

<b>Reference</b>	
<b>Executive Director</b>	Lynne Ridsdale
<b>Cabinet Member</b>	Cllrs Rafiq, Gold & Morris

## Section A

<b>Service Area</b>	Corporate Core
<b>Budget Option Description</b>	Service Reviews within the Corporate Core

### Budget Reduction Proposal – Detail and Objectives

The scale of budget gap forecast for 2023/24 exceeds the extent of potential options which are congruent with organisation strategy. As such it is necessary to bring forward additional options which may not be strategically aligned but represent the opportunity to make savings through reduction in non-statutory services. This template makes proposals for such options from the Department of Corporate Core Services.

The Corporate Core fulfils the majority of “back office” functions within the Council, a number of which are statutory (e.g. community safety and performance reporting); organisation critical e.g. HR, IT and Legal Services or externally funded, e.g. Adult Learning. The Department was created in 2019/20 in direct response to LGA feedback about the need to invest in strategic corporate capabilities and to ensure these operate in a way which connects to the community voice.

Budget reductions totalling c£1.079m are proposed through this proposal the context of a total budget of c£15m.

In developing these proposals, a focus has been given to:

- Ensuring organisational critical services are maintained at a minimal standard (both statutory services and functions crucial to our organisational ambition)
- Minimising the impact on jobs and taking fortuitous opportunities through the deletion of vacancies / recharges elsewhere wherever possible.

The proposals, by Service Area include:

1. **IT capacity review** (£300K in 25/26) – Delivered from a reduction in operating costs enabled by service improvements through the new structure and operating model currently being finalised and increased capitalisation of project costs.
2. **Reduce HR and OD capacity** (£250K across 23/24 and 24/25) – Including delivery of a review of the Council's Occupational Health Unit and EAP provision, which is already underway, and a review of the HR operating model with the potential impact on circa. 5 jobs.
3. **Legal Services** (£175K in 23/24) – Through the capitalisation of legal costs associated with supporting the delivery of Bury's capital regeneration works.
4. **Business Support** (£130k in 23/24) – Through a review of service capacity and savings opportunities enabled by the new central service. The majority of this will relate to the deletion of vacancies with a potential impact on circa. 2 jobs.
5. **Performance** (£88k in 25/26) – A reduction in capacity enabled by the delivery of system improvements and automation, with a potential impact on 3 roles.
6. **Communications and engagement** (£81k in 23/24) – Reductions in service through a review of all functions, with potential impact on 2 roles.
7. **Delivery Unit** (£55k) – Reductions within the Council's Delivery Unity through alternative funding options for Project Management support.

A more detailed breakdown of proposals including savings by year and potential FTE implications. – Savings will be delivered through 7 connected projects each led by a member of the Corporate Core management team.

Service	Lead	Total	23/24	24/25	25/26	26/27	Indicative FTE Impact
IT	KW	£300k	0	0	£300k	0	0
HR	SM	£250k	£150k	£100k	0	0	5
Legal	JD	£175k	£175k	0	0	0	0
Business Support	SM	£130k	£130k	0	0	0	2
Performance	KW	£88k	0	0	£88k	0	3
Communications and Engagement	KJ	£81k	£81k	0	0	0	2
Delivery Unit	KW	£55k	£55k	0	0	0	0
<b>TOTAL</b>		<b>£1.079m</b>	£591k	£100k	£388k	0	12

## Section B

***What impact does the proposal have on:***

<b>Property</b>
None
<b>Service Delivery</b>
Reduction in support to Council delivery services may have a knock-on impact on service delivery. This will pose a significant challenge in the context of the current scale of priorities being supported across the Corporate Core and will require a compromise / reduction in relation to some priority areas of work which will need to be managed in partnership with deliver departments.
<b>Organisation (Including Other Directorates/Services)</b>
Internal impacts will be: <ul style="list-style-type: none"> <li>- Reduced strategic HR capability – culture improvement journey diminished</li> <li>- Reduced strategic communications and engagement capability. May impact on delivery for other council departments</li> <li>- Reduced performance capability through reduction in analyst capacity</li> <li>- Where there is a lead for specific external communications and engagement activities an alternative may be required. Expertise likely to diminish</li> <li>- Reduced capacity for Project Manager may impact on some delivery</li> <li>- Reduced business support may impact other Council functions</li> </ul>
<b>Workforce – Number of posts likely to be affected.</b>
C12 posts at risk of redundancy
<b>Communities and Service Users</b>
None
<b>Other Partner Organisations</b>
None

**Section C**  
**Key Risks and Mitigations**

<b>Risks</b>	<b>Mitigations</b>
Increased burden on council managers and reduction in quality of provision as a result of diminished capacity within HR, Business Support, communications and engagement. Greater associated risk of external challenge and cost and dependency on external support in exceptional circumstances. Risk of staff retention	<p>Management development programme to begin this spring will strengthen core management skills based</p> <p>Investment in systems automation and improvement</p> <p>Investment in communications and engagement templates to automate production</p>
Insufficient skills and capacity to maintain the systems and processes established within the Core to respond to LGA advice (i.e. strategic HR; corporate performance and planning framework; project office support and community engagement)	<p>Corporate performance planning cycle maintained at strategic level on reduced basis</p> <p>Annual business planning exercise to be managed within the context of available resources</p>
Staff engagement and retention reduces	Senior managers accountable for maintaining engagement processes within their department
Failure to respond to external advice about safe resourcing requirements for IT delivery. Greater risk of cyber attack; data loss and transformation journey compromised	<p>IT capabilities prioritised; risk register updated.</p> <p>Savings profiled for later in the budget cycle</p>
Systems will not be developed to ensure that legal services activity is captured in a timely manner	Senior lead accountable for establishment of systems with finance lead.

**Key Delivery Milestones:**

<b>Milestone</b>	<b>Timeline</b>
Overarching consultation with workforce – 90 days; S188 notice served	October 22 – January 23
Service specific consultation (23/24 savings) – 30 days	March 2023
Budgets reduced for 23/24 savings	April 2023
Capitalisation and recharges in place	April 2023
Post-consultation decision on 23/24 service reviews	April 2023
Full implementation of new structural arrangements for 23/24 (staff notice served)	July 2023
Detailed design for future year savings progressed	October 2023

**Section D**

Consultation Required?	Yes – consultation with staff will take place in-line with the Council’s agreed consultation toolkit. Wider engagement will take place on proposed changes across the organisation as needed.
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**Equality Impact**

***Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?***

Disabled people	No – Changes will take place in line with then Council’s agreed policy framework and workforce change procedures which have been subject to equality analysis.
Particular Ethnic Groups	
Men or Women (including impacts due to pregnancy/maternity)	
People who are married or in a civil partnership	
People of particular sexual orientation	
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	

<b>EIA Required?</b>	No – Changes will take place in line with then Council’s agreed policy framework and workforce change procedures which have been subject to equality analysis.
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**Section E: Financial Implications and Investment Requirements**

<b>Investment requirements – Revenue and Capital</b>
One-off funding for redundancy costs may be required.

<b>Finance Comments – Will the proposal deliver the savings and within the agreed timescales?</b>