

Corporate, Resource Management & Governance Committee

Portfolio: Finance & Resources

Strategic Intent

We will be the best in class corporate and support services demonstrating efficiency and effectiveness at all levels. We will pursue opportunities to further align and integrate functions with associated bodies and locality public sector partners to develop a corporate core for Stockport. This includes functions such as human resources, policy, service transformation and change, finance, communications, governance and digital alongside a shared use of estates. We will focus on delivering services in line with an affordable resource envelope, maximising automation opportunities, increasing access to online services and continuing to set fees and charges in line with inflation and existing ‘balancing the cost of services’ policy. This will ensure that we are financially sustainable, efficient, and transparent.

| CP priority | MTFP driver | Directorate and Service area | Proposal summary | Saving 24/25 (£000) | Lead Portfolio |
|----------------------------------|-----------------------------|------------------------------|--|---------------------|---------------------|
| Effective and Efficient Services | Robust Corporate Governance | CSS | <p>Service redesign/ staffing review</p> <p>Rationalising, reconfiguring and reducing our service offer. Smaller teams/ reductions in posts. Proposals include looking at all corporate support services. We will be developing a core corporate and support service offer with partners and Council related organisations.</p> | 200 | Finance & Resources |
| Effective and Efficient Services | Robust Corporate Governance | CSS | <p>Increase income</p> <p>Reviewing income potential, fees and charges for all corporate support services. Proposals include: Complaints support to schools – small increase in complaints service charges to schools to balance the cost of delivering the service; Revenues and Benefits –</p> | 50 | Finance & Resources |

| CP priority | MTFP driver | Directorate and Service area | Proposal summary | Saving 24/25 (£000) | Lead Portfolio |
|----------------------------------|-----------------------------|------------------------------|---|---------------------|---------------------|
| | | | increased deputyship caseload in Client Finance. | | |
| Effective and Efficient Services | Robust Corporate Governance | CSS | <p>Service efficiencies</p> <p>Reviewing and exploring all Corporate and Support Services budget areas to identify opportunities to reduce costs and deliver services more efficiently.</p> <p>Proposals include:</p> <ul style="list-style-type: none"> • Member training budget and mayoral hospitality budget – aligning budget to actual spend and reducing the mayoral hospitality budget. • Integrated Care System arrangements – Recognising in the budget external contribution for Council support to the locality board and functions. • Insurance - saving from the Insurance Fund and reduction in usage of external loss adjusters for instruction. • AMI chatbot – consideration of the non-renewal of webchat technology currently used on the Council website. | 330 | Finance & Resources |
| Effective and Efficient Services | Radically Digital | CSS | <p>Digital Enabled Savings</p> <p>Digital enabled savings in Corporate and Support Services reviewing processes and increasing access to on-line solutions such as digital self-serve and automation options, so that our residents can easily</p> | 60 | Finance & Resources |

| CP priority | MTFP driver | Directorate and Service area | Proposal summary | Saving 24/25 (£000) | Lead Portfolio |
|-------------|-------------|------------------------------|--|---------------------|----------------|
| | | | access information and support. We will also continue to review internal processes to maximise automation opportunities. | | |
| | | | Total MTFP Savings | 640 | |

| Project | Service redesign/ staffing review (£0.200m) |
|--|---|
| Lead portfolio | Finance and Resources |
| Council Plan Priority | Effective and Efficient Services |
| Senior responsible officer | Michael Cullen |
| MTFP Lens | Robust Corporate Governance |
| Service | Corporate and Support Services (CSS) |
| Proposal summary | <p>Service redesign/ staffing review</p> <p>Rationalising, reconfiguring and reducing some of our service offer across our corporate and support services.</p> <p>We will also be developing a core corporate and support service offer with partners and Council related organisations.</p> |
| How will the saving be achieved 24/25 | Services will be redesigned, service offers will need to be reviewed and reduced. Some work will be stopped. It is anticipated that this saving can be achieved through vacancy management and turnover but there will be an impact on services. |
| Outline any internal / | These changes will impact our current service levels and reduce our capacity to provide our corporate support |

| Project | Service redesign/ staffing review (£0.200m) |
|---|---|
| organisational impact of the proposal | <p>services</p> <p>Proposals will impact on internal service support provided to multiple services across the organisation and the delivery of SLAs supporting external partners.</p> <p>All Corporate Support Services are likely to be affected, reduced capacity will reduce the level of support offered to services across the organisation. There may also be a reduction in digital services and we will have to reduce some the change programmes outlined with the digital strategy. The pace we can deliver key transformation and change programmes will reduce.</p> |
| Any benchmarking information available to compare Stockport with comparable authorities | No. |
| Outline any risks or changes to service delivery and impact this proposal may have on service users | Further work to be carried out to identify specific risks but there will be a reduction in the support offered to services and our ability to deliver change programmes. |
| Workforce impact. Outline any changes to the workforce as a result of this proposal | Overall reduction in FTE but managed through vacancy management. |
| Delivering the change List key milestones and delivery dates (where known) | If approved, proposals will be implemented from April 2024. |
| Will reserves/ double running be needed in order to deliver this proposal? | It is not anticipated that any reserves or double running will be needed at this time. |
| Is public consultation | No specific consultation on this proposal is needed, however we have sought views on all our change proposals |

| Project | Service redesign/ staffing review (£0.200m) |
|---|--|
| needed? | through our overall budget public consultation. |
| Is a separate EqIA (Equalities impact assessment) needed? | An EqIA will be appropriate and undertaken where proposals have an impact on service delivery. |
| Is a separate EIA (Environmental impact assessment) needed? | No EIA is required. |

| Project | Increased Income |
|----------------------------|---|
| Lead portfolio | Finance and Resources |
| Council Plan Priority | Effective and Efficient Services |
| Senior responsible officer | Michael Cullen |
| MTFP Lens | Robust Corporate Governance |
| Service | Corporate and Support Services |
| Proposal summary | <p>Increase income</p> <p>Reviewing income potential and fees and charges for corporate and support services.</p> <p>Increased income across a number of areas including:</p> <ul style="list-style-type: none"> • Complaints support to schools – small increase in complaints service (part of the Headteacher Management Annual Support package) charges to schools to balance the cost of delivering the service. • Revenues and Benefits – increased capacity for deputyships within Client Finance. Whilst deputyship fees are set nationally by the Court of Protection and may increase, the growth in income planned for relates to increasing caseloads. |
| How will the saving be | Savings will be achieved through: |

| Project | Increased Income |
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| <p>achieved</p> <p>24/25</p> | <ul style="list-style-type: none"> Complaints support to schools - a small increase in the charge for the complaints service to schools will be applied from September 2024. Revenues and Benefits - an additional post will provide the capacity to manage an increased volume of deputyships. |
| <p>Any benchmarking information available to compare Stockport with comparable authorities</p> | <p>No.</p> |
| <p>Workforce impact. Outline any changes to the workforce as a result of this proposal</p> | <p>There will be no staff reductions as a result of this proposal. Whilst there will be no changes for existing staff, there will be an additional post to manage the increased deputyship caseload.</p> |
| <p>Outline any internal / organisational impact of the proposal</p> | <p>If Council prices for services to schools increase there is a risk that fewer schools will buy into the service, especially given that schools budgets are already reducing.</p> <p>Increases have been kept to a minimum to limit impact for schools.</p> |
| <p>Outline any risks or changes to service delivery and impact this proposal may have on service users</p> | <p>These changes will have no impact for frontline service delivery.</p> <p>Revenue and Benefits - whilst service provision won't change, there will be more capacity to offer deputyships as part of a client needs assessment. Deputyship services will only be payable as part of a needs assessment and an agreed care plan carried out by the social worker and client.</p> |
| <p>Delivering the change</p> <p>List key milestones and delivery dates (where known)</p> | <p>If approved, proposals will be implemented from April 2024 with the increased charge for complaints support to schools applied from September 2024.</p> |
| <p>Will reserves/ double running be needed in order to deliver this proposal?</p> | <p>No.</p> |

| Project | Increased Income |
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| Is public consultation needed? | No specific consultation on this proposal is needed, however we have sought views on all our change proposals through our overall budget public consultation. |
| Is a separate EqIA (Equalities impact assessment) needed? | An EqIA will be appropriate and undertaken where proposals have an impact on service delivery. |
| Is a separate EIA (Environmental impact assessment) needed? | No EIA is required. |

| Project | Service Efficiencies (£0.330m) |
|----------------------------|---|
| Lead portfolio | Finance and Resources |
| Council Plan Priority | Effective and Efficient Services |
| Senior responsible officer | Michael Cullen |
| MTFP Lens | Robust Corporate Governance |
| Service | Corporate and Support Services |
| Proposal summary | <p>Service efficiencies</p> <p>Reviewing and exploring all Corporate and Support Services budget areas to identify opportunities to reduce costs and deliver services more efficiently.</p> <p>Detail around proposals identified:</p> <ul style="list-style-type: none"> • Member training budget and mayoral hospitality budget – aligning budget to actual spend and reducing the mayoral hospitality budget. • Integrated Care System arrangements – agreeing with the NHS that they reimburse the council for the shared posts we provide to support the locality board and functions. • Insurance - saving from the Insurance Fund; reduction in usage of external loss adjusters for instruction. • AMI chatbot – with improvements made and planned to the Council website design and accessibility, it is |

| Project | Service Efficiencies (£0.330m) |
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| | proposed to consider not renewing the webchat technology currently used on the website. |
| How will the saving be achieved 24/25 | The saving will be achieved via a range of measures which will reduce available budgets, funding pots and costs. |
| Any benchmarking information available to compare Stockport with comparable authorities | No. |
| Workforce impact. Outline any changes to the workforce as a result of this proposal | There will be no changes to staffing as a result of this proposal. |
| Outline any internal / organisational impact of the proposal | <p>Most of these proposals will have limited or no impact on staff and service provision.</p> <ul style="list-style-type: none"> • Member training budget – level of budget reduced to current spend. • Insurance – this is a proposed change in approach to managing (annual) changes required to the fund, in response to Actuarial recommendations on Provisions, by reducing the Council’s core contribution and using reserves to mitigate any future risk; at the same time it is proposed to use external loss adjusters less instead making greater use of internal resource provision. • AMI chatbot – without the webchat service available to support residents to find information they need on the Council website; the contact centre and some services may experience an increase in demand. Improvements in the Council website design and accessibility should help residents find their answer on the website without needing this additional technology to support and mitigate the above risk. |
| Outline any risks or changes to service delivery and impact this proposal may have on service users | <p>Changes in frontline service delivery/ provision include:</p> <ul style="list-style-type: none"> • AMI chatbot – residents will not have the option of asking AMI the website chatbot to help find information on the Council website however with the planned work around digital access as part of the neighbourhoods and prevention programme any impact of this would be mitigated. • Mayoral hospitality – reduced budget may mean fewer and smaller Mayoral events (for example, the format |

| Project | Service Efficiencies (£0.330m) |
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| | of the Civic Reception could be revised). |
| Delivering the change List key milestones and delivery dates (where known) | If approved, proposals will be implemented from April 2024. |
| Will reserves/ double running be needed in order to deliver this proposal? | No. |
| Is public consultation needed? | No specific consultation on this proposal is needed, however we have sought views on all our change proposals through our overall budget public consultation. |
| Is a separate EqIA (Equalities impact assessment) needed? | An EqIA will be appropriate and undertaken where proposals have an impact on service delivery. |
| Is a separate EIA (Environmental impact assessment) needed? | No EIA is required. |

| Project | Digital Enabled Savings (£0.060m) |
|----------------------------|--|
| Lead portfolio | Finance and Resources |
| Council Plan Priority | Effective and Efficient Services |
| Senior responsible officer | Michael Cullen |
| MTFP Lens | Radically Digital |
| Service | Corporate and Support Services |
| Proposal summary | Digital Enabled Savings |

| Project | Digital Enabled Savings (£0.060m) |
|--|---|
| | <p>Digital enabled savings in CSS reviewing processes and increasing access to on-line solutions such as digital self-serve and automation options, so that our residents can easily access information and support. We will also continue to review internal processes to maximise automation opportunities.</p> <p>Detail around proposals identified:</p> <ul style="list-style-type: none"> • Digital procurement - digitisation and automation of some forms and processes related to procurement service requests. • Self-scanning - developing an in-house solution to replace the scan and self-serve product currently in use in Libraries and council receptions, stopping spend on the current contract. |
| <p>How will the saving be achieved</p> <p>24/25</p> | <p>Digital procurement – making efficiencies in the online process for requesting services and processing procurement related requests, developing a digital application and automating some tasks.</p> <p>Self-scanning – we currently pay for a product to allow customers to scan and self-serve within Libraries and council receptions delivering copies of documents to the services. A digital application will be developed in-house to replace this stopping spend on the current contract.</p> |
| <p>Any benchmarking information available to compare Stockport with comparable authorities</p> | <p>No.</p> |
| <p>Workforce impact. Outline any changes to the workforce as a result of this proposal</p> | <p>There will be an overall reduction in FTE to process procurement related requests. This reduction will be achieved through vacancy management.</p> |
| <p>Outline any internal / organisational impact of the proposal</p> | <p>There will be an overall reduction in FTE, though this will be achieved from vacancy management.</p> |
| <p>Outline any risks or changes to service delivery and impact this proposal may have on service users</p> | <p>These changes will have no impact for frontline service delivery.</p> |

| Project | Digital Enabled Savings (£0.060m) |
|--|---|
| Delivering the change List key milestones and delivery dates (where known) | If approved, proposals will be implemented from April 2024. |
| Will reserves/ double running be needed in order to deliver this proposal? | No. |
| Is public consultation needed? | No specific consultation on this proposal is needed, however we have sought views on all our change proposals through our overall budget public consultation. |
| Is a separate EqIA (Equalities impact assessment) needed? | It is not anticipated that an EqIA will be required. |
| Is a separate EIA (Environmental impact assessment) needed? | No EIA is required. |