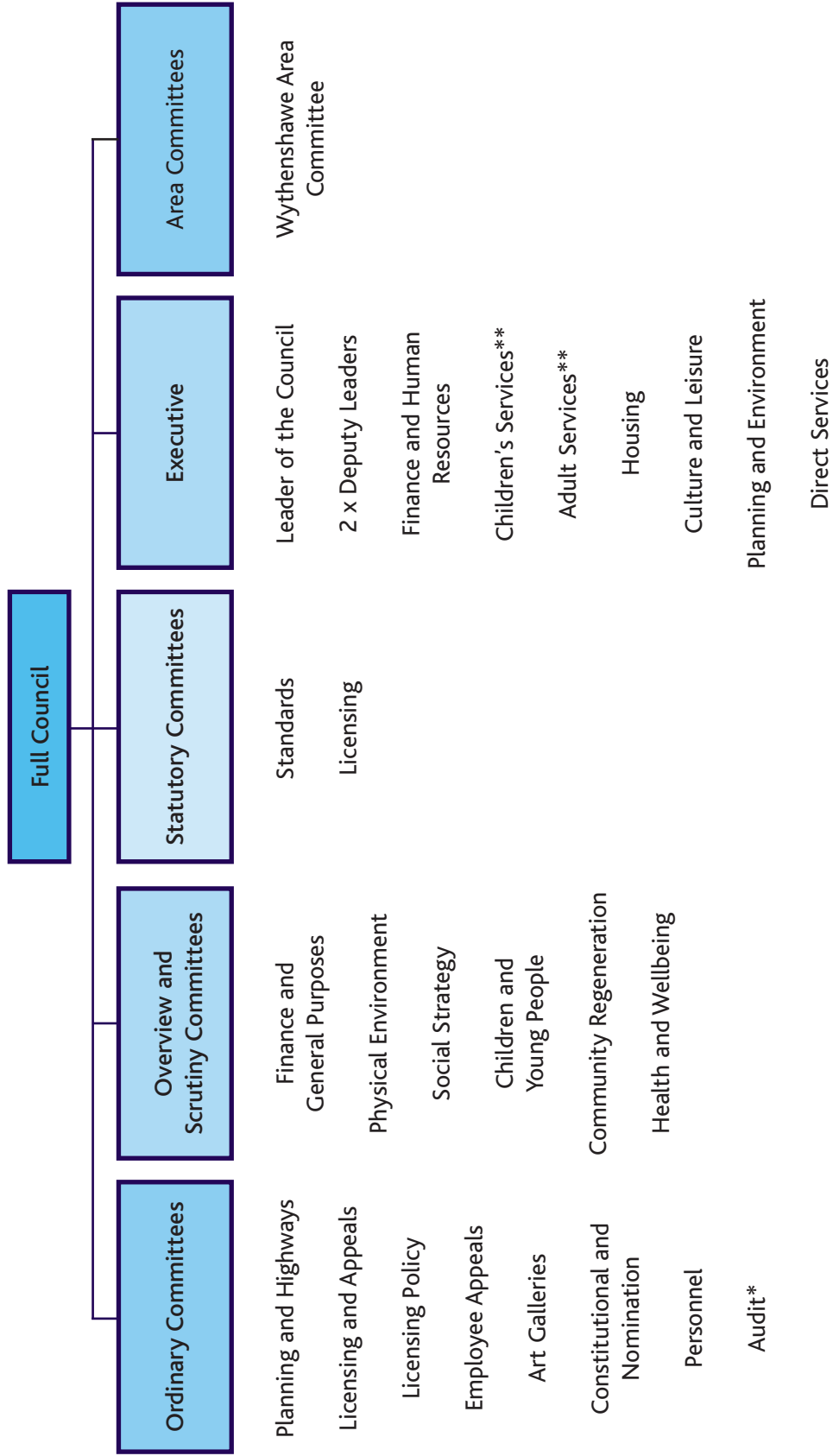
Management Action Plans (MAPs) contain details of what each service area will do to deliver the Council's priorities. They contain the objectives, actions and performance targets for each service area.

Workforce planning enables services to think ahead and produce plans to develop the capacity of the workforce to deliver the services of the future.

Performance appraisals help individuals to understand their contribution to the Corporate Plan. They enable staff to identify their strengths, weaknesses and development needs in the context of their team plans.



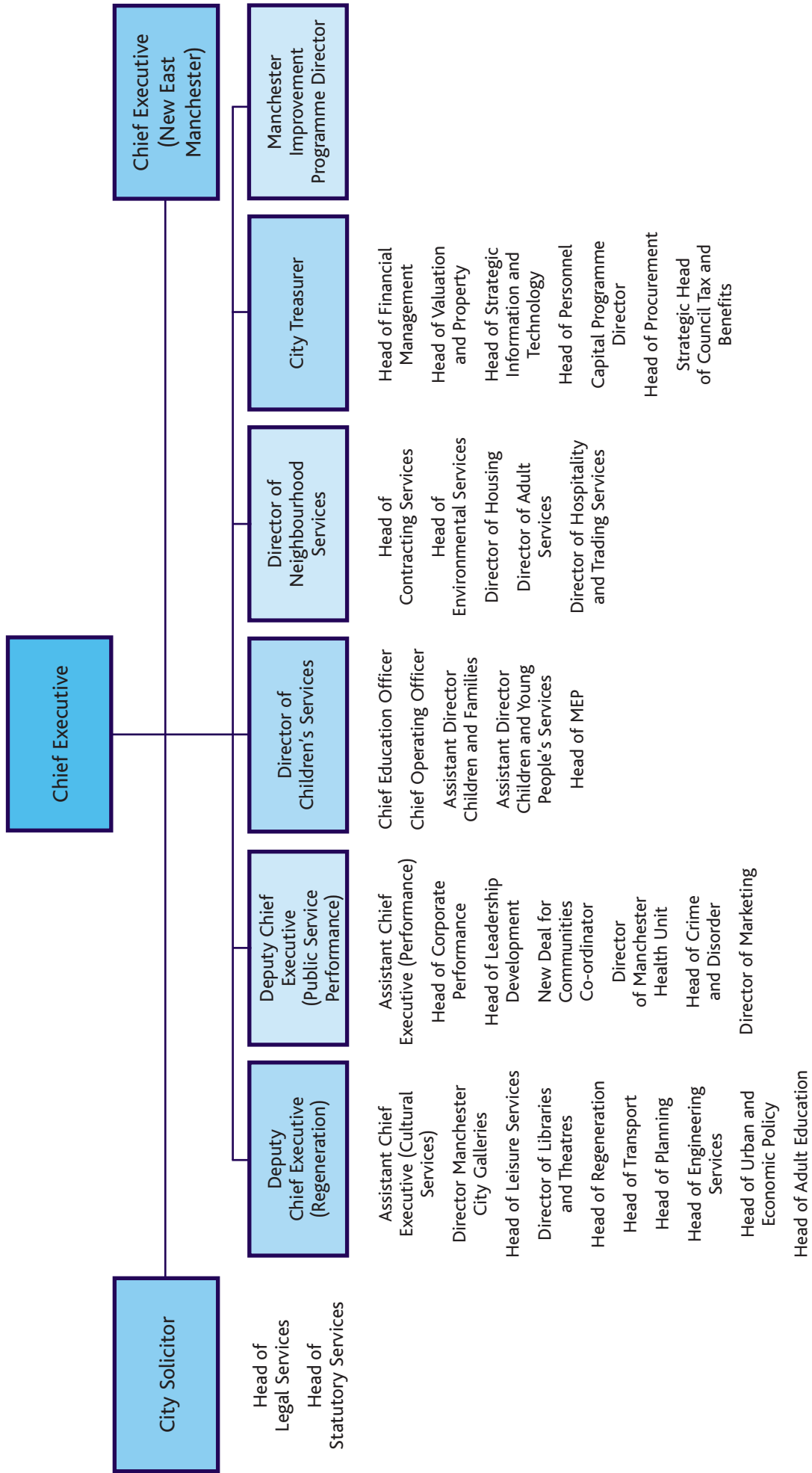
Political Management Structure



* Proposed as from May 2006

**Proposed as from May 2006 (currently Education and Health and Social Care)

Strategic Management Team Structure and Responsibilities



Note: the City Solicitor and the Chief Education Officer will continue to be members of the Strategic Management Team

Part One

Our City: The Community Strategy

1.1 Background

Manchester's history is one of creativity and innovation. In the 19th century, civic leaders took a radical approach to building a better future for its residents. They created Manchester's reputation as a city that makes things happen.

The Mancunian qualities of innovation, hard-work and enterprise made Manchester the first modern city and placed it at the heart of the contemporary world. But during the 20th century, the decline in industry led people to leave the city and seek work elsewhere. Nonetheless, the creative heart and soul of Manchester inspired a successful reinvention over the past 15 years. World-class sports facilities, expanding service industries, and thriving universities brought new money and jobs to Manchester.

This economic growth has brought in more than £2billion of private investment and created 45,000 new jobs over the past ten years. However, in spite of this renewed success and pride, Manchester is still tackling the problems left by 40-50 years of economic decline.

The Manchester Community Strategy 2006-2015 will support economic growth and ensure more people and communities share its benefits.

The first Community Strategy, launched in 2002, set out our goals and how we aimed to achieve them. The lessons we have learned since then have shaped how we will deliver the new strategy. We have learned a lot through talking to people in the city about their views of life in Manchester. From the many consultations we have had with residents, community and voluntary organisations, we know that the environment, education, training, poor health and anti-social behaviour are important issues which need to be addressed.

Our new Community Strategy aims to translate these concerns and ambitions into a single vision and set of priorities for the whole city.

1.2 The vision for 2015

In 2015, the quality of life in Manchester will be second to none. Our population will have grown to 480,000 with more working families, more home-owners and increased productivity. More people in Manchester will be wealthier, more content, and healthier.

Children and young people will be safer and better equipped to reach their goals.

Neighbourhoods will be desirable places to live with wealth and opportunity spread throughout the city.

The economy will be strong and people will enjoy living, studying and working in diverse and stable communities.

Manchester will stand out as environmentally-friendly, internationally-competitive and enterprising. It will be a place of real opportunity for everyone and be inspirational and welcoming.

Manchester will be a leading city for education and knowledge. It will be known as a place where you can get high-quality further education and secure a job that uses your skills and learning. Residents will have the ambition and the skills to fill the variety of jobs available in Manchester.

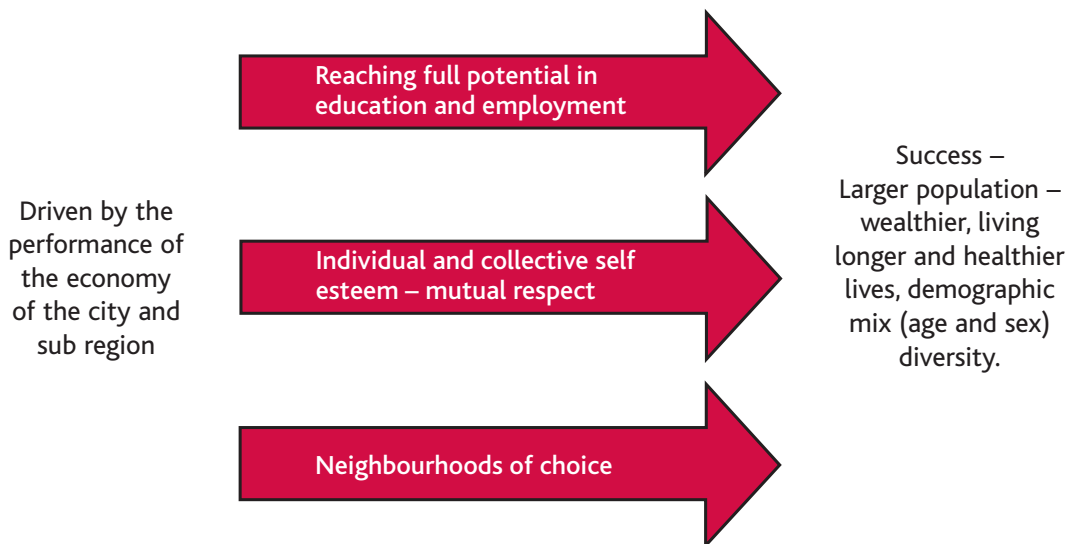
Manchester will be a place full of pride, generosity and tolerance where people feel respected, secure and welcome.

1.3 Our aims

To achieve the vision we aim to:-

- Ensure that all children can achieve their full potential at school and develop the right skills for the modern working world.
- Support industries to develop. These include: financial and professional services; life science industries; creative, cultural and media industries; manufacturing industries, communications industries; Manchester International Airport and the city centre. Success in these areas is critical to Manchester’s economic growth.
- Get residents who have been out of work for a long time back into jobs so that their lives can be healthier and happier.
- Have neighbourhoods where people want to live, work and bring up children. They must be safe and pleasant places with different types of houses, green areas, and good schools and shops. All neighbourhoods must have a choice of housing that encourages existing residents to stay and attracts new higher earning residents.
- Enable Manchester people to be ambitious, to have respect for themselves, each other and their neighbourhoods.

Manchester – A World Class City



1.4 Outcomes and indicators

If we achieve our vision Manchester and its population will be very different in 2015.

- Manchester will be in the top ten of European business destinations.
- The population of the city will be around 480,000.
- There will be a higher percentage of working families.
- Levels of owner occupancy will be around 60 per cent.
- Productivity (Gross Value Added per head) for the city region will exceed the UK average.
- Manchester people will be wealthier, living longer, healthier and happier lives.
- Children and young people will be healthier, safer, more resilient and they will be fulfilling their full potential.
- These outcomes will benefit all areas of the city – no neighbourhoods will be left behind.

Progress towards the vision and outcomes is measured by a suite of 'State of the City' indicators, arranged over four levels, with each telling us something different about Manchester.

Level 1 indicators

These are high level indicators of progress on the Vision of the Community Strategy.

The Population:

The growth of the city is reflected in the growth of its population.

The Gross Value Added:

The value of Manchester's economy

The Median Incomes:

The wealth of Manchester residents.

Life Expectancy:

The health of Manchester residents.

The percentage of residents who feel that their area is a place where people from different backgrounds get on well together: The stability and success of diverse neighbourhoods.

Resident satisfaction with Manchester as a place to live:

The quality of life experienced by residents.

Level 2 indicators

These are indicators linked to the spines of our core aims.

Neighbourhoods of choice:

British Crime Survey Overall Crime.

The percentage of people who have a high level of worry about being a victim of crime.

Proportion of relevant land and highways assessed as having significant or heavy deposits of litter.

Average property prices.

Greenest City Programme Targets.

Reaching full potential:

Proportion of 16-18 year olds not in education, employment or training (NEETS)

Proportion of population with skills at NVQ level 3 or above.

Proportion of pupils achieving at least 5 A* - C at GCSE and equivalent.

Employment rate.

Number of older people helped to live at home.

Number of residents in receipt of out of work benefits.

Self-esteem/mutual respect:

Percentage of people surveyed who feel they can influence decisions.

The majority of the above are part of the Manchester's Local Area Agreement (which incorporates the Local Public Sector Agreement Two and key national floor targets). To view the LPSA2 targets

www.manchester.gov.uk/bestvalue/perform/psa

Indicators which rely on surveys will be measured by the perception of adults. Children and young people will also be surveyed to measure their perceptions on these issues.

Level 3 Indicators.

These indicators are high-level thematic indicators identified by thematic partnerships during their annual action-planning process. This will include all LAA (and LPSA2) targets. We are working to make the sure that they align with the high level action plans and indicators in the Strategic Regeneration Frameworks for each district of the city. Developing the indicators in this way helps to align the work of each thematic partnership with the overall vision for the city.

1.5 Officer and Member responsibilities

To view Member and Officer responsibilities for specific priorities within the Community Strategy see Appendix A.



Part Two

Our Services: The Manchester Improvement Programme

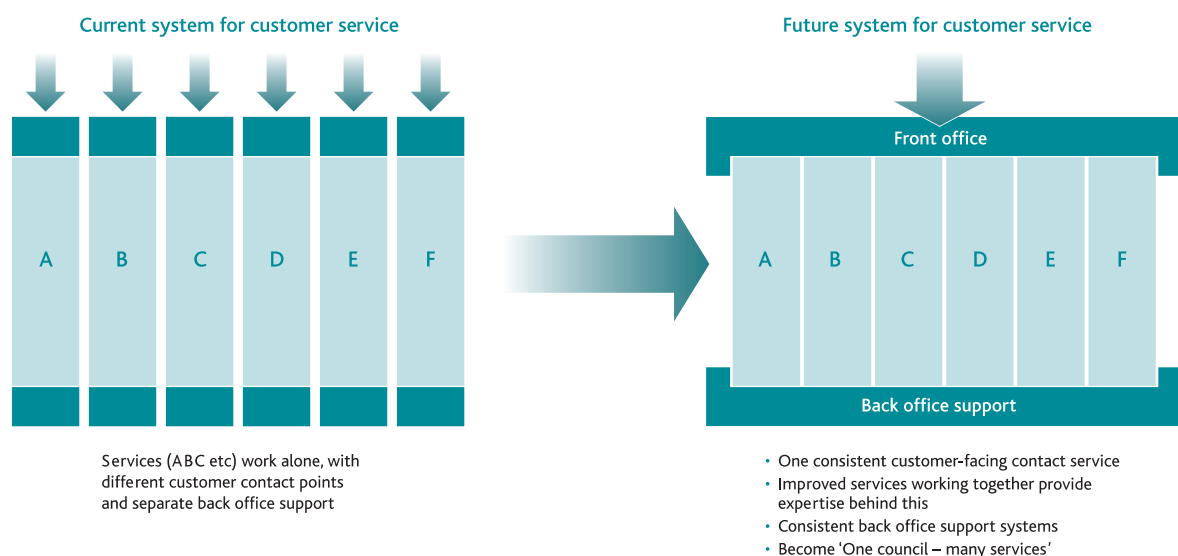
2.1 Objectives

The ambitious vision of the Manchester Improvement Programme is to make Manchester a beacon of effective service delivery, with the customer at the heart of all services, whilst at the same time securing very substantial savings, which enables the Council to meet its 'Gershon' targets and maximise its ongoing investment in these services.

The Programme is founded upon a clear understanding that the department-by-department approach to value for money and budget and service strategy which has

succeeded in recent years must be replaced with a whole council approach. It will bring about a consistent customer focus which gives ease of service access to all sections of the community, backed up by services designed to meet the needs of customers rather than bureaucratic requirements.

The Programme is the focus of the Council's contribution to delivery of the Community Strategy. Specifically the Manchester Improvement Programme will deliver the following:



Modernised service support functions

The transformation of the core support services will reduce costs and streamline service delivery, thereby realising projected cashable savings over the next three years of: -

- Procurement - £19million
- Finance - £2.8million
- Human Resources - £2.9million

Our technology strategy is fundamental to supporting world-class service delivery. Technological solutions will cost-effectively improve everyday service delivery.

World class levels of customer service

The Manchester Improvement Programme will deliver an integrated, council-wide Customer Relationship Management (CRM) system that will enable significant improvements in service delivery and choice of access. It will allow residents to make one call to one number for all service requests and enquiries.

Where our customers want to speak to a member of staff face-to-face they will be able to do so conveniently, whether that is in the city centre or in the communities in which they live or work. Customers will also be able to access services 'on line' when they want to and, at all times of the day or week.

In addition to these step change improvements, significant cashable efficiencies will be possible by ensuring service delivery is focused on customer requirements. By getting it 'right first time' with 'one call' access to all services and cutting out unnecessary business processes, projected savings of £3.3million over the next three years are achievable.

Further cashable savings of £16.5million are also forecast over the next three years across all services through redesign, improved processes, better use of technology and organisational restructuring.

Making Manchester a better place to live

Service Improvement Projects within the Manchester Improvement Programme have been prioritised for their contribution to the Community Strategy. Initial priorities are to

ensure a fit for purpose Manchester Education Partnership, which will contribute to schools effectively whilst reducing costs by £9.5million over the next three years, whilst at the same time, making a significant contribution to achieving the five key outcomes in Every Child Matters.

The modernisation of Adult Social Care will provide community based, easy access to services, early intervention and prevention services delivered collaboratively across the Council and our partners in the private and voluntary sectors and the NHS. This will achieve significant cashable efficiencies forecasted to be in excess of £800,000 per annum and similarly significant levels of non-cashable efficiencies enabling more services to be delivered for the same cost.

The integration of all neighbourhood services into a coherent and community focussed vehicle for service delivery will provide significant improvement opportunities that make a real difference to local communities.

A skilled workforce focused on the priorities of Manchester

A substantially strengthened organisation, which is able to largely self-sustain continuous improvement across the Council in future years without the need for high levels of external support will emerge as a legacy of the Manchester Improvement Programme. There will be significant skills transfer through our transformational partners Axon providing the skills and capacity to support the SAP applications long into the future.

Increased skills and capacity to implement change through an injection of new resources combined with existing staff working closely together to deliver the Programme will further enhance skills transfer over time into mainstream service delivery, helping to further develop our continuous improvement culture and capability.

Mainstreaming project management into day-to-day service delivery will also lead to consistently high quality standards in service delivery.

The Programme will ensure, through job evaluation, re-organisation and re-prioritisation that the right number of people are doing the

right things at the right time and they are truly focused on customer service and tackling the priorities for Manchester in a one team approach – ‘Team Manchester’. Further information is included on this in the ‘Our Council’ section of this plan, under the ‘People Strategy’ section.

2.2 Actions and key milestones

Significant progress has already been made through the introduction of the SAP CRM system in a number of services within the Environment and Operations Directorate and the development of the ‘back office’ systems.

Much is still left to be done however over the next three years. The production of eighty Service Improvement Project Mandates and the experience gained over the past twelve months have highlighted the need to establish an injection of additional capacity and expertise to drive through the improvements and fully realise all the potential benefits.

A Senior Programme Team is now in place and further expertise in project management, change management and business process re-engineering is being recruited during March and April 2006. In addition, a skills transfer programme is in place with our partners Axon to ensure the capacity and capability is in place for the longer term management and development of our new corporate IT systems.

A strategic approach has been developed to deliver the programme through seven key projects, within which Service Improvement Projects will be delivered, under the control of the Senior Programme Team. The seven projects are described below: -

Access Manchester Programme

The Access Manchester Programme is at the heart of improving access to services through greater choice in how and when service requests are made and services delivered. It is made possible by the CRM software that provides the opportunity to enable a single point of contact for all services. At the same time, a radically improved response behind this customer interface will be achieved by re-engineering services and subsequently adopting world class

approaches to continuous improvement. Fundamentally it will ensure that we are and are seen to be, one Council. Access Manchester is made up of the following components or contact channels: -

Telephone: A single telephone number for access to all services with well trained contact centre staff, dedicated to serving the customer and who have the whole weight of the organisation dedicated to supporting them. As services join the CRM environment, so the opportunities for joined up service increase exponentially. The introduction of Interactive Voice Recognition (IVR) will also complement access by allowing our customers to make service requests or payments at any time of the day and night over the telephone.

Following the initial phase of implementation (proof of concept) the remainder of Environmental Services will be migrated into the contact centre environment from January through to June 2006, followed by the highest priority services including Planning and Building Control and the Revenues and Benefits service. The fully prioritised programme is under development for 2007.

Face-to-Face: We know our residents value face-to-face contact and the strategy sets out to radically improve this by investing in a Service Centre based in the Town Hall Extension. This will consolidate the fragmented, service areas, receptions and meeting rooms located throughout the Town Hall Complex, and dramatically improve access for disabled people. Scoping, design, consultation and approvals will take place during the remainder of 2006 with build undertaken in 2007.

Libraries as Access Points: Recognising that our customers don’t always want to come into the city centre and that they don’t all have access to the Internet from their homes, our Libraries will become places where people can access services in the heart of their community. Customers will be able to use computers and access services on line or by phone and get help and assistance from multi-skilled staff. The strategy and funding proposals will be developed by mid 2006, detailed design will be complete by the end of the year and roll out will take place in 2007.

On Line: The provision of a highest quality website will enable easy, speedy navigation giving access to relevant information. The website will be transactional and facilitate dialogue between the Council and its customers. The website will attract customers to self-service and the ready availability of the key information that people require. Progressively it will provide savings by removing the need for many telephone or face-to-face transactions. Offering high standards for disabled users, it will become a valuable place to visit for residents, businesses and tourists alike. By its quality, it will also act as a worldwide advertisement for Manchester. The scoping and commissioning of web site development will take place in the first half of 2006.

Emails, faxes and letters: Also a key component to improving access is how we handle and process, more efficiently and effectively, all other forms of contact and service requests. A strategy for improving and streamlining this will be developed by mid 2006.

Back Office Programme

Of paramount importance in reducing cost and facilitating a joined-up approach is the replacement of non-integrated and outdated systems for the management of finance, procurement, and personnel functions. This corporate services transformation will be underpinned by the integrated SAP software package that will allow us to standardise, simplify and centralise these functions to support the delivery of joined up services and achieve significant savings through improved process and procurement.

Systems 'go-live' will take place in April 2006, followed by a period of systems stabilisation through to August 2006 with transformation of processes and organisational structures taking place through the remainder of the year.

The greater reliance on new IT systems requires a re-skilled and re-structured IT Unit such that 21st century services have properly supported 21st century systems and that future technological advances enable the Council to ensure that it receives real value for money and a clear focus on the needs of the business to achieve its vision for delivering truly modernised services for our residents. This will be undertaken through a design and implementation project

spanning the remainder of 2006 following an initial strengthening of the Applications Management function already undertaken as we prepare to 'go live' with 'back office' in April 2006.

How we manage our estate and provide buildings management services is also a priority within the Programme and will lead to the transformation of our property portfolio, space utilisation and the services required to maintain and operate all our buildings. There is considerable opportunity to rationalise how we manage and deliver these functions, which will, in the main, be delivered in 2007 following initial work in the remainder of 2006 to fully scope, plan and quantify the opportunities and improvements needed.

Integrated Children's Services Programme

The Children's Services project will bring together the various strands of the agenda being pursued by the Children's Services Directorate, including the development of Children's Trust arrangements. A critical contributor to that portfolio is the Manchester Education Partnership (MEP) Service Improvement Project, which will improve services to schools significantly and make considerable efficiency improvements. The MEP project will be undertaken in 2006 and be completed by the end of the year. Detailed scoping of the project is currently underway.

The remaining elements of Children's Services will be brought under a single programme of change. Initial programme development work is currently being undertaken with initial headline objectives to achieve the following timescales:

- Children and Young People's teams in place between June 06 and June 07.
- District working operating in all districts by March 07.
- Building Schools for the Future and Extended Schools, phase 1 starts June 06.

Integrated Neighbourhood Services

It is planned that the integration of services into CRM will provide a platform upon which the new Strategic Director (Neighbourhood Services) will lead development of an Integrated Neighbourhood Services project. These Neighbourhood Services are prioritised through

the CRM work stream in Access Manchester and will undergo a programme of business process re-engineering through 2006.

The modernisation of Adult Social Care Services is of the highest priority and has been brought into one programme of change in the early part of 2006. The programme will be fully operational by April 2006 and will have delivered all benefits by December 2007, which includes the delivery of a fully functional Electronic Social Care Records (ESCR) management system.

Other Service Improvement Projects

This programme is made up of single services that do not naturally fit in the other programmes of work. These services will progress within a framework that will ensure all opportunities presented by the new technologies are maximised and will undergo business process re-engineering and service re-design where necessary. By adopting this approach it will allow them to quickly progress benefits realisation without the constraints of other programme wide dependencies. A detailed delivery schedule is in preparation for these services aimed at achieving significant service improvement and financial benefits by March 2007.

Integrated Information Strategy

This will bring together key systems, information and databases in order to improve the effectiveness and efficient use of data and information, its appropriate sharing and protection and develop an integrated comprehensive record of people and property. It is a crucial element of delivering seamless services by providing the right information in the right place at the right time. The components of the information strategy are as follows:

- A Local Land and Property Gazetteer, which will be fully operational and supporting CRM by June 2006.
- A Geographic Information System directly supporting CRM benefits and other services who rely on mapping by November 2006.
- Electronic Document Records Management, with an initial evaluation of priority services and business case undertaken in 2006.

- The development of a strategy for the management of people information and customer segmentation by December 2006.

Building Performance

Building the long-term capacity of the Council to successfully address its challenges in the future is a crucial requirement. It's made up of a number of projects delivered over the longer term. During 2006 and 2007 the Manchester Improvement Programme will focus, for delivery purposes, on those aspects, which are essential to achieving the objectives, whilst ensuring that it leaves a legacy of a continuous improvement culture. The programme is made up of the following projects:

- Developing plans for a project approach to service delivery by June 2006.
- Review potential of SAP systems to provide improved knowledge management and organisational learning in 2007.

2.3 Indicators and targets

The many individual Service Improvement Projects will contribute to improved performance in all areas of the Council's business. The focus in each project will be firmly on improved outcomes for Manchester residents using existing performance information and targets to assess the need and opportunity for improvement. Specifically the Manchester Improvement Programme will achieve over-arching targets in the following areas:

Gershon: The programme is forecasting cashable efficiency savings approaching £60million over the next five years through improvements to our support and service delivery processes. Additionally, similarly significant non-cashable efficiencies will be achieved leading to greater levels of service provision for no additional cost.

Electronic Service Delivery: The principles of E-Government are at the heart of the programme, specifically 'better access to better services'. This cannot be achieved on a service by service basis so the programme will put all the foundations in place such as a world class transactional website, mobile and remote

working solutions together with a controlled approach to service readiness and migration that reforms processes and streamlines service delivery.

Single Status: The Programme approach will ensure that job evaluation and the effective transition to a single status workforce by March 2007 is based on people undertaking the job roles we will need in the future to ensure 21st century world-class services and not necessarily on the job roles and the ways of working we have currently.

2.4 Resource implications

A programme of this magnitude requires a substantial central management team dedicated firstly to supporting services to secure best value outcomes but also to ensure: -

- The programme is efficiently and effectively managed across its lines of delivery.
- Solutions are designed to be integrated, effective and compliant with a 'one council' philosophy.
- The IT infrastructure supports all key projects.
- The target benefits of individual programmes are consistent with the vision and are delivered as planned.
- An overall package of total support to each key project in partnership with key corporate sections including Corporate Performance, Human Resources, the Capital Programme and Procurement Groups.
- The organisation emerges from the Manchester Improvement Programme able to deliver further continuous improvement without substantial external support.

The projected costs of securing the appropriate resources and the roll out of service improvements are as follows: -

- £2.8million over three years to fund the Manchester Improvement Programme management costs.

- £3.1million to fund additional capacity and skills to support SAP applications management in the IT Unit.
- £3.2million over the next three years for additional capacity for the priority projects.
- £9.2million over the next three years for the roll out of the Customer Relationship Management work stream.
- £1.6million for the development of the Town Hall Service Centre.

2.5 Officer and Member responsibilities

The principles of the Manchester Improvement Programme clearly place the responsibility for change on the individual services and then devolving that responsibility deeper into the services through managers and their teams, ultimately instilling ownership and control whilst providing additional support in the areas of highest importance. To view details of where responsibilities sit at the highest level. See Appendix B.

There is still considerable work to do to establish clear roles and responsibilities across all the projects within the Programme. This will be undertaken during March and April 2006. All 'TBC' projects will remain the responsibility of the Manchester Improvement Programme and its governance structures until the work is complete.



Part Three

Our Council – Capacity

3.1 Introduction

The aims and goals outlined in this Corporate Plan are massively ambitious. Closing the gap between our ambition and capacity to deliver is a key priority.

3.2 Approach to improvement

The right amount of capacity alone will not be sufficient to deliver current service and transformed services for the future. Deploying effective approaches to change, ensuring that leaders lead the change agenda effectively and enabling and supporting employees in every part of the organisation to contribute to, engage with, design, support and ultimately deliver the changes is fundamental. Tools and techniques which help to close the capacity/ambition gap will be introduced and deployed to support people to work more effectively, and not simply increase an already busy workload for employees. One of the challenges for all leaders will be to support employees to work 'smarter' not 'harder', by harnessing ideas and new approaches for their teams. We will support leaders to lead a shift in organisational culture, holding on to the progress made in delivering corporate values. Developing the core competencies that flow from our corporate values and applying them in a practical way to underpin service development is already taking place in some parts of the organisation and will be developed and used more widely. This is not a short-term agenda.

3.3 People strategy

The development of a People Strategy has started with a People Strategy Framework. Creating a world class workforce both within the Council and across the city is critical in ensuring we realise our ambitions to be a world-class city and deliver our priorities for the people of Manchester. The existing pay and workforce strategy and its aims will be core to the People

Strategy. The People Strategy will enable us to develop a talented, competent and skilful workforce and support the Team Manchester approach. The Manchester Improvement Programme will lead significant transformational service change and the People Strategy will enable the Council to deliver the people and cultural change to support the MIP.

Leadership Development

Having a clear vision and picture of what leaders need to do and how leadership will be developed across the organisation will form a key part of the People Strategy and will ensure that resource to develop leaders is used effectively and that we get the most from our people. Succession planning programmes to identify and develop leaders of the future will be developed as will approaches to ensuring we distribute leadership more deeply within the organisation. We will aim to get the best people and potential below Strategic Management Team (SMT) (starting with the next 60/70) working more effectively to support SMT in developing and delivering the improvement agenda.

3.4 Pay and workforce issues

Workforce planning

The development of workforce plans as a core element of the People Strategy will form an important starting point. The workforce plan will provide us with:

- A description of the gap between the current workforce and its skills and competencies and the future workforce, skills and competencies.
- A platform for the development of a skills framework to show the relationship between the skills we will need in the future and the specific groups of employees in the workforce so that people can see how they can progress in the organisation as roles change.

- A basis upon which to develop succession plans for leaders and other groups of professional staff.
- The foundations for leadership development interventions. It can provide a way of getting the best people below SMT to work effectively to support SMT in developing and delivering the improvement agenda.
- A basis upon which to develop a more diverse workforce at all levels, ensuring, for example, that programmes aimed at supporting black employees to access senior management positions can be successfully targeted.

In developing a council-wide approach to workforce planning, current and best-practice models, e.g. children's services, will be used and shared. Developing plans which extend beyond the Councils' directly employed workforce will be a priority.

Performance appraisal

The continuing development of performance appraisals will help individuals understand their contribution to the corporate plan, enabling staff to identify and understand their strengths and development needs, in the context of their team plans.

Job evaluation

The roll out of job evaluation for all posts within the Council will ensure that jobs are evaluated and developed to match and support the changes to service delivery. The successful implementation of the single status programme will ensure a more open and transparent pay policy, support planned improvements in service delivery and development of career paths.

Model employment practices

Ensuring new, flexible and different ways of working are developed through the MIP, taking advantage of the opportunities created by improved technology for example, remote working, will ensure that we attract and retain employees, as we face increasing competition for people and skills in the changing labour market. Linking 'best practice' employment practice to service needs and increasing flexibility in service delivery models will be paramount.

Responding to legislative changes

Ensuring we develop policies and employment practice to reflect and make best use of new and emerging legislation will continue to be important. Responding to potential changes to local government pensions and impending new legislation relating to age, continuing to develop transparent policies which enable us to demonstrate equality of pay and equality in employment for employees from all backgrounds and managing TUPE issues in line with developments in legislation will be required.

Workforce demography

A further priority will be development of the demography of the workforce to ensure that it is representative of the community it provides services to. The introduction of a new equality targets programme is proposed, with a review of existing targets. More detailed analysis of the workforce e.g. by breaking down information into greater detail, particularly in relation to ethnicity and age is likely to be a requirement. Ensuring that effective use is made of approaches to attract school leavers into the organisation, by e.g. making best use of work placements will be reviewed, along with other programmes aimed at looking strategically at the workforce profile.

Personnel services

The 'back office' project of MIP will bring improved management of personnel processes, greater consistency of practice to the delivery of the People Strategy and improved efficiencies, particularly in delivery of the transactional agenda. This will enable a higher standard of professional personnel service and advice to be provided. This will be coupled with a greater focus on central provision of personnel services.

3.5 Use of resources

We are taking a proactive approach to resources management particularly in respect of value for money and managing risk.

Financial management services

Ensuring financial systems and processes are in place and that excellent financial management is achieved in relation to all council budgets will

continue. A new finance structure will be introduced, based on a single organisation team with outposts in directorates, employed as a collective group. This will strengthen the level and capacity of financial resource in directorates as well as the central finance resource.

The effective implementation of back office systems with minimum disruption to existing service delivery and minimum interruption to employee ability to carry out and deliver on day to day priorities will be important. Once effectively implemented, the back office project of MIP will enable streamlining of processes, many of which will be led corporately. Greater efficiency and consistency of approach as a result of MIP will lead to more robust financial management across all parts of the Council.

Strategic procurement

The MIP back office project will strengthen procurement by the creation of strategic procurement functions, using the benefits which SAP brings. Initially, procurement activity in departments will be strengthened with centres of excellence for procurement of specialised commodities being developed. Longer term there will be a fundamental review of procurement as part of the MIP process to ensure best use of both procurement resources and the Council's overall buying power – where appropriate working together with other authorities and agencies.

Project management

Major improvements have been made in the delivery of programmes and projects to the 'Manchester Method', an approach that is considered best practice by ODPM. Programme boards have been established for all major initiatives and all projects have a designated SRO (senior responsible owner) and project manager. More than 700 employees have been trained in the method over the past two years and the course has recently been updated and improved to reflect the new ways of working. The organisation will continue to develop in-house capacity to delivery projects supported in part by a growing pool of Prince2 practitioners.

Project scrutiny continues to be strengthened through the Council's Gateway review process that covers the project lifecycle from mandate to

financial closure. Further improvements in delivery will arise from collaborative working underpinned by a new software application (Project Management System or PMS) that will automate both the Manchester Method and Gateway. PMS is currently in pilot and will be rolled out to all service departments and delivery partners over the next 12 months.

Risk management

Finalising our approach to embedding risk management within all levels of service planning and integrating these processes with performance management, reviewing the risk management policy and strategy and the further development of appropriate guidance, training and monitoring arrangements will formally demonstrate the significance the Council places in addressing risks to the achievement of its objectives.

These arrangements will be underpinned by converting our audit sub committee into a stand alone, fully fledged Audit Committee reporting directly to Council with a clear remit to continually review risk management from the new municipal year.

3.6 Performance management

The development of performance management processes, which deliver consistent and robust approaches to performance management for all parts of the Council, will be a key imperative. More effective communication of Council priorities, challenging and reviewing of performance, learning across services and supporting staff to carry out their performance management roles effectively will be priorities.

We will focus our activity on the following areas:

- Improving our communication with and engagement of staff on priorities, corporate planning processes and performance.
- Developing a more consistent approach to learning.
- Developing more consistent and rigorous mechanisms for reviewing and challenging performance, and

- The provision of support and development to staff and an effective management information system.

3.7 Communication

We need to make further progress on internal communications to support the level of change we are going through. Developing internal briefings and electronic communication methods will continue.



3.8 External focus

Developing our external focus will be critical in ensuring we develop our internal capacity by working in partnership with other organisations across the city, the sub-region, regionally and nationally. We will support and take support from others, develop joint plans, lead joint agendas and work together with partners to ensure that capacity, and in particular the people agenda, is delivered in partnership. Key areas of work will be in developing skills and employability programmes, to both deliver the right workforce for the Council and support Manchester people into jobs.

Core principles of *diversity*, *neighbourhood focus* and *customer focus* will pervade all the work that we do. Agenda 2010 has a core objective to ensure that all partners within the Manchester Partnership are promoting diversity and taking positive steps to improve outcomes for all communities in Manchester, particularly in relation to education, employment, health, crime and disorder.

3.9 Officer and Member responsibilities

To view Member and Officer responsibilities for specific priorities within Our Council – Capacity see Appendix C.



MANCHESTER
CITY COUNCIL



Summary of objectives

Page

Part One: Our City – Responsibilities within the Council for priority aims and objectives within the Community Strategy

Aim: To create the conditions for sustainable economic growth

Objectives:

- | | |
|---|----|
| 1. To increase the economic productivity of the Manchester City Region. | 26 |
| 2. To deliver an innovative, regeneration driven transport strategy for Greater Manchester working with the other Greater Manchester authorities, Greater Manchester Passenger Transport Authority (GMPTA) and key stakeholders from the business community. | 26 |
| 3. New East Manchester - | 27 |
| <ul style="list-style-type: none"> • Development of a new business district, Central Park, generating inward investment, jobs and training. • Development of Sportcity as a major visitor destination (the fastest growing in the North West) and as a commercial hub within East Manchester. • To build 12,500 new homes between 2000-2010. | |
| 4. To secure commitment to 'New Deal for Manchester' proposals. | 27 |

Aim: To enable people to reach their full potential through education and employment:

Objectives:

- | | |
|---|----|
| 5. To reduce the number of workless people in Manchester and ensure residents obtain substantial employment opportunities. | 28 |
| 6. To ensure the best preparation for transition to working life for young people. | 28 |
| 7. To improve the skills of the city's residents and to enhance their employment. | 29 |
| 8. To engage and support employers to enable them to employ workless residents. | 29 |
| 9. To cultivate a culture of enterprise to increase total entrepreneurial activity. | 30 |
| 10. To attract and retain business investment and talent. | 30 |
| 11. To improve the performance, competitiveness and sustainable growth of the established business. | 31 |
| 12. Children and Young People's Plan: Stay safe. | 31 |
| 13. Children and Young People's Plan: Enjoy and achieve. | 32 |
| 14. Children and Young People's Plan: Make a positive contribution. | 32 |
| 15. Children and Young People's Plan: Achieving economic well-being. | 33 |
| 16. Children and Young People's Plan: Being healthy. | 33 |
| 17. To enable people who use social care to remain living as independently as possible within their own communities and have: | 34 |
| <ul style="list-style-type: none"> • More control over the services that they receive and the way that people receive them. • More choices and help to decide how their needs can best be met. • The chance to do things that other people take for granted and to have better access to universal services. • The best quality and protection for those with the highest levels of need. | |

Aim: To enable individual and collective self esteem and mutual respect	Page
Objectives:	
18. To make Manchester a safer place for residents, businesses and visitors by reducing crime and the fear of crime.	34
19. To develop a whole city approach to a Respect Strategy for Manchester.	35
20. To implement drug and alcohol strategies across all thematic areas, including the commissioning and monitoring of specialist drug and alcohol services.	35
21. To help residents make lifestyle changes, encouraging healthy eating and active lifestyles and tackling the wider determinants of health.	36
22. To further develop and implement the cultural strategy.	36
23. To secure the original modern concept by getting all major partners to sign up to and agreed to project the quality and integrity of the brand.	37
Aim: To develop neighbourhoods of choice	
Objectives:	
24. To deliver Housing Investment Options Programme in order to meet and exceed the Government's Decent Homes Standards to improve housing.	38
25. To restructure the housing market at the core of the city so that it can support our economic growth potential by increasing the quality and range of housing (values and type) within neighbourhoods to meet the needs of existing residents and attract new and former residents.	39
26. To put in place a rolling programme of Strategic Regeneration Frameworks across the city for Wythenshawe, East, North, Central and South Manchester which set out the core principles and key objectives within which the regeneration effort can respond. South Manchester is the only framework yet to be undertaken.	39
27. To make Manchester the greenest city in Britain, as demonstrated by achieving the best rate of progress in addressing the following environmental themes; climate change and energy use; air quality; waste minimised, re-used, reclaimed and recycled; sustainable development; water resources and quality; promoting biodiversity; and contaminated land.	40
28. Delivery of a waste strategy which meets the Council's service, environmental and value for money objectives.	41
29. Regional Spatial Strategy / Local Development Framework.	41
Part Two: Our Services - Manchester Improvement Programme Responsibilities	
Objectives:	
30. Access Manchester.	42
31. Back Office.	42
32. Integrated Children's Services.	42
33. Integrated Neighbourhood Services.	43
34. Other Service Improvement Projects.	43
35. Integrated Information Strategy.	43
36. Building Performance.	43

Part Three: Our Council - Capacity	Page
Objectives:	
37. Closing the gap between our ambition and capacity to deliver:	44
<ul style="list-style-type: none"> • To develop a People Strategy for Manchester City Council, based on a framework approach, which draws together current activities, strategies and plans, bringing coherence to current activities, an infrastructure for sharing and cascading current models and best practice and developing others. • To develop an organisation-wide approach to workforce planning. • To develop other key areas within the People Strategy Framework and in particular those which will directly support achievement of the Manchester Improvement Programme, e.g. leadership development and management training in business improvement issues, development of change managers/models, skills transfer programme, role development, wider human resource policy e.g. recruitment and selection and strategic change. • To develop the People Strategy Framework approach across the city's workforce, beyond Manchester City Council, in collaboration with key stakeholders and partners. 	
38. Job evaluation.	45
39. Workforce issues:	45
<ul style="list-style-type: none"> • To deliver the Pay & Workforce Strategy for Manchester City Council. • To provide information and advice to managers to support an effectively managed workforce. • To review workforce policy and practices in line with legislative change. 	
40. To ensure that the City Council's resources are used efficiently and effectively and aligned to help deliver the council's wider aims and objectives.	46
41. To strengthen the Council's performance management arrangements:	47
<ul style="list-style-type: none"> • Improve communication and engagement of staff on priorities, corporate planning processes and performance. • Development of a more systematic approach to learning. • Development of consistent and rigorous mechanisms for reviewing and challenging performance. • Provision of support and development to staff and an effective management information system. 	
42. Communication.	48
43. Neighbourhood focus.	48
44. Diversity / community cohesion.	49
45. To improve the Council's race equality.	49
46. Information management.	50

Appendix A Our City: Responsibilities within the Council for priority aims and objectives within the Community Strategy

Aim: To create the conditions for sustainable growth of the City's economy.

<p>Objective 1: To increase the economic productivity of the Manchester City Region.</p>	<p>Objective 2: To deliver an innovative, regeneration driven transport strategy for Greater Manchester working with the other Greater Manchester authorities, Greater Manchester Passenger Transport Authority (GMPTA) and key stakeholders from the business community.</p>
<p>Lead Officer: Eamonn Boylan, Deputy Chief Executive (Regeneration)</p>	<p>Lead Officer: Howard Bernstein, Chief Executive Penny Boothman, Head of Transport Policy Unit</p>
<p>Executive Member: Councillor Val Stevens, Deputy Leader of the Council</p>	<p>Executive Member: Richard Leese, Leader of the Council and Councillor Swannick, Planning and Environment</p>
<p>Overview & Scrutiny Committee: Community Regeneration</p>	<p>Overview & Scrutiny Committee: Physical Environment</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Secure BBC relocation of key departments to Manchester from 2007. • Support and exploit the growth of Manchester Airport e.g. through strategic approach to route development; Airport Academy; planning policy. • Support the development of the financial and professional services sector e.g. completion of Spinningfields. • Support the expansion of the life-science sector e.g. capitalise on Science City. • Support the expansion of the creative, cultural and media sectors e.g. BBC relocation; develop Media Enterprise Zone; targeted support for Comprehensive Community Initiatives. 	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Metrolink phases 1 / 2 renewals programme which will deliver additional trams and improvements to stations and other systems infrastructure and track renewals – four year procurement programme with the final spend 2008/09. • Metrolink Phase 3 – discussions with Department for Transport on proposals for use of the balance of the £520 million announced by Government in December 2005. • Local Transport Plan – submit final plan by 31 March 2006 in conjunction with the Greater Manchester authorities and GMPTA. This will contain the first five years delivery programmes for the Greater Manchester Integrated Transport Strategy (GMITS). • Transport Innovation Fund (TIF) – work with Greater Manchester authorities and GMPTA on the development of Greater Manchester TIF bid to be submitted to government in July, 2007. A number of workstreams have been identified.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase GVA (Gross Value Added) per head by 2.9 per cent per annum to 2015. • Increase passengers using Manchester Airport from 21 million passengers per annum to 40 million passengers per annum by 2015. • £1 billion investment in Oxford Road Knowledge Corridor by 2010. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Relevant indicators and targets are contained in LTP2 and the Manchester Transport Thematic Partnership Action Plan.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • None 	<p>Resource Implications:</p> <ul style="list-style-type: none"> • No additional resources envisaged at this stage for City Council - substantial resources being made available through existing budgets in Transport Policy Unit, GMPTA, GM Joint LTP Team and districts with the additional grant funding from Department for Transport through TIF pump-priming.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Manchester City Region Development Programme: accelerating the economic growth of the North. 	<p>Find more detail in:</p> <ul style="list-style-type: none"> • Local Transport Plan 2.

Aim: To create the conditions for sustainable growth of the City's economy (New East Manchester).

<p>Objective 3:</p> <ul style="list-style-type: none"> • Development of a new business district, Central Park, generating inward investment, jobs and training • Development of Sportcity as a major visitor destination (the fastest growing in the North West) and as a commercial hub within East Manchester • To build 12,500 new homes between 2000-2010
<p>Lead Officer: Tom Russell, Chief Executive New East Manchester Limited / Jane Dean, Project Director New East Manchester Limited</p>
<p>Executive Member: Richard Leese, Leader of the Council</p>
<p>Overview & Scrutiny Committee: Community Regeneration</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Secure development of either speculative or pre-let development in phase 1 Central Park – autumn 2006. • Complete masterplan for phase 2 Central Park – summer 2006. • Physical start on site for phase 2 Central Park – spring 2007. • Regional Casino at Sportcity - submission of proposal to the Casino Advisory Panel – March 2006. • Sportcity residential development – completion of latest phase of 50 units summer 2006, Outline planning permission for next phase of family type accommodation phase 3 April 2006. • Sportcity site management / marketing – website and publication launch spring 2006. • Neighbourhood planning in three neighbourhoods. • Establishment of housing development panel. • On site housing development starts September 2006 Toxteth and Ecclellall Street, Sportcity January 2007. • Miles Platting PFI – start on site to be confirmed. • Tracking and monitoring through new build database April 2006.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • TBD
<p>Resource Implications:</p> <ul style="list-style-type: none"> • TBD
<p>Find more detail in:</p> <ul style="list-style-type: none"> • TBD

Aim: To create the conditions for sustainable growth of the City's economy.

<p>Objective 4:</p> <p>To secure commitment to 'New Deal for Manchester' proposals</p>
<p>Lead Officer: Eamonn Boylan, Deputy Chief Executive (Regeneration)</p>
<p>Executive Member: Richard Leese, Leader of the Council</p>
<p>Overview & Scrutiny Committee: Finance and General Purposes</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Creation of new forms of governance of appropriate services. • Commission of defined proposals to government by end March 06. • Development of proposals in six areas – health, housing and special planning, transport, economic development, public protection and environmental protection.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Under development
<p>Resource Implications:</p> <ul style="list-style-type: none"> • None at this stage
<p>Find more detail in:</p>

Aim: To enable people to reach their full potential through education and employment.

<p>Objective 5: To reduce the number of workless people in Manchester and ensure residents obtain substantial employment opportunities.</p>	<p>Objective 6: To ensure the best preparation for transition to working life for young people.</p>
<p>Lead Officer: Wayne Shand, Head of Economic and Urban Policy</p>	<p>Lead Officer: Pauline Newman, Director of Children’s Services</p>
<p>Executive Member: Councillor Val Stevens, Deputy Leader of the Council</p>	<p>Executive Member: Lead member for Children’s Services</p>
<p>Overview & Scrutiny Committee: Community Regeneration</p>	<p>Overview & Scrutiny Committee: Children and Young People</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Roll-out Pathways to Work and refocus Stepping Stones project accordingly. • Established City Employment Task Force. • Develop effective engagement programmes targeted at those residents furthest away from the labour market. 	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Implement agreed NEET plan (16-18 years old and not in education, employment or training). • Develop and implement 14-19 year strategy in conjunction with Children And Young People’s Economic Well-Being Group.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase the city’s employment rate. • Reduce the number of residents on out-of-work benefits. • Reduce the number of benefits claimants. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Reduce the proportion of young people not in education, employment or training (NEETs) from 13.6 per cent to 9.8 per cent by November 2008.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • £1.75 million for Stepping Stones (NRF 2006/07). • £6 million for Employment Task Force. 	<p>Resource Implications:</p> <ul style="list-style-type: none"> • None
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Local Public Service Agreement 2. • Local Area Agreement. 	<p>Find more detail in:</p> <ul style="list-style-type: none"> • Manchester Local Public Service Agreement 2.

Aim: To enable people to reach their full potential through education and employment.

<p>Objective 7: To improve the skills of the city's residents and to enhance their employment.</p>	<p>Objective 8: To engage and support employers to enable them to employ workless residents.</p>
<p>Lead Officer: Wayne Shand, Head of Economic and Urban Policy</p>	<p>Lead Officer: Wayne Shand, Head of Economic and Urban Policy</p>
<p>Executive Member: Councillor Val Stevens, Deputy Leader of the Council</p>	<p>Executive Member: Councillor Val Stevens, Deputy Leader of the Council</p>
<p>Overview & Scrutiny Committee: Community Regeneration</p>	<p>Overview & Scrutiny Committee: Community Regeneration</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Undertake residents skills survey in conjunction with ME and LSC. • Skills Board to commission programme of activity to enhance skills level of local residents. 	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Encourage employers to employ people from disadvantaged groups. • Develop tailored pre-recruitment programmes. • Promote Workplace Health Connect Pilot.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase the proportion of residents with NVQ Level 2 in Manchester • Reduce the proportion of residents with no qualifications in Manchester 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • None
<p>Resource Implications:</p> <ul style="list-style-type: none"> • £200,000 NRF (2006-07) for Skills Board activity. 	<p>Resource Implications:</p> <ul style="list-style-type: none"> • £470,000 ERDF funding for employer from disadvantaged groups.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Local Public Service Agreement 2. • Manchester Employment and Enterprise Plan 	<p>Find more detail in:</p> <ul style="list-style-type: none"> • Manchester Employment Plan (draft 2006-2009).

Aim: To enable people to reach their full potential through education and employment.

<p>Objective 9: To cultivate a culture of enterprise to increase total entrepreneurial activity.</p>	<p>Objective 10: To attract and retain business investment and talent.</p>
<p>Lead Officer: Wayne Shand, Head of Economic and Urban Policy</p>	<p>Lead Officer: Eamonn Boylan, Deputy Chief Executive (Regeneration), Wayne Shand, Head of Economic and Urban Policy</p>
<p>Executive Member: Councillor Val Stevens, Deputy Leader of the Council</p>	<p>Executive Member: Councillor Val Stevens, Deputy Leader of the Council</p>
<p>Overview & Scrutiny Committee: Community Regeneration</p>	<p>Overview & Scrutiny Committee: Community Regeneration</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Deliver business start-up support across the city. • Develop youth enterprise centres in conjunction with the Building Schools for the Future/Academies programme. • Strengthen connections between the private sector and feed the BSF/Academies programme. 	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Promote Manchester UK brand to relevant international markets e.g. New York. • Secure BBC relocation and development of media enterprise zone. • Develop co-ordinated approach to international trade and investment activity.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase self employment rates in Manchester. • Increase number of new business start-ups in deprived areas. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Secure major inward investment in line with the City Region Development Plan.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • £400,000 (NRF 2006/07) 	<p>Resource Implications:</p> <ul style="list-style-type: none"> • £200,000 NRF 2006/07 for strategic investors. • £10,000 per annum MCC contribution to MIDAS.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Local Area Agreement. 	<p>Find more detail in:</p> <ul style="list-style-type: none"> • GMEDP • Manchester Enterprise strategy • City Growth Strategy

Aim: To enable people to reach their full potential through education and employment.

<p>Objective 11: To improve the performance, competitiveness and sustainable growth of the established business.</p>	<p>Objective 12: Children and Young People's Plan: Stay Safe.</p>
<p>Lead Officer: Wayne Shand, Head of Economic and Urban Policy</p>	<p>Lead Officer: Pauline Newman, Director Children's Services</p>
<p>Executive Member: Councillor Val Stevens, Deputy Leader of the Council</p>	<p>Executive Member: Lead Member for Children's Services</p>
<p>Overview & Scrutiny Committee: Community Regeneration</p>	<p>Overview & Scrutiny Committee: Children and Young People</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Pilot business support project for growth businesses in a regeneration area. • Review MCC's corporate procurement activity to look at potential for enhancing local supply chain opportunities. • Develop corporate approach to securing local economic benefit from strategic developments. 	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Continue to develop early interventions that support families and prevent children and young people entering care – March 07. • Further develop the 'New Approach' project to keep young people aged 13-16 out of the looked after system – March 07. • Establish multi-agency homeless team - March 07. • Develop training to increase cross agency understanding and improve interventions and referrals in drugs and alcohol misuse from September 06. • Establish a voluntary and community sector sub-group of the Manchester Safeguarding Children's Board – April 2006. • Develop a comprehensive accident prevention strategy and action plan – initial report and analysis - September 06. • Implement actions to improve safety information to parents, carers and young people from May 06. • Support the city's Strategy to tackle domestic violence through the development of a multi-agency approach to services for child victims - March 07.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase the number of new business start-ups surviving to three years in the city. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Out of cases initiated due to parental drug or alcohol misuse, reduce the proportion that enters into care proceedings (target to be agreed). • Reduce the number of 0 to 15 year olds killed or seriously injured in road traffic collisions by 50 per cent by 2010.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • TBD 	<p>Resource Implications:</p> <ul style="list-style-type: none"> • The resource implications are contained within the Service and Budget Strategy and additional multi-agency funding agreed to support the Safeguarding Board.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • GMEDP • Manchester Enterprise Strategy 	<p>Find more detail in:</p> <ul style="list-style-type: none"> • Children and Young People's Plan

Aim: To enable people to reach their full potential through education and employment.

<p>Objective 13: Children and Young People's Plan: Enjoy and achieve.</p>	<p>Objective 14: Children and Young People's Plan: Make a positive contribution.</p>
<p>Lead Officer: Pauline Newman, Director Children's Services</p>	<p>Lead Officer: Pauline Newman, Director Children's Services</p>
<p>Executive Member: Lead Member for Children's Services</p>	<p>Executive Member: Lead Member for Children's Services</p>
<p>Overview & Scrutiny Committee: Children and Young People</p>	<p>Overview & Scrutiny Committee: Children and Young People</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Implement Extended Schools Plan – Sept 06 • Deliver identified effective practice through the national strategies for individual learning programmes to raise attainment, including underachieving and vulnerable children – Sept 06. • Continue to implement the Attendance Strategy, focusing on unauthorized attendance – April 06. • Continue to implement primary and secondary behaviour strategies. • Implement review of Manchester Education Partnership – December 06. • Co-ordinate programme of enrichment activities based on existing good practice and strategies, such as those for play, youth arts, libraries and museum projects – Sept 06. 	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Implement the children and young people's engagement strategy – March 07. • Conduct annual survey to monitor the proportion of young people engaged in volunteering and the degree to which they feel they have an influence on decision-making by March 07. • Complete review of Youth Service provision (date to be confirmed). • Implement the revised approach to reducing anti-social behaviour and promoting respect. • Children's Board to review contribution to Respect Action Plan – June 06. • Implement the Positive and Responsible Parenting Strategy from Sept 06.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase attendance to 94.6 per cent in primary and 90.1 per cent in secondary schools. • Increase the number of children achieving a good level of development at the end of the Foundation Stage in communication, language and literacy to 57 per cent and personal, social and emotional areas of learning to 81 per cent. • Reduce the number of schools in which less than 50 per cent of pupils achieve level 5 or above at key Stage 3 in each of English, Maths and Science. • Increase percentage of pupils achieving five A* to C GCSEs and equivalent to 49 per cent. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase percentage of young people aged ten to 17 serviced with an ASBO who do not breach within six months to 36.3 per cent. • Reduce the percentage of people who perceive high levels of disorder to lower than the baseline year (to be set May 06). • Youth Offending Team measure for the reduction of re-offending (to be agreed). • Participation in volunteering (baseline to be established 06/07). • Percentage of young people surveyed who feel they can influence decisions in their area (baseline to be established 06/07).
<p>Resource Implications:</p> <ul style="list-style-type: none"> • To be implemented within existing resources, including external funding through the standards fund grant. • MEP Review is anticipated to provide savings to be reinvested on other key priorities as set out in Budget and Service Strategy. 	<p>Resource Implications:</p> <ul style="list-style-type: none"> • To be implemented from within existing resources.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Children and Young People's Plan 	<p>Find more detail in:</p> <ul style="list-style-type: none"> • Children and Young People's Plan

Aim: To enable people to reach their full potential through education and employment.

<p>Objective 15: Children and Young People's Plan: Achieve economic well-being.</p>	<p>Objective 16: Children and Young People's Plan: Being healthy.</p>
<p>Lead Officer: Pauline Newman, Director Children's Services</p>	<p>Lead Officer: Pauline Newman, Director Children's Services</p>
<p>Executive Member: Lead Member for Children's Services</p>	<p>Executive Member: Lead Member for Children's Services</p>
<p>Overview & Scrutiny Committee: Children and Young People</p>	<p>Overview & Scrutiny Committee: Children and Young People</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Implement the Action Plan to reduce the number of young people not in education, employment and training. • Continued implementation of the 14 to 19+ Strategy – April 06. • Finalise and implement Childcare Strategy – Sept 06. • Work with schools to improve generic skills in English, Maths and Science – April 06. • Continue to develop partnerships between schools and the further education sector, Connexions and the Education Business Partnership to support the employability agenda. • Continue initiatives to improve progression rates of young people, e.g. Aim Higher – April 06. 	<p>Priority Actions:</p> <ul style="list-style-type: none"> • Contribute to Children and Adolescents Mental Health Strategy • Deliver health element of the core offer from all SureStart Children's Centres. • Secure funding for the Play Strategy - June 06. • Bring together and implement a strategy to improve healthy living and reduce childhood obesity. • Implement the Young People's Substance Misuse Plan 2006-08.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Reduce the percentage of 16 to 18 year olds not in education, employment or training to 10.9 per cent. • Increase the percentage of 19 year olds achieving NVQ level 2 or equivalent to 65.5 per cent. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Increase the proportion of mothers initiating breastfeeding to 59 per cent. • Reduce the proportion of women smoking during pregnancy to 24 per cent. • Reduce the under 18 conception rate (number per 1000) to 49.5 per cent. • Reduction in childhood obesity proportion of 16 –17 year olds with mental health needs supported by appropriate services (baseline to be established).
<p>Resource Implications:</p> <ul style="list-style-type: none"> • To be implemented within existing resources. 	<p>Resource Implications:</p> <ul style="list-style-type: none"> • To be confirmed.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Children and Young People's Plan 	<p>Find more detail in:</p> <ul style="list-style-type: none"> • Children and Young People's Plan

Aim: To enable people to reach their full potential.

<p>Objective 17: To enable people who use social care to remain living as independently as possible within their own communities and have:</p> <ul style="list-style-type: none"> • More control over the services that they receive and the way that people receive them. • More choices and help to decide how their needs can best be met. • The chance to do things that other people take for granted and to have better access to universal services. • The best quality and protection for those with the highest levels of need.
<p>Lead Officer: Caroline Marsh, Director of Adult Social Care</p>
<p>Executive Member: Councillor Basil Curley, Health and Social Care</p>
<p>Overview & Scrutiny Committee: Health and Well-being and Social Strategy</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Improve contact time of in-house, home care and short-term assessment and re-ablement services (target 60 per cent), and reduce costs by tackling sickness absence (target seven per cent) and redesigning workplace security arrangements. • Design service transformation and establish how we, with our partners, will deliver prevention/early intervention services, and increased choice. • Pilot POPPS (Partnership Opportunities for Older People Pilot) and individualised budgets. • Embed change in older people's services, address issues from the CSCI Inspection of Mental Health Services to improve performance and implement single assessment process which reduces duplication and simplifies life for our customers. • Set up a Connected Care Pilot in East Manchester to test out a new model of working with Multi-agency delivery across all sectors of a wide range of services for people with complex needs to test approach to strategic community needs assessments as a basis for commissioning.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • PI description – direct payment per 100,000. • Percentage of items of equipment and adaptations delivered in seven working days. • Acceptable waiting times for care packages. • Sensible waiting times for all services in place.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • It is likely there will be increased demographic and cost pressures over the next year and these will be taken into account in developing future service and budget strategies.
<p>Find more detail in:</p>

Aim: To enable individual and collective self esteem and mutual respect.

<p>Objective 18: To make Manchester a safer place for residents, businesses and visitors by reducing crime and the fear of crime.</p>
<p>Lead Officer: Steve Mycio, Deputy Chief Executive (Performance)</p>
<p>Executive Member: Councillor Jim Battle, Deputy Leader of the Council</p>
<p>Overview & Scrutiny Committee: Social Strategy</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Reduce crime. • Reduce anti-social behaviour and youth nuisance. • Reduce substance misuse, including alcohol. • Increased public reassurance.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Reduce overall crime by 25 per cent by 2008. • Reduce domestic burglary by 23 per cent by 2008. • Reduce anti-social behaviour committed by children and young people aged between 10 and 17 years of age by achieving a longer term substantial change in their behaviour, and by providing additional support and supervision for young people who have been given an Anti-Social Behaviour Order and their parents. This will be measured in two ways: <ul style="list-style-type: none"> - percentage of children and young people aged 10 – 17 served with an ASBO who do not breach in six months to increase to 40 per cent. - Percentage of half days attendance missed through unauthorised absence by children aged 10 – 17 with an ASBO during the period of targeted intervention. • Number of fixed penalty notices that are paid for littering. • Number of derelict land sites cleared by the owners. • Number of fly tipping prosecutions. • Number of nuisance vehicles that have to be removed. • Reduce the percentage of people who have a high level of worry about becoming a victim of crime to 10 per cent. • Reduce the percentage of people who feel anti-social behaviour to be a very or fairly big problem to 15 per cent.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • Predominantly in Neighbourhood Renewal funding kit and Safer Stronger Communities funding, pooled into one funding stream.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Crime and Disorder Strategy.

Aim: To enable individual and collective self esteem and mutual respect.

<p>Objective 19: To develop a whole city approach to a Respect Strategy for Manchester.</p>
<p>Lead Officer: Steve Mycio, Deputy Chief Executive (Performance)</p>
<p>Executive Member: Councillor Jim Battle, Deputy Leader of the Council</p>
<p>Overview & Scrutiny Committee: All Overview & Scrutiny Committees</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Identify key officers to lead on key components of strategy (including regeneration, crime and disorder, children's services, youth offending team). The strategy will be driven through existing plans, particularly children's plan and crime and disorder strategy. • Manchester Partnership Board to require all partnerships to consider their contribution to Respect Strategy and nominate individuals to be named liaison officers. • Develop respect within Neighbourhood focus generally through Ward Co-ordination and LAPs and specifically through tackling youth nuisance and wider issues on a pilot basis initially in Miles Platting, and then in Harpurhey, Gorton North, Fallowfield and Woodhouse Park.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Outcome measures to be developed from other existing plans.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • None
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Crime and Disorder Strategy and Children's Plan

<p>Objective 20: To implement drug and alcohol strategies across all thematic areas, including the commissioning and monitoring of specialist drug and alcohol services.</p>
<p>Lead Officer: Steve Mycio, Deputy Chief Executive (Performance)</p>
<p>Executive Member: Councillor Jim Battle, Deputy Leader of the Council</p>
<p>Overview & Scrutiny Committee: Social Strategy</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Implementation of the Adult Drug Treatment Programme (as set out in the Drug Treatment Plan agreed with Department of Health) – from April 2006. • Implementation of the Young People's Substance Misuse Plan and continued progress towards the integration of the substance misuse and Every Child Matters agendas. • Implementation of the Drug Intervention Programme, including performance management and monitoring – from April 2006.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • National target on increasing the number of Class A drug users entering drug treatment – currently under negotiation with the National Treatment Agency and Strategic Health Authority. • DIP compact targets – currently under negotiation with Home Office and Government Office. • PMF targets in relation to the drug harm index – strategic delivery indicators currently being negotiated. These include a range of targets for other agencies e.g. Healthy Schools to be set and monitored by the DAAT on behalf of the partnership.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • None
<p>Find more detail in:</p>

Aim: To enable individual and collective self esteem and mutual respect.

<p>Objective 21: To help residents make lifestyle changes, encouraging healthy eating and active lifestyles and tackling the wider determinants of health.</p>
<p>Lead Officer: David Regan, Director of Manchester Joint Health Unit</p>
<p>Executive Member: Councillor Basil Curley, Health and Social Care</p>
<p>Overview & Scrutiny Committee: Health and Well-Being</p>
<p>Priority Actions: Implementation of the Choosing Health priorities in the Health Inequalities Partnership Action Plan.</p> <ul style="list-style-type: none"> • Work towards smoke free city status by summer 2007 in line with national legislation. • Tackling childhood and adult obesity through dietary change and greater uptake of physical activity. • Reducing the harm caused by alcohol through brief intervention programmes. • Address the wider determinants of health through the corporate citizen agenda with NHS organisations in the City, with a particular focus on employment and skills and support for IB claimants (see Objective five).
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Achieve targets for smoking cessation four-week quitters. • Reduce childhood obesity rates (baseline and targets to be established by October 2006). • Increase uptake of brief intervention programmes from 2005/6 baseline. • Track progress to achieve the LPSA2 life expectancy target and the 2010 targets for cardio-vascular diseases and cancers. • Contribute to worklessness targets (see Objective five).
<p>Resource Implications:</p> <ul style="list-style-type: none"> • NRF will be aligned with choosing health resources from the three Manchester Primary Care Trusts (PCTs) as part of the Local Area Agreement (LAA)
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Health Inequalities Partnership Action Plan • Local Delivery Plans (PCTs)

Aim: To enable people to reach their full potential through education and employment.

<p>Objective 22: To further develop and implement the Cultural Strategy.</p>
<p>Lead Officer: Vicky Rosin, Assistant Chief Executive (Culture)</p>
<p>Executive Member: Councillor Mark Hackett, Executive Member for Culture and Leisure</p>
<p>Overview & Scrutiny Committee: Social Strategy and Finance and General Purposes</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Secure BBC relocation. • International Festival 2007. • Oxford Road Cultural Corridor. • Integrated, major events strategy. • Support for cultural Community Regeneration Officers, establishing clear targets and actions integrating action to secure benefit of local people from cultural investment with Strategic Regeneration Frameworks (following pilot work in Wythenshawe). • Set up local group to support London Olympics and secure benefit for Manchester through sports development action.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • LPSA2 targets. • Participation in major events. • Employment in creative industries. • Oxford Road Corridor targets.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • LRF funding
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Cultural Strategy

Aim: To create the conditions for sustainable economic growth.

<p>Objective 23: To secure the original modern concept by getting all major partners to sign up to and agreed to project the quality and integrity of the brand.</p>
<p>Lead Officer: Vicky Rosin, Assistant Chief Executive (Culture)</p>
<p>Executive Member: Councillor Richard Leese, Leader of the Council</p>
<p>Overview & Scrutiny Committee: Finance and General Purposes</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Roll out brand concept. • Integration of Marketing Co-ordination Unit Events Team with Cultural Services.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Brand signifier widely recognised in promotion of Manchester.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • Working with Marketing Manchester and MIDAS to allow brand and marketing objectives and maximise part of the contributions to resourcing of strategy.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Manchester Marketing Plan

Aim: To develop neighbourhoods of choice.

<p>Objective 24: To deliver Housing Investment Options Programme in order to meet and exceed the Government's Decent Homes Standards to improve housing.</p>
<p>Lead Officer: Steve Rumbelow, Director of Housing Services, Deborah McLaughlin, Senior Assistant Director of Housing Services, Gail Heath, HIO Programme Manager Housing Services.</p>
<p>Executive Member: Councillor Eddy Newman, Housing</p>
<p>Overview & Scrutiny Committee: Community Regeneration</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Achieve 2 star or above rating from Northwards Audit Commission Inspection to allow the area to benefit from over £130m additional investment to achieve the decent homes standard (summer 2006). • Finalise transfer of stock in Hattersley and Mottram Overspill estates to Peak Valley Housing Association. Securing over £100m additional investment in the area to achieve the decent homes standard (spring 2006). • Achieve registration of Parkway Green as a new Local Housing Company with the Housing Corporation to allow the area to benefit from over £80m additional investment to achieve decent homes standard (summer 2006). • Secure commitment of gap funding from ODPM Stock Transfer Programme for remaining three large-scale stock transfers in South, Inner South and East Manchester. Allow the areas to benefit from over £300m additional investment to achieve decent homes standard (summer 2006). • Secure Yes votes from tenants in South and Inner South areas to creation of two further local housing companies (spring 2006/summer 2007). • Initiate consultation with tenants on stock transfer in East of City with a view to creating a new Local Housing Company (summer 2006). • Achieve contractual close with Renaissance Consortium for Miles Platting PFI securing £150m investment to transform the area and achieve Decent Homes Standard (summer 2006). • Complete master-planning and secure commitment of PFI Credit from ODPM for Collyhurst PFI investment to transform the area and achieve Decent Homes Standard (autumn 2006). • Prepare the initial business case for Brunswick PFI to bring about investment to transform the area and achieve Decent Homes Standard (autumn 2006). • Begin consultation and negotiations for small-scale voluntary transfer of overspill properties (summer 2006). • Develop and implement a strategy for divestment of miscellaneous stock (summer 2006).
<p>Performance Measures:</p> <ul style="list-style-type: none"> • PSA target progress towards achievement of Decent Homes Target by 2010.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • The resource implications for the development and implementation of these actions will be met from within the HRA and legitimate set up costs awarded by the ODPM.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Corporate Housing Strategy 2004-2007 • Local Neighbourhood Plans

Aim: To develop neighbourhoods of choice.

<p>Objective 25:</p> <p>To restructure the housing market at the core of the city so that it can support our economic growth potential by increasing the quality and range of housing (values and type) within neighbourhoods to meet the needs of existing residents and attract new and former residents.</p>
<p>Lead Officer: Eddie Smith, Head of Regeneration; Peter Babb, Head of Planning; Derek Martin, Assistant Director Housing (Strategy)</p>
<p>Executive Member: Councillor Eddy Newman, Housing</p>
<p>Overview & Scrutiny Committee: Community Regeneration</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Prepared case to HM Treasury for sustaining the Housing Market Renewal Fund as a key funding stream to support the transformation of the Manchester Housing Market (spring 2006). • Ensure that a detailed Housing Market Assessment is available to underpin the development of the Local Development Plan (January 2007). • Prepare to argue for growth in the number of houses to be constructed at the Regional Spatial Strategy Examination in Public (October 2006). • Submit Outline Business Case Submissions for the Collyhurst PFI (July 2006) and at Brunswick Housing PFI schemes to the ODPM (September 2006).
<p>Performance Measures:</p> <ul style="list-style-type: none"> • House price sales compared with 5th, 15th and 25th percentiles (equivalent to the GM average). • Net change in the levels of owner occupation in the city. • Net change in the house in stock in the city.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • The Manchester and Salford Housing Market Renewal Pathfinder are in the process of securing £106 million of resources to be invested in the Pathfinder area over the next two years. During 2006/7 officers will be finalising the Miles Platting Housing PFI programme with the ODPM for £162 million and will be submitting outline business cases for the Collyhurst Housing PFI (circa £180 million) and the Brunswick Housing PFI (circa £110 million). In addition officers will be working with the Housing Corporation to develop a more strategic long term relationship which will help underpin the long-term transformation of the conurbation core.
<p>Find more detail in:</p>

<p>Objective 26:</p> <p>To put in place a rolling programme of Strategic Regeneration Frameworks across the city for Wythenshawe, East, North, Central and South Manchester which set out the core principles and key objectives within which the regeneration effort can respond. South Manchester is the only framework yet to be undertaken.</p>
<p>Lead Officer: Eddie Smith, Head of Regeneration</p>
<p>Executive Member: Councillor Richard Leese, Leader of the Council</p>
<p>Overview & Scrutiny Committee: Community Regeneration</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Tendering for the development of the South Manchester Regeneration Framework (spring 2006) and appoint Consultant Team (May 2006). Commence development of the framework in June 2006 and complete by November 2006. Submit draft framework for adoption to January 2007 Executive. • Development of the Central Manchester delivery plan to be completed in May 2006.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Outcomes to be completed.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • Resources to support the development of the South Manchester Regeneration Framework have been secured from the Sustainable Neighbourhoods Partnership of the Manchester Partnership.
<p>Find more detail in:</p>

Aim: To develop neighbourhoods of choice.

<p>Objective 27:</p> <p>To make Manchester the greenest city in Britain, as demonstrated by achieving the best rate of progress in addressing the following environmental themes; climate change and energy use; air quality; waste minimised, re-used, reclaimed and recycled; sustainable development; water resources and quality; promoting biodiversity; and contaminated land.</p>
<p>Lead Officer: Sarah Davies, Green City Project Director</p>
<p>Executive Member: Councillor Neil Swannick, Planning and Environment</p>
<p>Overview & Scrutiny Committee: Physical Environment</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Integrate Green City objectives, targets and indicators into Council activities by end of March 2007. • Implement the Green City performance management framework by September 2006. • Integrate environmental, social and whole-life costing tools into the appraisal of Council projects. • Review the Council's energy procurement and seek to maximise new renewable generation, and minimise carbon dioxide emissions in the renewal of contracts. • Implement Green City goals where feasible within Development Control, Capital Programmes, Regeneration and Housing activities. • Realise a Tree Strategy to support the Biodiversity Strategy in the achievement of Green City targets by end May 2006. • Develop and implement GIS protocols compliant with the Corporate GIS system for trees and woodlands, LNRs, SBIs, priority species and a renewable energy installations by March 2007. • Develop and implement a suite of robust environmental standards to encourage progressive achievement of the UK's most ambitious environmental targets for new-build and refurbishment as part of the development of the new Local Development Framework. • Promote Manchester's Greenest City aims across the UK and internationally via the content and management of key events (Labour Party Conference, Eurocities Conference, Sustainable Buildings Summit) and via participation in promotion events on a national and international basis. • Establish a baseline of performance against environmental indicators by September 2006 for the purposes of performance monitoring.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • City-wide CO₂ emissions. • Hectareage of city land identified as contaminated or potentially contaminated. • Rate of household recycling. • A framework of the environmental Standards (to be developed). • Trees on new developments. • Morning peak hour trips to the City Centre by modes other than a private car. • Percentage of sites of satisfactory litter cleanliness.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • It is anticipated that the implementation of actions in pursuit of the objective will deliver direct and indirect revenue savings, through reduced running and operational overheads, and through risk reduction through addressing underlying causes of excess expenditure and resource wastage. Indirect benefits include lower running costs for tenants and building occupants, reduced health impacts and mitigation of environmental threats which may lead to health and/or economic impacts.
<p>Find more detail in:</p>

Aim: To develop neighbourhoods of choice.

Objective 28: Delivery of a waste strategy which meets the Council's service, environmental and value for money objectives.
Lead Officer: Rachel Christie, Head of Environmental Services
Executive Member: Councillor Paul Murphy, Direct Services
Overview & Scrutiny Committee: Physical Environment
Priority Actions: <ul style="list-style-type: none"> • A materials recycling facility with sufficient capacity. • Successful waste disposal PFI. • New waste and recycling collection contract. • Achieve high levels of reduce, re-use and recycle.
Performance Measures: <ul style="list-style-type: none"> • Recycle rates. • Waste collection costs per household. • Percentage of household waste recycled.
Resource Implications: <ul style="list-style-type: none"> • None
Find more detail in:

Objective 29: Regional Spatial Strategy / Local Development Framework.
Lead Officer: Peter Babb, Head of Planning
Executive Member: Councillor Neil Swannick, Planning and Environment
Overview & Scrutiny Committee: Physical Environment
Priority Actions: <ul style="list-style-type: none"> • Ensure that the RSS properly reflects the City region priorities outlined in the Northern Way Growth Strategy and the Greater Manchester Economic Development Strategy for the November RSS Examination in Public. • Ensure that the LDF provides a robust policy framework to support a wide range of high quality housing at all levels of the market in all areas of the city. • Ensure that the LDF provides a robust policy frame to help deliver high quality facilities and services in accessible locations.
Performance Measures: <ul style="list-style-type: none"> • RSS that recognises the role of the Manchester City Region within the Northwest. • LDF milestones meet core strategy to be adopted 2009.
Resource Implications: <ul style="list-style-type: none"> • Scale of current activity still within existing capacity
Find more detail in: <ul style="list-style-type: none"> • Draft Regional Spatial Strategy • Agreed Local Development Scheme

Appendix B Our Services: Manchester Improvement Programme Responsibilities

Project/Programme	Lead Member	Strategic Director/SRO	Lead Officer/Project Manager	Scrutiny Committee
Manchester Improvement Programme	Cllr. Richard Leese, Leader of the Council and Executive Members	Steve Mycio, Deputy Chief Executive (Performance) supported by Programme Board and SMT	Pete North, Project Director MIP	Finance and General Purposes
Objective 30 Access Manchester				
• CRM	As Above	Pete North, Project Director MIP	Paul Capp	Finance and General Purposes
• Web Site	TBC	Vicky Rosin, Assistant Chief Executive (Culture)	Annette Walters	
• Town Hall Service Centre	Cllr Paul Murphy, Direct Services	Pete North, Project Director MIP	Kathy Oldham	
• Libraries As Access Points	Cllr. Mark Hackett, Culture and Leisure	Vicky Rosin, Assistant Chief Executive (Culture)	Paul Wright	
Objective 31 Back Office				
• SAP	Cllr. Sue Murphy, Finance and Human Resources	Richard Paver, City Treasurer	Steve Bradshaw	Finance and General Purposes
• Procurement SIP			Derek Nash	
• Finance SIP			John Guest	
• Human Resources SIP			Jon Redfern	
• IT Unit SIP			Pauline Owens	
• Facilities Management SIP			Helen Smith	
Objective 32 Integrated Children's Services				
• MEP	Lead Member for Children's Services	Pauline Newman, Director Children's Services	Debs Hill – MACE TBC	Children and Young People
• Children's Programme				

Project/Programme	Lead Member	Strategic Director/SRO	Lead Officer/ Project Manager	Scrutiny Committee
Objective 33 Integrated Neighbourhood Services • Adult Social Care • Remaining Programme to be Scoped	Cllr. Basil Curley, Health and Social Care TBC	Mike Rearden, Director of Neighbourhood Services	TBC	All
Objective 34 Other Service Improvement Projects • Numerous projects to be scoped	Various	Various	Various	All
Objective 35 Integrated Information Strategy • LLPG • GIS • EDRM	TBC	Richard Paver, City Treasurer	Pauline Owens	Finance and General Purposes
Objective 36 Building Performance • Project approach	Cllr. Sue Murphy, Finance and Human Resources	Steve Mycio, Deputy Chief Executive (Performance)	Geoff Little, Assistant Chief Executive (Performance)	Finance and General Purposes

Appendix C Our Council – Capacity

Aim: To close the gap between Manchester’s ambition and its capacity to deliver. To create a world-class workforce. To develop a future workforce which has the capacity to deliver the service of the future and take forward Manchester Improvement Programme changes.

<p>Objective 37:</p> <ul style="list-style-type: none"> • To develop a People Strategy for Manchester City Council, based on a framework approach, which draws together current activities, strategies and plans, bringing coherence to current activities, an infrastructure for sharing and cascading current models and best practice and developing others. • To develop an organisation-wide approach to workforce planning. • To develop other key areas within the People Strategy Framework and in particular those which will directly support achievement of the Manchester Improvement Programme, e.g. leadership development and management training in business improvement issues, development of change managers/models, skills transfer programme, role development, wider human resource policy e.g. recruitment and selection and strategic change. • To develop the People Strategy Framework approach across the city’s workforce, beyond Manchester City Council, in collaboration with key stakeholders and partners.
<p>Lead Officer: Jacky Doyle, Head of Leadership Development</p>
<p>Executive Member: Councillor Sue Murphy, Finance and Human Resources</p>
<p>Overview & Scrutiny Committee: Finance and General Purposes</p>
<p>Priority Actions:</p> <p><i>Action 1 year -</i></p> <ul style="list-style-type: none"> • Agreement to develop People Strategy Framework (SMT). • Establishment of People Strategy Group. • Prioritisation of areas to develop within People Strategy Framework. • Development of model/approach to council-wide workforce plan. • Development of workforce plans. • Establishment of working groups to develop other components of People Strategy Framework. • Cascade and communication of People Strategy Framework in support of Manchester Improvement Programme – from August 2006. • Development of networks/approaches to cascade People Strategy Framework/components within it across the city’s workforce in partnership with other key agencies. <p><i>Action 3 years -</i></p> <ul style="list-style-type: none"> • Development and implementation of workforce plans, and actions arising from these. • Development of programmes to deliver People Agenda across Manchester (beyond Manchester City Council).
<p>Performance Measures:</p> <ul style="list-style-type: none"> • People Strategy Framework document. • People Strategy Group. • Workforce Planning model. • A range of appropriate people and organisation development approaches to support Manchester Improvement Programme and more generally. • Collaborative People Strategy model with other key partners. • Longer term (output) indicators to be developed, to include e.g. equality of employment and other key outcomes.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • Budget and resource to deliver key aspects of People Agenda to be determined.
<p>Find more detail in:</p> <ul style="list-style-type: none"> • Pay and workforce strategy.

Aim: To ensure we have an appropriately paid, skilled, flexible and motivated workforce to deliver services that are required for the future

<p>Objective 38: Job Evaluation.</p>	<p>Objective 39:</p> <ul style="list-style-type: none"> • To deliver the Pay and Workforce Strategy for Manchester City Council. • To provide information and advice to managers to support an effectively managed workforce. • To review workforce policy and practices in line with legislative change.
<p>Lead Officer: Jon Redfern, Head of Personnel</p>	<p>Lead Officer: Jon Redfern, Head of Personnel</p>
<p>Executive Member: Councillor Sue Murphy, Finance and Human Resources</p>	<p>Executive Member: Councillor Sue Murphy, Finance and Human Resources</p>
<p>Overview & Scrutiny Committee: Finance & General Purposes</p>	<p>Overview & Scrutiny Committee: Finance & General Purposes</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • To implement revised pay and grading arrangements across the Green Book workforce. • To roll out job evaluation to deliver revised pay and grading arrangements by March 2007, in conjunction with service reviews and the Manchester Improvement Programme. 	<p>Priority Actions:</p> <p><i>Action 1 year -</i></p> <ul style="list-style-type: none"> • Development and implementation of new Equality Targets programme and associated strategies. • Skills audits piloted. • Centralisation of a number of HR services. • Enhancement of management information relating to the demography of the workforce. • Number of recruitment and retention strategies in place in support of capacity building. • Provide managers with health and safety coaching and support. • The development of interventions that energise employees, improve work life balance and promote healthy employees. • Forthcoming legislation reviewed and policies amended as required. <p><i>Action 3 years -</i></p> <ul style="list-style-type: none"> • Delivery of the Pay and Workforce Strategy via the development and implementation of a range of HR strategies and policies. • Development and implementation of flexible and different ways of working emerging from MIP.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Job evaluation implemented across the Green Book workforce by March 2007 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Equality targets • BVPI's • Race Relations (Amendment) Act monitoring report • Attendance figures • Turnover
<p>Resource Implications:</p> <ul style="list-style-type: none"> • Impact of revised pay and grading arrangements on service budgets 	<p>Resource Implications:</p> <ul style="list-style-type: none"> • Impact of revised pay and grading arrangements on service budgets
<p>Link to:</p> <ul style="list-style-type: none"> • People Strategy 	<p>Link to:</p> <ul style="list-style-type: none"> • People Strategy

Aim: To maximise the City Council's use of resources

<p>Objective 40: To ensure that the City Council's resources are used efficiently and effectively and aligned to help deliver the Council's wider aims and objectives.</p>
<p>Lead Officer: Richard Paver, City Treasurer</p>
<p>Executive Member: Councillor Sue Murphy, Finance and Human Resources</p>
<p>Overview & Scrutiny Committee: Finance & General Purposes</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Implementation of SAP Back Office Suites and post-go-live stabilisation. • Service Improvement Programme to deliver step change in financial management, including centralisation and standardisation of resources, significant reduction in processing activities and increasing input at corporate level. • Roll-out of corporate risk register, strategy and planning methodologies. • Devise methodology for corporate value for money assessments. • Support the overall Manchester Improvement Programme to deliver cross-council efficiency savings. • Further develop asset management plan and subsequent identification of resource to implement including addressing back-log maintenance.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Overall target is an improvement in the CPA Use of Resources score from its current two to three (ultimately four). Individual performance measures will be devised around key resource deliverables, e.g. debt collection, budget monitoring, etc.
<p>Resource Implications:</p> <ul style="list-style-type: none"> • In the short-term additional resources will be required to support the Back Office SIPs and the overall Manchester Improvement Programme. • Post SAP implementation and Back Office SIPs staffing resources are targeted for substantial reductions in processing and routine resource management areas. Additional high level resources will be recruited as part of a new corporate structure to support enlarged Directorates. • Finalisation of the new Asset Management Plan will both identify the need for additional resources (capital programme for 2006/7 and 2007/8 already increased) and the prospects for releasing resources via capital receipts/revenue savings from property disposals.
<p>Link to:</p>

Aim: To strengthen the Council's performance management arrangements.

<p>Objective 41:</p> <ul style="list-style-type: none"> • Improve communication and engagement of staff on priorities, corporate planning processes and performance. • Development of a more systematic approach to learning. • Development of consistent and rigorous mechanisms for reviewing and challenging performance. • Provision of support and development to staff and an effective management information system.
<p>Lead Officer: Forid Meah, Head of Corporate Performance Group</p>
<p>Executive Member: Councillor Sue Murphy, Finance and Human Resources</p>
<p>Overview & Scrutiny Committee: Finance & General Purposes</p>
<p>Priority Actions:</p> <p><i>Improve communication and engagement of staff on priorities, corporate planning processes and performance:</i></p> <ul style="list-style-type: none"> • Revise corporate plan – May 2006 • Corporate communication exercise to explain how priorities are measured by LPSA Two and State of the City indicators and how all staff can contribute – March 2006. • Review of communication of corporate aims and objectives and new performance reporting to all staff via intranet – October – December 2006. • Large scale events to communicate to front-line staff vision for city, MIP priorities, capacity to improve – February 2006. <p><i>Mechanisms for reviewing and challenging performance:</i></p> <ul style="list-style-type: none"> • Improve opportunities for Executive Members to review and challenge performance – February 2006. • Improve effectiveness of Overview and Scrutiny role in performance management – June 2006. • Establish regular meetings for DMT performance management representatives to share learning and good practice – February 2006. • Issue new guidance to DMTs on minimum requirements and best practice in performance management – February 2006. • Complete activity mapping work facilitated by Steve Jones. Output to inform specification of new performance information system – June 2006. • Ensure that all performance management is focused on outcomes for customers, residents, citizens – May 2006-February 2007. • Ensure that all performance management is focused on understanding and acting on the relative success of neighbourhoods. Roll out activity mapping to Strategic Regeneration Frameworks. Disaggregation of targets – September 2006. <p><i>Learning, support and development to staff:</i></p> <ul style="list-style-type: none"> • New Performance Information Systems to replace PIMs - September 2006 for specification of a new system. • Knowledge management framework, service improvement network and best practice learning intranet site – September 2006. • Develop role of SMT as gateway to all strategic improvement projects – May 2006. • Development and implementation of a corporate training package – monitoring of appraisal completion through new SAP technology - June 2006. • Lunchtime workshops on Performance/Risk Management – January 2006. • Performance management to be key feature of leadership development; management development and developing our people – May 2006-February 2007.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • Improved staff understanding and awareness of priorities, processes and planning frameworks • Improved challenge of performance • New performance information system in place
<p>Resource Implications:</p> <ul style="list-style-type: none"> • To be quantified
<p>Find more detail in :</p> <ul style="list-style-type: none"> • Performance Management Action Plan • Corporate Plan

Aim: Improve and develop consistent communications across the Council

Objective 42: Communication
Lead Officer: Jacky Doyle, Head of Leadership Development
Executive Member: Councillor Sue Murphy, Finance and Human Resources
Overview & Scrutiny Committee: Finance & General Purposes
Priority Actions: <ul style="list-style-type: none"> • Provide communication advice and support to MIP programme team and DAT. • Support production of corporate materials and deliver the Communications Strategy. • Ensure good quality , consistent communication around service improvement projects. • Enforce and demonstrate corporate values through communication around the programme.
Performance Measures: <ul style="list-style-type: none"> • Communication strategy for MIP. • Consistent communications plans within service improvement projects. • Consistent and appropriate content at corporate events. • Guidance materials for use within services.
Resource Implications:
Find more detail in:

Aim: To enable all public services to deliver services according to neighbourhood needs

Objective 43: Neighbourhood Focus
Lead Officer: Maria Price, Area Co-ordination Team Leader
Executive Member: Councillor Jim Battle, Deputy Leader of the Council
Overview & Scrutiny Committee: Community Regeneration
Priority Actions: <ul style="list-style-type: none"> • Embed area focused performance management systems in all public services. • Deliver an area focused workforce. • Increase the capacity of elected members to have an enhanced role as community leaders. • Develop community engagement.
Performance Measures: <ul style="list-style-type: none"> • Ward Co-ordination review recommendations delivered by December 06. • All thematic partnerships using area level data to manage performance. • LAA targets disaggregated to area level (where appropriate) by September 06. • All SRF areas have Area Workforce Development plans in place by December 06. • Members induction briefing delivered June 06. • Mancunian Agreement Community Engagement Plan developed and delivered by August 06. • LPSA2 target measured in Quality of Life survey. • Communication plan in place for ACT/ NHFocus June 06.
Resource Implications: <ul style="list-style-type: none"> • Staffing resources within ACT and OD; • Some pump priming for volunteering development; • Resources for delivering AWD to be identified.
Find more detail in: <ul style="list-style-type: none"> • ACT Management Action Plan 06/07 • ACT work plan 06/07

Aim: To increase access to opportunities and services for BME communities

Objective 44: Diversity / community cohesion
Lead Officer: Steve Mycio, Deputy Chief Executive (Performance)
Executive Member: Councillor Richard Leese, Leader of the Council
Overview & Scrutiny Committee: Community Regeneration
Priority Actions: <ul style="list-style-type: none"> • To work with service providers to widen the ethnic profile of service users having regard to need, relative to the local population. • To work with service providers to increase the take up of services by BME communities. • To actively communicate Manchester City Council's Race Equality Scheme 2005 – 06 to members of the public and staff. • To improve staff perceptions of equal opportunities for all ethnic groups, reducing any differences. • To work to promote community cohesion in the city. • To reduce the number of complaints from service users of all ethnic groups and reduce any differences.
Performance Measures: <ul style="list-style-type: none"> • Corporate Race Equality Group and Departmental Race Equality Action Plans and Impact Assessments. • Somali Community Consultation Forum feedback and feedback from communities in general. • Road shows, community cohesion meetings linked to the Respect agenda. • Corporate Performance Division Departmental Management Action Plan and Departmental Race Equality Action Plan. • Corporate Complaints monitoring.
Resource Implications: No additional resources required. Mainstream funding.
Find more detail in: <ul style="list-style-type: none"> • Manchester City Council Race Equality Scheme 2005 – 08 • BV2b • Best Value Performance Indicators 2005 – 06, ODPM guidance

Aim: To improve the City's race equality

Objective 45: To ensure that all partners within the Manchester Partnership are promoting diversity and taking positive steps to improve the outcomes for all communities in Manchester, particularly in relation to education, employment, health and crime and disorder
Lead Officer: Kath Smythe, Manchester Partnership Manager
Executive Member: Councillor Richard Leese, Leader of the Council
Overview & Scrutiny Committee: Social Strategy
Priority Actions: <ul style="list-style-type: none"> • Ensure A2010 priorities are embedded in Community Strategy and underpinning agreements. • Enhance links between Manchester Partnership structures and Agenda 2010 structures. • Enhance performance management of Agenda 2010. • Promote and maintain visibility for Agenda 2010.
Performance Measures: <ul style="list-style-type: none"> • Agenda 2010 partner issues progressed and included within the developing Partner Agreement. • BME communities contribute to development of Mancunian Agreement. • Thematic Partnership action plans incorporate specific actions relating to Agenda 2010. • Role of Manchester Partnership Board challenged in relation to A2010 performance. • A2010 section of the Manchester Partnership website developed.
Resource Implications: <ul style="list-style-type: none"> • On-going funding (NRF) for Agenda 2010 manager. Focus of Agenda 2010 is on achieving change within mainstream organisations so no other direct funding implications.
Find more detail in: <ul style="list-style-type: none"> • Manchester Partnership web site www.manchesterpartnership.org.uk

Aim: To develop efficient information / knowledge management arrangements within the Council

<p>Objective 46: Information management</p>
<p>Lead Officer: Susan Orrell, City Solicitor</p>
<p>Executive Member: Councillor Richard Leese, Leader of the Council</p>
<p>Overview & Scrutiny Committee: Finance & General Purposes</p>
<p>Priority Actions:</p> <ul style="list-style-type: none"> • Corporate Records Manager appointed in post. • Re-establish lines of communication with key stakeholders. • Analyse business activities and baseline information / knowledge management arrangements and produce a Corporate Information and Knowledge Management Strategy. • Produce a project plan to implement the strategy. • Review the resources required to support the records management function and establish the need, or otherwise, for records management support staff.
<p>Performance Measures:</p> <ul style="list-style-type: none"> • None
<p>Resource Implications:</p> <ul style="list-style-type: none"> • Further resources may be required to implement a corporate strategy on Information and Knowledge Management.
<p>Find more detail in:</p>