

# STRATEGIC COMMISSIONING: GETTING MORE OUT OF OUR SPENDING

## **Proposal 6: Support and Governance – Proposal Update** **Portfolio Lead: Reform and Governance**

### **1.0 Executive Summary**

- 1.1 Within the 2019/20 medium term strategy, a reduction of £1.100m was assigned to a programme of work called 'Support and Governance' which is an element of the Strategic Commissioning work stream. Within the earlier Cabinet papers this proposal consists of the following projects:

<b>Proposal</b>	<b>Indicative Saving</b>
Re-specification of People and Organisational Development	£0.200m
Re-specification of Communications and Marketing	£0.200m
Review of Corporate Governance	£0.450m
Review of Adult Social Care Support Function	£0.250m

- 1.2 This represents a reduction of c15% of the cash limit budget in this area (from £7.680m to £6.580m). The purpose of this annex is to provide additional information on specific proposals developed to date that contribute to this reduction in cash limit.
- 1.3 The review of Corporate Governance also closely aligns to the vision articulated in our work stream entitled 'An organisation fit for the future' which indicates the development of policies and processes that reduce bureaucracy, are fit for purpose and ensure good governance.

### **2.0 Re-specification of People and Organisational Development**

- 2.1 The Council's People and Organisational Development function will reduce its cash limit by £0.200m, as set out in the Strategic Commissioning Business case. This represents approximately 7.5% of the cash limit plus sustainable income. Core staffing is likely to will reduce by up to 5.0FTE.

- 2.2 People and Organisational Development consists of 87 employees (75.45FTE) and provides in excess of 11,000 employees from the Council, schools and other organisations with a range of services including Recruitment, Employee Relations, Payroll, Pensions, Workforce Development, Organisational Development, Corporate Complaints, Health and Safety etc.
- 2.3 The re-specification of services in this area will affect locally employed managers and staff and we are continuing to discuss the change in service specification with senior managers. The redesign will have no direct impact on the public. The indicative areas of reduction were shared with the CRMG Scrutiny Committee in October 2018 and were not commented upon. Having now undertaken a more detailed analysis of our staffing requirements moving forward we have identified the requirement level of savings. The review in this area will therefore focus on management arrangements in the first instance. A wider review will then look at non-management posts and associated non-staffing budgets. This is likely to include a re-alignment of some income targets to ensure that they are more closely aligned to achieve income levels over the last 3 years. These updated proposals were shared with Scrutiny in December 2018.
- 2.4 The associated staffing redesign has been managed by officers in accordance with the Council's Scheme of Delegation (Appendix 10, page 99) and is now moving to implementation. Any final comments with regards to the proposed specification for this area will be taken into consideration when deploying the new ways of working.

### **3.0 Re-specification of Communications and Marketing**

- 3.1 The Council's Communications and Marketing function will reduce its cash limit by £0.200m, from a cash limit of £0.520m as set out in the Strategic Commissioning Business case. This proposed re-specification works to a revised cash limit of £0.320m. Core staffing will reduce by up to 5FTE within new specification. This re-specification also gives the opportunity to align where communications are currently being undertaken across other services in the Council
- 3.2 The revised specification has been discussed with a range of stakeholders including a discussion at Scrutiny in October 2018. In general the content of the proposed specification remains unchanged with one exception which relates to the production of waste recycling calendars and associated products such as posters and recycling stickers.
- 3.3 The Council spent £61,000 in 2018/19 to produce and post personalised bin collection calendars to Stockport Residents. This is a biennial cost, which is shared between Services to Place and Corporate and Support Services who contributed £25,000 in 2018/19. The Council also provides an online support via the website and via an app which also allows residents to set reminders about their collections. Stockport residents are the number one user of this

Greater Manchester product accounting for 60% of all activity and with over 4829 residents already using the app since its launch in April 2017. By contrast, the next best performing area has 1010 active users.

- 3.4 Corporate and Support Services has reduced the budget associated with this campaign by 40% (to reflect the overall reduction in resources in this area) and will now only be able contribute £15,000 every two years (£7,500pa) to the campaign in 2020/21 when the next calendars are scheduled to be produced. Services to Place are now considering different ways of reducing the cost of communicating to residents whilst retaining a paper-based collection schedule.

<https://www.stockport.gov.uk/find-your-collection-day>  
<https://recycleforgreatermanchester.com/app/>

- 3.5 The associated staffing redesign has been managed by officers in accordance with the Council's Scheme of Delegation (Appendix 10, page 99) and is now moving to implementation. Any final comments about the proposed specification for this area will be taken into consideration when deploying the new ways of working.

#### **4.0 Review of Corporate Governance**

- 4.1 The review of Corporate Governance will affect services delivered in Legal and Democratic Governance and Policy, Performance and Reform. This project is a key contributor to our stated aspiration to develop policies and processes that reduce bureaucracy, are fit for purpose and ensure good governance. As previously stated the project has two strands, firstly to review the business programme for all committees (including cycles, business, officer support and agendas and papers) and the secondly to review associated area based discretionary payments (which will include the Public Realm proposal relating to highways delegated budgets). The project in total has an associated savings requirement of £0.450m.
- 4.2 The Cabinet Member for Reform and Governance has now established a cross-party member reference group to progress the review of the committee business programme and area discretionary funding. Officers supporting this group are now in the process of researching the numbers, frequency, legislative and best practice of committee business programmes for consideration. Updates on the progress of this work will be shared at future scrutiny meetings. Subject to any consultation via the member reference group, it is likely that there will a phased approach to implementation with any permanent changes in our business programme being applied in 2020/21 and beyond.
- 4.3 An initial review and redefining of officer support, responsibilities and capacity has identified a vacancy both in Democratic Services and Policy, Performance and Reform which will allow the Council to delete 2.0fte which will contribute to the saving requirement in 2019/20. The shortfall in 2019/20 will be achieved by vacancy management in 2019/20 pending a wider review of the officer support

which will be required to support the revised business programme from 2020/21 onwards.

## **5.0 Review of our Performance and Resource Frameworks**

- 5.1 Member engagement is key to shaping our performance and resource framework and associated reporting information, which is currently received in the form of annual Portfolio, Performance and Resources Agreements (PPRA) and then quarterly Portfolio, Performance and Resources Reports (PPRR) reports. In order to create the capacity to undertake this review, Scrutiny received a lighter touch update in Quarter 3 by prior agreement with the relevant Scrutiny Committee Chairs.

## **6.0 Review of Adult Social Care Support Functions**

- 6.1 Some aspects of the support services associated with the delivery of Adult Social Care were not included in the wider review of Corporate and Support Services in June 2014 and have not been subject to a fundamental review for some time. This project is the latest phase of our review of corporate and support services across the organisation and is a key contributor to our stated aspiration to reduce duplication and ensure our policies and processes are fit for purpose and effective.
- 6.2 The Council's Adult Social Care support functions will contribute £0.250m from a cash limit of £2.000m as set out in the Strategic Commissioning Business case. This re-specification gives the opportunity to align services currently hosted in Adult Social Care with other core Corporate and Support functions across the Council. In some cases this will involve a transition of these responsibilities into Corporate and Support Services.

	<b>Indicative Saving£</b>
Review of Adult Social Care Payments administration	<b>52,000</b>
Review of Information & Knowledge Management provision	<b>47,000</b>
Management Review (phase 2)	<b>155,000</b>
<b>Subtotal</b>	<b>254,000</b>

### **Adult Social Care Payments Team**

- 6.3 The Adult Social Care payments team is responsible for making payments to care providers for non-residential services, residential and nursing placements and support funds to vulnerable adults. A desktop review of this service indicates that savings of c20% (£0.052m) from alignment of role and responsibilities with those of a similar nature within CSS could be achieved. By combining both functions into one, this has the potential to create resilience in the service overall and will create a more flexible resource which is more able to respond to peaks in demand. This will involve a change in the level and

approach to service delivery however it is not anticipated that these will have any direct impact on public facing services.

### **Information & Knowledge Management**

- 5.4 The Council redesigned communications and marketing capacity in June 2014 and is undertaking a further review as part of this set of proposals. At that time Adult Social Care retained capacity to deliver separate but related communications activity. It is proposed that the Council's Adult Social Care Information and Knowledge management Team is consolidated with the communications team as part of the wider review of Communication and Marketing. It is anticipated that this redesign will contribute a saving of £47,000 from a combination of staffing and non-staffing budgets. The specification for this redesign is in development but is likely to include an analysis of the reach and impact of a product called 'Our Care, Our Knowledge' and an associated online newsletter 'Care Knowledge' so that the business critical aspects provided by these two products is delivered in a more sustainable way moving forward.

### **Management Review (phase 2)**

- 5.5 Adult Social Care is in the process of implementing a new senior management structure which in turn is driving a review of management-level posts which underpin this new leadership team. Within the principles of integration across the health and care system, and with an emphasis of protecting operational delivery, phase 2 of this management review is anticipated to contribute £155,000 to the overall savings requirements. As part of this review Adult Social Care will also be reviewing how the service might increase resilience in areas where an individual or small number of managers has become a single point of contact in a specialist area.

## **6.0 Indicative Timescales**

- 6.1 As indicated in our report to Cabinet dated 2<sup>nd</sup> October 2018 this aspect of the Strategic Commissioning Work Stream captures a cluster of service re-specifications which are relatively simple when compared to other aspects of the commissioning review. However they may have a significant impact on those staff within scope of the reviews and therefore considerate staffing consultation (aligned to the Council's workforce values) is required.

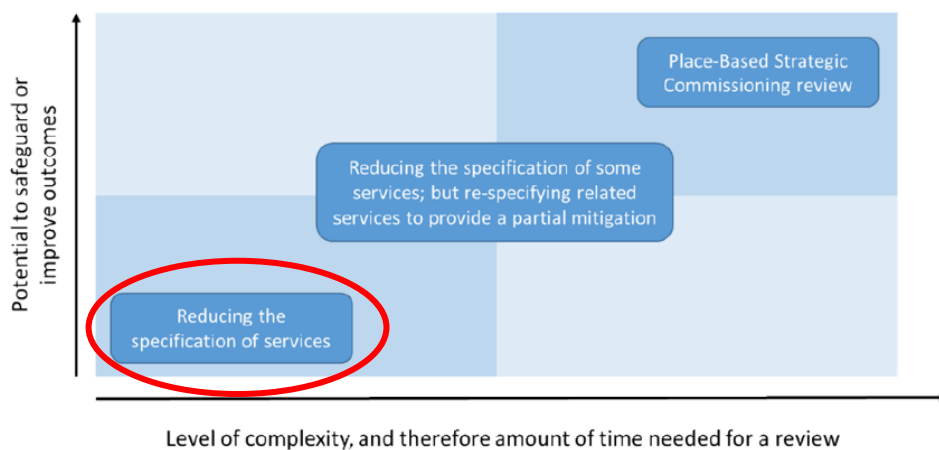


Figure 1: Matrix of Commissioning scenarios extracted from the Strategic Commissioning proposals presented to Cabinet 02/10/18

6.2 The indicative timescales presented in more detail in the main body of the report can be summarised as follows:

	Timescales
Re-specification of People and Organisational Development	Full implementation by April 2019
Re-specification of Communications and Marketing	Full implementation by April 2019
Review of Corporate Governance	Phased implementation throughout 2019/20
Review of Adult Social Care Support Function	Phased implementation throughout 2019/20

6.3 As previously confirmed the review of Corporate Governance is likely to be implemented on a phased basis with earlier aspects of the review implemented by April 2019 and further changes likely to be embedded throughout 2019/20 as part of the proposals described in 'An organisation fit for the future' work stream.

## 7.0 Consultation & Engagement

7.1 There is no requirement to undertake public consultation on any aspect of the 'Support and Governance' Programme. Engagement with key stakeholders will be critical. In particular, the review of Corporate Governance will require engagement with Members, initially via a Member reference group. Targeted staffing consultation and consultation with union colleagues will also be required given the overall reduction in staff numbers and potential impact on job

roles. Staffing consultation will be undertaken in accordance with the Council's Restructuring and Organisational Change Policy.

## 8.0 Equality Impact Assessment

Equality Impact Assessment	
Proposal 6: Support and Governance	December 2018
	Stage: Draft

### Stage 1: Do you need to complete an Equality Impact Assessment (EIA)?

This business case is predominantly staff facing and therefore governed by a range of HR policies and procedures, which have already been assessed for their impact on minority groups. As long as HR Policies are applied fairly and consistently then there should be no requirement to undertake a separate Equalities Impact Assessment for at least three out of the four proposals contained within this report (People and OD, Communications and Marketing, Adult Social Care Support Services). A HR advisor has been assigned to each of these projects in order to ensure that Policies are applied fairly and consistently and that all appropriate steps are taken to mitigate the impact of change on minority groups.

There may be a requirement to undertake a more detailed analysis of the impact of redesigning some aspects of Corporate Governance but this is yet to be determined. As previously stated this (fourth) project has two strands, firstly to review the business programme for all committees (including cycles, business, officer support and agendas and papers) and secondly, to review associated area based discretionary payments (which will include the Public Realm proposal relating to highways delegated budgets).

At present the timing and frequency of some committee meetings is likely to have a disproportionate impact on people who care for school-aged children for example and this could be addressed as part of the redesign. A more detailed analysis of the demographics of our Elected Member community in the context of the national picture may highlight other issues for under-represented groups.

At this stage we also do not know the degree to which groups with protected characteristics access area based discretionary payments and this analysis will

also need to be taken into consideration by the cross-party member reference group.

A full EIA will be completed in consultation with the cross-party member reference group as specific proposals are developed. This will demonstrate the impact of changes to the Council's business programme and area based discretionary payments for service users against all protected characteristics.

## Stage 2: What do you know?

The protected characteristics under the Equality Act 2010 are as follows:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Identification of the affected protected characteristics will be carried out once the category spend analysis has been conducted and spending reductions have been identified.

In addition, consideration will also be given regarding:

- Borough wide demographics and needs
- Consultation and engagement feedback

## Stage 2a: Further data and consultation

Consultation will be undertaken, where appropriate as the review progresses.

## Stage 3: Results and Measures

## Stage 4: Decision Stage