STRATEGIC COMMISSIONING: GETTING MORE OUT OF OUR SPENDING

Proposal 6: Support and Governance
Portfolio Lead: Reform and Governance

1. Executive Summary

1.1. Within the 2019/20 medium term strategy, a reduction of £1.300m 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:

Proposal	Indicative Saving £000	New Indicative Saving £000
Review of Corporate Governance	450	325
Re-specification of People and Organisational Development	200	200
Re-specification of Communications and Marketing	200	200
Review of Adult Social Care Support Function	250	250
Library Efficiencies*	200	200
TOTAL	**1,300**	**1,175**

*New to this proposal

1.2. The Review of Corporate Governance element will now achieve a saving of £0.325m, which is a reduction of £0.125m against the original estimate. This reduction will be considered in the year 2 programme.

1.3. December Cabinet and Scrutiny received updates on the Re-specification of People and Organisational Development and the Re-specification of Communications and Marketing. This update particularly focusses on Corporate Governance, ASC Support Functions and Library Management Efficiencies.

2. Review of Corporate Governance

2.1. The review of Corporate Governance is aimed at reviewing organisational and Member governance. 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.

2.2. This project has two strands, firstly to review associated area based discretionary payments (which will include the Public Realm proposal relating to highways delegated budgets) and secondly, to review the business programme for all committees including, but not limited to the number of cycles of Full Council, Cabinet and Scrutiny, the business conducted at all committees (such as oversight of performance and resources), and any consequential amendments to the Scheme of Delegation and the Constitution.

2.3. Phase 1: Review of Area Based Discretionary Payments and Deletion of Vacant Posts

2.3.1. The first phase of this proposal involved a review of the following Area Based Discretionary Payments (ABDP):

- Ward Area Flexibility Fund
- Delegated Highways Budget
- Community Rent Grants (although this is not allocated per Ward)

2.3.2. The current annual allocation of funding to each of these ABDP budgets per ward is shown in the table below.

	Current budget per ward or equivalent	**Total Current Budget 21 Wards**
Highways Delegated Budgets	£10,750	£226,750
Area Committee Funds	£3,000	£63,000
Community Grants	£4,000	£84,000
Total per ward	**£17,750**	**£373,000**

2.3.3. The proposal is to pool the above budgets into a single budget per ward and phase the reduction of the current payments by using the Highways Delegated Budget historical underspend (c£0.468m as at 18/12/18) as follows:

Year	**Details**
2019/20 – A single base budget of £7,500, using underspends this will equate to £13,000 per ward	• Allocation of £7,500 (x21 wards = £157,500) plus £5,500 from historical underspend (x21 wards = £115,500) • A saving of £215,500 • Carry over 18/19 balance of underspend – setting a precedent that underspend per

Year	Details
	ward can be carried forward for 1 year on an ongoing basis •
2020/21 – A single base budget of £7,500, using underspends this will equate to £10,000 per ward	• Allocation of £7,500 (x21 wards = £157,500) plus £2,500 from remaining historical underspend (x21 wards = £52,500) • A saving of £215,500
2021/22 – A single base budget of £7,500	• £7,500 x 21 wards = £157,500 with no contribution from underspend • Saving of £215,500 on an ongoing basis.

2.3.4. The table below shows the proposed funding model:

	ABDP Fund				Savings	
Phasing	ABDP fund allocation per ward	Funding per ward from historical underspend	Total annual funding per ward	Total annual budget	Area Based Discretionary Payments annual saving	**Total annual saving**
	£000	£000	£000	£000	£000	**£000**
Year 1 - 19/20	7.5	5.5	13	273	215	**215.5**
Year 2 – 20/21	7.5	2.5	10	210	215	**215.5**
Year 3 – 21/22	7.5	0	7.5	157.5	215	**215.5**

2.3.5. In relation to officer support and capacity, a recent reorganisation of the workforce resource in Democratic Services function has created a more efficient and developmental approach for the team involved and has enabled the release of 1 FTE vacant posts. Also, a review of the officer support for providing Council performance and resources overview has identified the release of an additional 1 FTE vacant post. Removal of these two vacant posts will achieve an immediate saving for 2019/20 of £0.110m.

2.3.6. As part of Phase 1, there will also be a review of the effectiveness of the Borough Wide Fund, currently £6,000 per year and a review of Community Champions with a view to removing this as an official role.

2.3.7. In total, Phase 1 could deliver savings of £0.325m.

2.4. Phase 2: Review of the Business Programme

2.4.1. The second part of this proposal involves a review of the Council's Business Programme to introduce changes which reduce bureaucracy, reduce time spent at meetings, reduce time spent by officers as a result of outputs from meetings and to ensure the Business Programme continues to be fit for purpose and efficient.

2.4.2. The following principles have been developed, for the review of the business programme:-

- *Reducing the number of any unnecessary meetings and considering other methods of delivery and decision making (digitally where possible, reflecting the Council's Digital by Design programme of investment)*
- *Reduction in officer time spent at meetings resulting in officer time being spent more productively on other matters*
- *Reduction in the amount of officer time spent as a result of outputs from meetings resulting in officer time being spent more productively on other matters*
- *Ensuring the schedule of meetings is aligned with the Council performance and resources reporting timescales*
- *Development of more efficient processes to reduce bureaucracy, in particular with regard to the Scheme of Delegation and decision making*

2.4.3. Aiming to reduce the core business programme from nine cycles per year to six cycles per year as part of our commitment to a review of wider governance arrangements. Whilst still ensuring that all statutory obligations regarding Planning and Licensing are met. This would achieve the following annual savings:

- Council Tea x 3 and staff - £4,516
- Hire out of rooms by Traded Services - £2,760

2.4.4. All proposals will be fully explored and investigated prior to any decisions being made to implement, to ensure that they are the correct way forward for the Council. If a trial period or equivalent is considered appropriate and is workable then this could be adopted, undertaken and then the outcome reviewed.

2.4.5. Depending on the proposals that are developed, the Constitution and Scheme of Delegation may need to be reviewed and amended.

2.4.6. A cross-party member Task and Finish group was established in order to undertake consultation with Members on the review of the Committee Business Programme. This report provides an update on the proposals that were developed through this group.

2.4.7. This second phase is anticipated to deliver an additional annual saving of £7,276 and any further savings that can be identified will be advised upon as soon as possible.

3. Review of Adult Social Care Support Function

3.1 The re-specification for Adult Social Care support functions is the latest phase of the Corporate and Support Services (CSS) review. It is proposed that this element of the Support and Governance strand will contribute £0.250m (equating to 5fte) from a cash limit of £2.000m as set out in the Strategic Commissioning Business Case.

3.2 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. A review of activity has been undertaken and has identified the following areas as being immediately in-scope:

- **Adult Social Care payments** – to be aligned with existing payment functions within CSS. Processes and policies will also be part of the wider Digital by Design phase 2 review of all financial processes and management *(proposal 8 – Improving Citizen Experience)*
- **Review of Information and Knowledge Management provision** – existing activities to be consolidated within the corporate communications team as part of the wider review of Communication and Marketing.
- **Management Review (phase 2)** – management efficiencies (not effecting operational services) resulting from implementing a re-specified support offer.

3.3 An update on this re-specification was provided to Scrutiny and Cabinet in November / December 2018. This is attached in Appendix.1.

4. Library Management Efficiencies

4.1 This proposal will be delivering efficiencies within the library service through management integration and review of non-staffing spend. In particular this proposal will seek to contribute £0.200m from a cash limit of £2.750m. This proposal involves:

- **Management Efficiencies** – management efficiencies (not effecting operational library services) resulting from implementing a range of recent efficiency improvements to the library service.
- **Non-staffing spend** – a review of non-staffing spend within the service has identified efficiencies that can be delivered through alignment and improved integration of areas such as the library resources fund.

4.2 These proposals will not affect front-line library service delivery and have been developed in line with the Council's stated commitment to ensure policies and processes are as efficient and effective as possible.

5. Scope

5.1. The Support & Governance project needs reduce the budget by £1.3m by 2019/20. The proposals in this report would achieve savings of £1.175m by April 2019.

5.2. The financial savings that could be achieved by each of the proposals are shown in the table below.

Saving Name	2018/19 Cash Limit Budget £000	Full Year Saving £000	Revised Cash Limit £000
Review of Corporate Governance	2,250	(325)	1,925
Re-specification of People and Organisational Development	2,945	(200)	2,745
Re-specification of Communications and Marketing	482	(200)	282
Review of Adult Social Care Support Function	2,002	(250)	1,752
Review of Libraries	2,750	(200)	2,550
Total	**10,429**	**(1,175)**	**9,254**

6. Key Timescales

Milestone description	Date expected	Output at milestone
Proposals considered by Scrutiny	January 2019	Comments to Cabinet
Proposals considered by Cabinet	5th February 2019	Decision by Cabinet
Proposals implemented (subject to approval)	1st April 2019	Proposal implemented
Corporate Governance Phase 2 proposals developed	30th April 2019 and onwards	Business Programme proposals developed

7. Consultation and 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. Interdependencies, Constraints, and Risks

8.1. The Annual Business Programme for 2019/20 was agreed in January 2018 and commences in May 2019. Therefore, any changes to the programme will apply from the 2020/21 Business Programme, which will need to be agreed in advance of the 2019/20 Municipal Year and commence from May 2020.

8.2. Any changes to the Council Business Programme will take account of statutory obligations in relation to Planning and Licensing applications.

8.3. Depending on the proposals that are developed for the Business Programme, the Council's Constitution and Scheme of Delegation may need to be reviewed and amended.

8.4. New guidance and procedures will be produced for the financial management and control of payments from the pooled Area Based Discretionary Payments Budget.

9. Equality Impact Assessment

Equality Impact Assessment	
Proposal 6: Support and Governance	**27/12/2018** Stage: Draft

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

About Equality Impact Assessments

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 area based discretionary payments (which will include the Public Realm proposal relating to highways delegated budgets)and secondly to review the business programme for all committees (including cycles, business, officer support and agendas and papers).

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 2a: Further data and consultation

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

Subject to approval to progress to the consultation stage, an extensive consultation will be undertaken. The EIA will identify who will be consulted and how it will be accessible.

Stage 3: Results and Measures

To be completed following the consultation stage.

Stage 4: Decision Stage

To be completed following the consultation stage.

APPENDIX 1 - UPDATE ON THE RE-SPECIFICATION OF ASC SUPPORT FUNCTION IN DECEMBER 2018

3.0 Review of Adult Social Care Support Functions

3.1 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.

3.2 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.

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

Adult Social Care Payments Team

3.3 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.