
**Manchester City Council
Report for Resolution**

Report To: Resources and Governance Overview and Scrutiny Committee –
16 December 2010

Subject: Business and Budget Planning 2011-14: Update on the Planning
Process and Selection of Full Business Plans

Report of: Deputy Chief Executive (Performance)
City Treasurer

Summary

The report provides an update to the Committee on the business and budget planning process and invites the committee to confirm its choice of full business plans to review at its January meeting.

This report:

- provides an update corporate business and budget planning process
 - provides information on the delivery plan component of the business plan, to supplement the information on the self assessment provided to the Resources and Governance Overview and Scrutiny Committee (RASGOS) in October
 - invites the committee to confirm its choice of full business plans to review in January and select any additional plans to review.
 - details the next steps in the business planning process.
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Wards Affected:

All

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Background documents (available for public inspection):

RAGOS Report: 21/10/10 *Business Planning 2011/14*
RAGOS Report: 18/11/10 *Business Planning 2011/14 – Business Plan Self Assessments*

1.0 Background

- 1.1 At its meeting on 21 October 2010, Resources and Governance Overview and Scrutiny (RAGOS) Committee received a report outlining this year's approach to business planning, including a time line of key business planning dates throughout the financial year and detailed information on the self assessment component of the business plan.
- 1.2 The Committee subsequently reviewed business plan self assessments from the following services at its meeting on 18 November 2010:
- Corporate Procurement
 - Financial Management
 - Human Resources and Organisational Development (HR/OD)
 - Revenues and Benefits
- 1.3 At its 21 October meeting RAGOS discussed the Legal Services and Democratic and Statutory Services business plans. As self assessments from these areas were reviewed by RAGOS last year, the decision was taken not to review self assessments from these areas again this year. However, the committee suggested that full business plans from these services be submitted to its meeting in January.
- 1.4 At its 18 November meeting RAGOS noted that the development of a new business plan for the Shared Service Centre is currently underway. The committee suggested that the delivery plan component of the business plan for this service be submitted to its meeting in January.

2.0 Update on the Business and Budget Planning Process

- 2.1 Following the submission of draft business plan self assessments in August, and the review of drafts by Corporate Performance and lead officers from the four policy priority areas (Neighbourhood Focus, The Environment, Think Family and Worklessness and Skills); services have been working to both update their self assessments and complete first drafts of the delivery plan component of their business plans.
- 2.2 Final versions of business plan self assessments, approved by Strategic Directors and Executive Members will be submitted to Corporate Performance on 16 December.
- 2.2 As highlighted within the RAGOS report of 20 October, this year's business planning process has been supported by strengthened coordination across the corporate core services; in particular; Corporate Performance, Financial Management, HR/OD and Transformation. The intention is that business plans will represent effective plans and day-to-day management tools for overseeing both ongoing service delivery and transformation activity.

2.4 The information contained within the Comprehensive Spending Review on 20 October as well as the continued progress of organisational transformation activity have provided important guidance to services in the development of their plans. In addition, work to more closely align the business and budget planning processes and ensure the Neighbourhood Funding Strategy timeline matches with key business planning deadlines have acted to assure the quality of business plans this year.

3.0 The Delivery Plan Component of the Business Plan

3.1 The delivery plan component of the business plan builds on the strengths and weaknesses identified through the self assessment and identifies the service's key delivery objectives for the coming three years in support of the Council's overarching vision and priorities. First drafts of delivery plans were submitted to Corporate Performance on 14 October 2010.

3.2 This year, a number of amendments have been made to the delivery plan to;

- allow the delivery plan to act as a stand alone document; in effect the business plan, used for communicating service objectives and future activity to staff, internal and external partners and Manchester residents
- ensure transformation is a core theme running through plans, with the addition of the 'key changes to be delivered' section at the beginning of the plan and the clear integration of transformation within finance and workforce plans.

3.3 The delivery plan consists of sections which provide:

- An overview of the service structure and role (the business overview section)
- Details of what the service aims to achieve over the business planning period in terms of both delivery and transformation (the key changes to be delivered, overall objectives and communications sections)
- Information on how the service's resources will be deployed and will need to change to deliver the objectives described (the finance and workforce plans)
- Assurance that systems are in place to monitor and improve performance, ensure equity in delivery and manage risks (the performance, equalities, risk and business continuity sections).

3.4 Plans have been reviewed by officers from Corporate Performance as well as professional leads for each section of the delivery plan (transformation, finance, workforce, performance, risk, equalities, business continuity and communications) with feedback provided to services.

3.5 Services are working to update their delivery plans to reflect the comments received for the submission of second drafts, along with final self assessments, on 16 December 2010. These drafts will be substantially complete and, in addition to reflecting the comments from the corporate review, will fully incorporate the work from the AIM transformation blueprints for services along with more detailed financial information following on from the financial settlement. Delivery plans will, nevertheless, need to be further amended in line with the Council's budget process between December 2010 and 1 April 2011. Given the extent of emerging national policy changes as well as the fast paced nature of our own organisational transformation, business plans will not be finalised in full until 1 April 2011. Nevertheless the plans submitted in December will represent effective documents in setting out the future direction, priorities and resources of services over the three year business planning period, and will reflect both the comments received through the corporate review and consultation with Executive Members and Strategic Directors.

4.0 Next Steps

4.1 Appendix A provides a list of business plans and the Overview and Scrutiny Committee whose remit covers that area of work. RAGOS is invited to:

- Confirm its request to review business plans from Legal Services and Democratic and Statutory Services in January.
- Confirm its request to review the Shared Service Centre delivery plan in January. (It should be noted that, as this is a new service area, only a delivery plan has been developed. Self assessment of the areas which constitute the Shared Service Centre was conducted, to a large extent, within the Financial Management and HR/OD self assessments reviewed by RAGOS in November).
- Select any further plans it wishes to review in January from the list provided in Appendix A.

4.2 Appendix B details the business plans reviewed by scrutiny committees last year. RAGOS may wish to review plans this year which were not considered by scrutiny last year. There are two principal reasons for this suggestion:

- The plans are three-year plans and so will only be revised from last year, therefore the change over one year may not, in some cases, be substantial;
- Reviewing different plans should help to ensure some areas are not looked at excessively and others ignored.

4.3 It is important to highlight that, as stated above, the delivery plan component of business plans will remain draft until 1 April 2011 to allow plans to be as up-to-date as possible in reflecting internal transformation activity and the implications of national policy changes. Delivery plans submitted in January

will, however, be in advanced draft format and reflect the announcements in the financial settlement as well as discussions with Strategic Directors and Executive Members.

Appendix A – Business Plans 2011-14

Directorate	Business Plan	Lead Overview and Scrutiny Committee
Children's Services	Children's Services	Children and Young People
Directorate for Adults	Directorate for Adults	Health and Wellbeing Citizenship and Inclusion
Neighbourhood Services	Street Management and Enforcement	Communities and Neighbourhoods
	Trading Services	Resources and Governance
	Leisure	Communities and Neighbourhoods
	Environmental Strategy	Communities and Neighbourhoods
	Libraries and Information Services	Communities and Neighbourhoods
	Library Theatre Company	Communities and Neighbourhoods
	Private Sector Housing ¹	Communities and Neighbourhoods
	Highways	Communities and Neighbourhoods
Corporate Services	Capital Programmes	Resources and Governance
	Revenues and Benefits	Resources and Governance
	Corporate Property	Resources and Governance
	Corporate Procurement	Resources and Governance
	Financial Management	Resources and Governance
	Internal Audit and Risk Management	Resources and Governance
	Shared Service Centre ¹	Resources and Governance
Chief Executive's (Regeneration)	Culture / Manchester Galleries	Communities and Neighbourhood
	Regeneration and City Policy	Economy, Employment and Skills
	Planning	Communities and Neighbourhoods
	Strategic Housing	Communities and Neighbourhoods
	Adult Education	Economy, Employment and Skills
Chief Executive's (Performance)	Corporate Performance	Resources and Governance
	Crime and Disorder	Citizenship and Inclusion
	Integrated Public Health Business Plan ²	Health and Wellbeing
	HR/OD ¹	Resources and Governance
Chief Executive's (City Solicitor)	Legal Services	Resources and Governance
	Democratic and Statutory Services	Resources and Governance
Chief Executive's (Communications)	Communication	Resources and Governance
Directorate of Transformation	ICT	Resources and Governance
	Transformation	Resources and Governance

¹ New business planning areas this year

² The Integrated Public Health business plan covers the Council's Joint Health Unit and the Public Health Team from NHS Manchester. The plan has been developed within a slightly different structure to the other business planning areas. Therefore, no formal self assessment is available. A delivery plan specifically tailored to the nature of the service has however been produced.

Appendix B – Business Plans Selected for Scrutiny Last Year

Overview and Scrutiny Committee	Plans Selected for Review
Children and Young People	Children's Services
Communities and Neighbourhoods	Strategic Housing Street Management Leisure Planning
Economy, Employment and Skills	Regeneration Adult Education
Citizenship and Inclusion	Crime & Disorder Children's Services (Equalities Plan) Strategic Housing (Equalities Plan)
Resources and Governance	Leisure Communications Democratic and Statutory Services (self assessment only) Legal Services (self assessment only)
Health and Wellbeing	Adult Social Care Joint Health Unit