

Annual Conference 2024

PUBLIC FINANCE

LIVE

10-11 July 2024
Manchester Central

CIPFA

Headline sponsor:

technologyone
Making life simple for our community

Are there any good savings left?

Chair: Andrew Burns, Associate Director, CIPFA

Speakers:

Martin Ellender, Delivery Director, IMPOWER

Ashley Hughes, Director of Resources and statutory Chief Finance Officer, Tameside MBC

Alison Parkin, Director of Finance and s151 officer, Derby City Council

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IMPOWER

Are there any good savings left for local government?

Public Finance Live 2024

IMPOWER

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Associate
Director,
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ALISON PARKIN

Director of
Finance and s151
officer, Derby
City Council

ASHLEY HUGHES

Director of
Resources and
statutory Chief
Finance Officer,
Tameside MBC

MARTIN ELLENDER

Director, IMPOWER

Our panel



Andrew Burns
Associate
Director, CIPFA



Alison Parkin
Director of
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City Council



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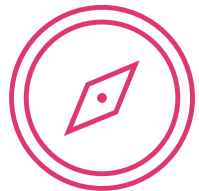
We deliver change within the public sector



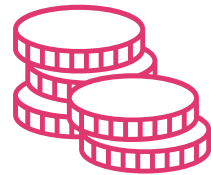
For over 20 years we have driven change with more than 100 organisations, including 40 in the last year.

Today's session is about...

What it takes to find **GOOD SAVINGS**



**Driven by the right
ambition: better
outcomes cost less**



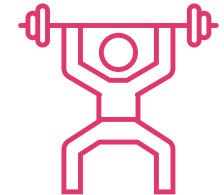
**Achievable at
scale**



**Co-produced and
evidence-based**



**Delivered at the
front line**



**Resilience-
building, not
capacity-draining**

Derby City Council Delivery Portfolio and Programmes

How I saw the programme



Be honest about your programme



Capacity and capability. Accountability and Leadership deficiencies



Benefits realisation – the majority of projects proposals are tactical, with a minimal number which are transformational.



Vision and scope of work - the existing scope of projects are in the main siloed in their approach



The approach is tactical and does not adequately reflect scrutiny of all areas of expenditure (particularly Adults and Childrens Services)



Culture - a general positive "hands on" and "can do" approach to change, it is also recognised that there is a stagnant and resistant culture in existence in areas of the Council



Project documentation. There is a lack of key project documentation missing across the Programme e.g., outline or full business cases.



Gaps in operational practice



Prioritisation. There is no eligibility criteria in place to determine a project, no clear prioritisation of project activity.



People - generally, staff working in the services are qualified, committed to the cause and passionate about the work they do.



There is a limited commercial awareness and understanding of driving best value across third party spend and contracts.

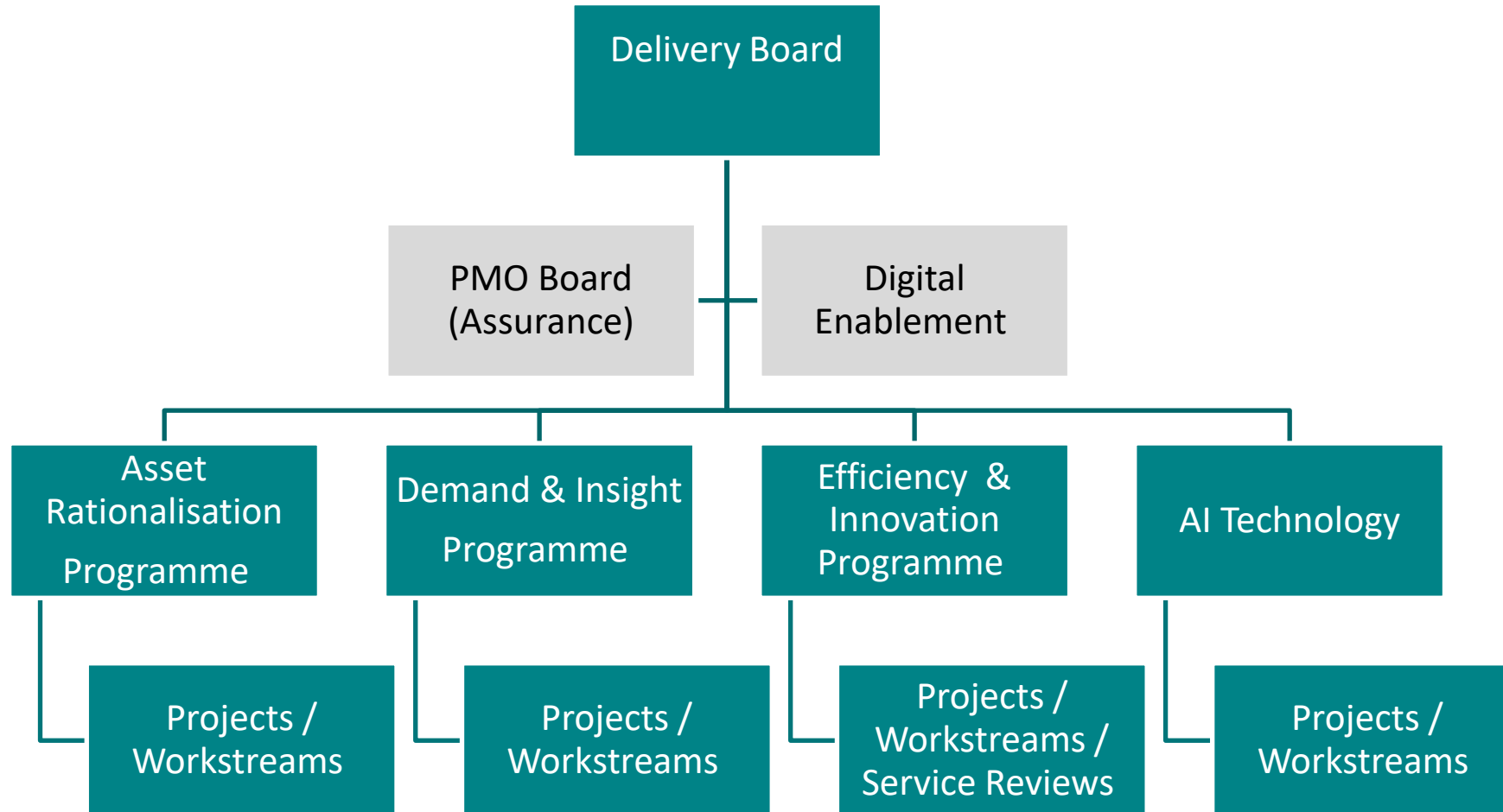


There is a lack of pace on the programme



Communication and engagement on change limited and inconsistent, both internally and externally

Revised Programme Governance Structure



Asset Rationalisation Programme

The programme aims are to:

- optimise use of the Council House, both as the Council's primary office location and as a public sector hub in the city.
- consolidate and co-locate teams in single, optimal locations, to enable more efficient and effective working across services and better outcomes for citizens.
- allow the Council to rationalise the number of physical assets it holds and give clarity of maintenance and operating costs for the future.
- maximise the use of appropriate council assets to the benefit of local communities and ensure value for money.



Demand and Insight Programme

The programme aims are to:

- Review and understand the demand required on each service area
- Identify opportunities for improvements for citizens who require support from the Council and support with our partners
- Working collaboratively to develop solutions to reducing demand on our services, improving the customer journey for the people of Derby.
- Review DCC Front Door offer across Derby City with our partners
- Utilise Digital technology to improve services and processes for the citizens of Derby



Efficiency & Innovation Programme

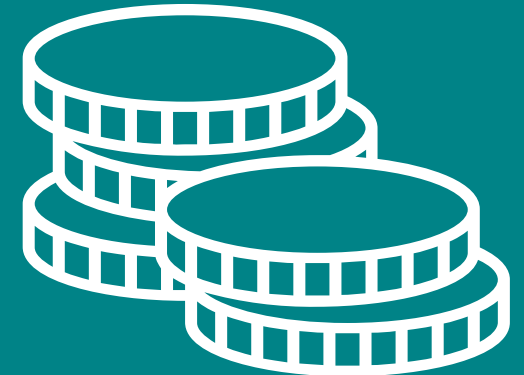
The programme aims to build on working Better Together to:

Internally

- Continue talking to each other
- Build relationships
- Reduce silos
- Working together
- Co-producing solutions

Externally

- Work alongside partners and communities to empower people – offering help and advice
- Listening and understanding how we run our services (and if they're better delivered by someone else)



People and Culture Programme

The programme aims to build on working Better Together to:

Internally

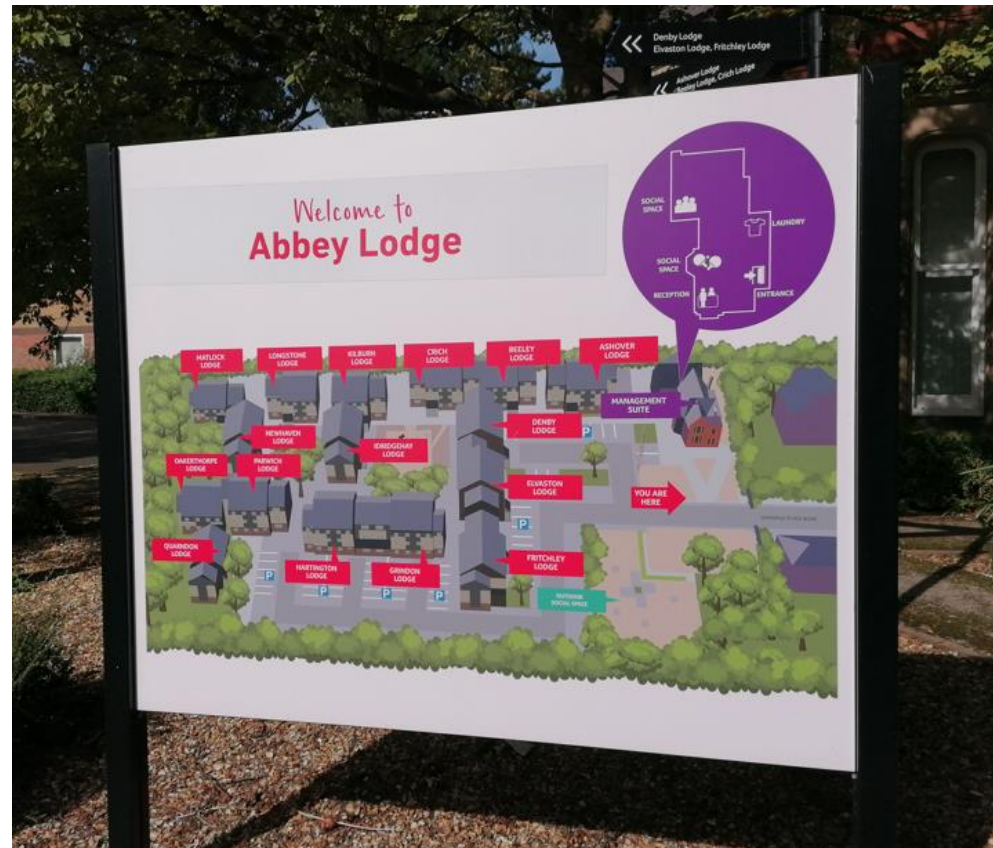
- Continue talking to each other
- Build relationships
- Reduce silos
- Working together and Co-producing solutions

Externally

- Work alongside partners and communities to empower people – offering help and advice
- Listening and understanding how we run our services (and if they're better delivered by someone else)

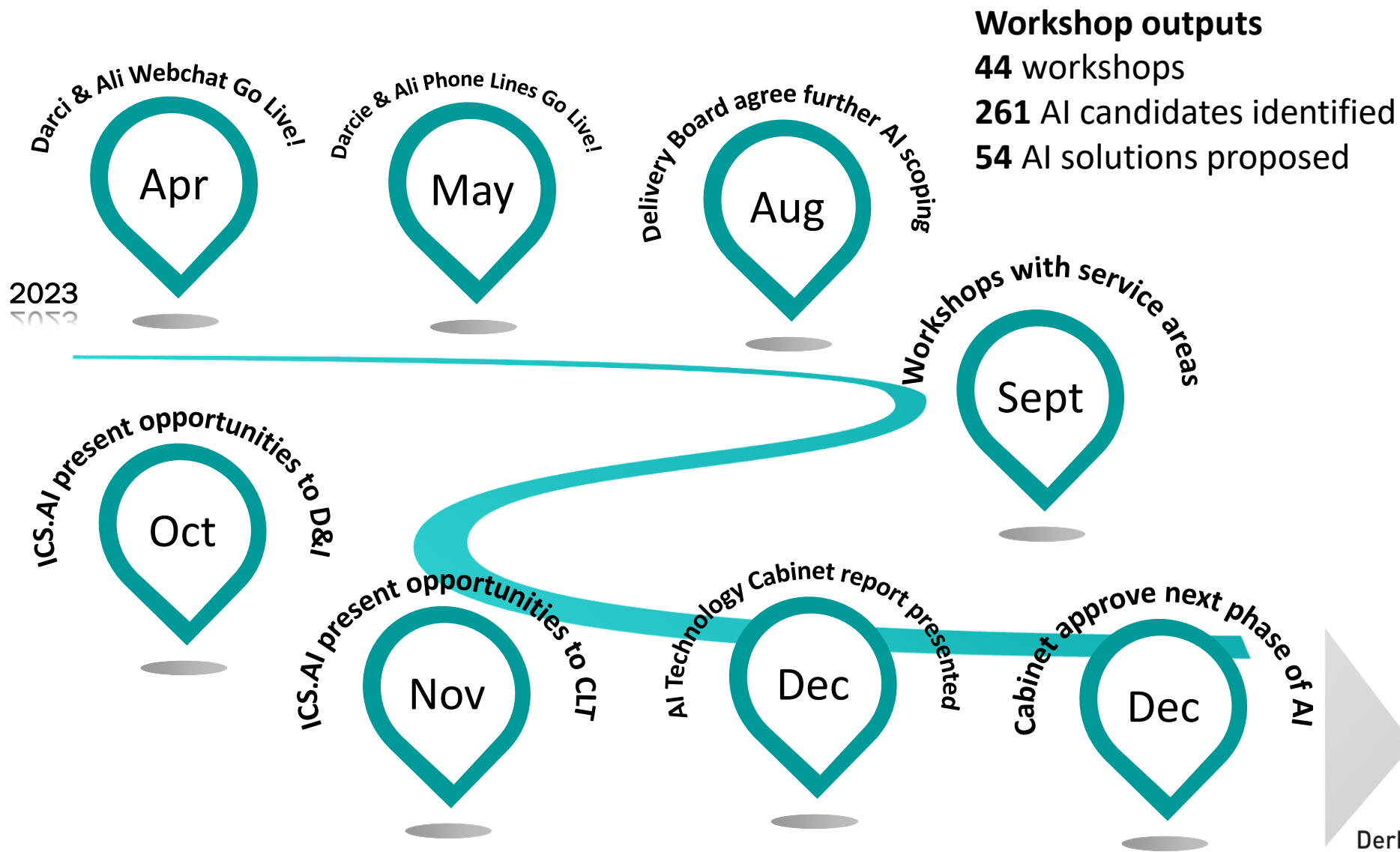


Purchase and remodelling of Abbey Lodge



AI Technology Programme, our journey so far

What we have achieved in 2023

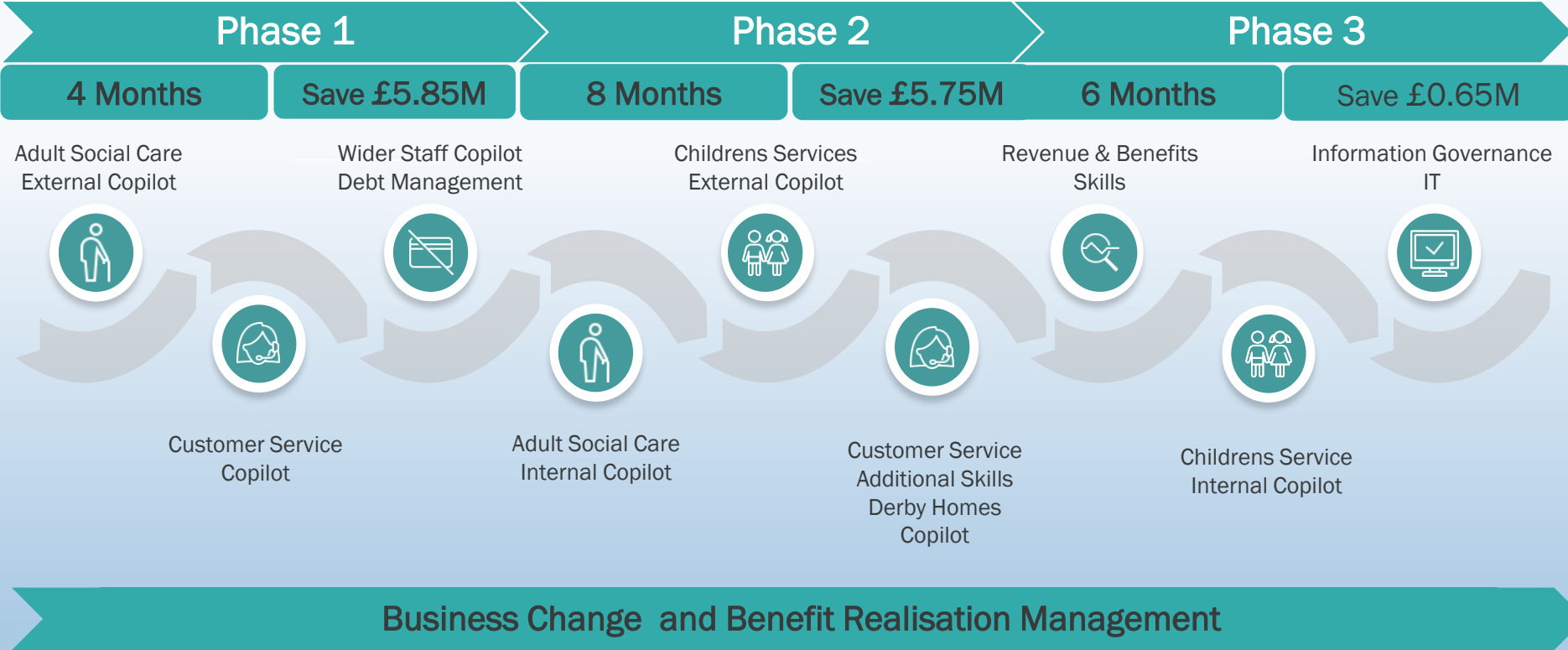


261 Use cases for AI

ASC Enquiries	Provider Offers	Digital Assistant - Social Media	Homes Enquiries	ETL Data Matching	Scheduling Visits	Fostering Enquiries	FOI Requests	Historical Figure Chatbot	Quality Visit Self Audits	Enrolment Tracking	Asset Management	ASC Sign Language	Pre-Discharge Planning	Bin Contamination
ASC Citizen Referral & Initial Assessment	Service Contracts	Citizen Engagement Analysis	Homes Enquiries Mailbox	Conversational Analytics	Data Review & Summarisation	Fostering Applications	Data Redaction-Digital	Library Enquiries	Certificate Management	Waiting List Skill	IT FAQ & Document Generation	Pre-Discharge Planning	Care Reviews	Waste Vehicle Efficiency
ASC Enquiries (E-Mail)	Market Service Analysis	Council Tax Assessments	Complaints & Compliments	Process Mining	Outbound Data Chasing & Gathering	Fosterer Analytics	DPIA Requests	Book Purchasing Forecasts	Safeguarding Referrals	SEND Enquiries	Predictive IT Analytics	Care Reviews	Care Review Planning	Attendance Management Notifications
ASC Referral Status	ASC Professional Referral & Initial Assessment	Debt Collection	Ali F2F User Experience	KPI & Analytics Generation	Guidance Generation	Fostering Application Updates	IG Internal Queries	Training Content Generation	Safeguarding Reviews	Referrals & Initial Assessments	IT Automated Access Management	DOLS Referrals and Initial Assessment	Resource Scheduling	Attendance Management Analytics
Direct ASC Translation	ASC Business Support (E-Mails)	Customer Service Enquiries	Ali Multi-Lingual	KPI & Analytics Generation	Facilities Internal Queries	Repairs Forecasting	IG Proactive Publications Forecasting	Job Evaluation	Safeguarding Trends & Risk Profiles	Referral Updates	Automated IT desktop support	Care Review Planning	Benefits Mangement	Automated Fine Identification
Direct ASC Sign Language	Urgent Out of Hours	Customer Service Mailbox	Homes Repairs	Debt Data Consolidation & Recognition	Facilities Skill	Repair Scheduling	IG Mailbox	Parking Services Enquiries	Safeguarding Enquiries	SEND - Internal Queries	Adult Care Assesments	ASC Resource Allocation (RAS)	Meeting Minutes & Actions	StreetPride Internal
Benefits Auto-Assessments	Actual Provider Services	Customer Service Forecasting	Council Tax Requests	Debt Analysis	Finance Internal Queries	Bookings Skill	FOI Updates	Parking Services Mailbox	Safeguarding Inbox	SEND E-Mail Inbox	Continuing Health Care Assessments	CS Enquiries	Court Document Summarisation	Staff Training
Benefits Manual Assessments	Commissioned Care Plan Improvements	Gold Card Applications	Deaf Services	Consolidated Debt Chasing	Death Notifications	HR Internal Queries	IG External Queries	Debt Collection	Safeguarding Referrals	Support Plans	DOLS - Adult Mental Capacity Assessments	CS Citizen Referral & Initial Assessment	Placement Matching	Trading Standards Enquiries
Supplier Change of Details	Homes Internal Queries	Bin Skill	Bookings Skill	Debt Horizon Planning	Debt Collection	Appraisals	IG Proactive Publication Generation	Performance Insights	Safeguarding Reviews	Funding Requests	ASC Internal	CS Enquiries (E-Mail)	Youth Transition	Trading Standards Analytics
Blue Badge Requests (Central)	External Content Generation	Parking Permits	Fraud Detection	Debt Collection	Adult Financial Assesments	Employee Performance	Subject Access Request Requests	Horizon Planning	Safeguarding Enquiries	Panel Recommendations	CS Internal	CS Referral Status	Adoption Enquiries	Data Review & Summarisation
Blue Badge Updates	Internal Comms	Complaints & Compliments	Street Cleansing Notifications	Cabinet Papers	Financial Self Assessments	Job Descriptions & Job Posts	Breach Assessments	Performance Insights	School Enquiries	SEND Forecasting	DOLS - Adult Best Interest Decisions	DOLS Referrals and Initial Assessment	Home to School Transport	Outbound Data Chasing & Gathering
Blue Badge	Digital Assistant - Social Media	Darcie F2F User Experience	Highways Notifications	DMC Internal Queries	Property Sale Tracking	CV Vetting	Subject Access Request Processing	Press Summary	School E-Mail Mailbox	IT Assistant	DOLS - Childrens Best Interest Decisions	Continuing Health Care Assessments	Intelligent Bins	
Bookings Skill	External Content Generation	Darcie Multi-Lingual	Trees Notifications	Physical Mail Categorisation	Death Notifications	Employee Onboarding	DPIA Processing	Provider Improvements & Suspensions	Schools - Internal Queries	IT Ticketing (New)	DOLS - Children Mental Capacity Assessment	CS Translation	Bulky Waste Forecasting	
Blue Badge Requests (Direct)	Social Media Management	Pest Services Requests	Bulky Collection Requests	Environmental Health Enquiries	Fleet Optimisation	Attendance Management Notifications	Data Redaction - Handwritten	Priority Care Visits	SEND Admissions	IT Ticketing (Update)	Care Forecasting	CS Sign Language	Graffiti Management	
Brokerage Offers	Internal Comms	Registry Services Skill	Bereavement Services	Environmental Health Analytics	Fleet Optimisation	Staff Scheduling	Legal Internal Queries	Remote Quality Assessments	Admission Processing	IT Starters, Leavers & Movers	ASC Translation	CS Resource Allocation (RAS)	Graffiti Analysis	



AI TRANSFORMATION – 18 MONTH PROGRAMME



Public Finance Live

Are there any good savings left?

In partnership with IMPOWER

July 2024





Tameside: The Place

- Nine discrete towns each with a strong identity and a shared collective identity
- Combines the urban and rural
- Post-industrial / manufacturing
- Low wage and skills, high employment
- Affordable housing. Low crime. Poor health outcomes
- Strong community & cohesion
- Ageing growing, Economically active declining
- Strong history of partnership working
- Close to Manchester city centre and Peak District
- Good transport links to NW and Yorkshire.
- Key player and future prosperity linked with the City Region
- We run the UK's largest and most successful LGPS Fund



Tameside: The Challenge

- £210m in cuts and savings since 2010
- Current MTFS gap requires the organisation to be a third smaller by 2030
- Benchmarking shows that statistically being the best of the best in every outcome won't cover that gap – efficiency is not the whole answer
- Demography and Complexity both increasing
- Funding Uncertainty – lack of multi-year settlements, business rates reset, fair funding
- Deprived area with greater need for services
- Significant changes in leadership
- Disaggregation from Strategic Commission with CCG

IMPOWER and Empower





IMPOWER



The creative Process



Benchmarking



• Benchmarking



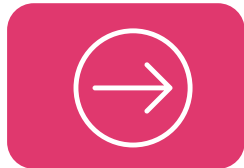
• Identify Opportunities



• Test and Learn



• Implement at Scale



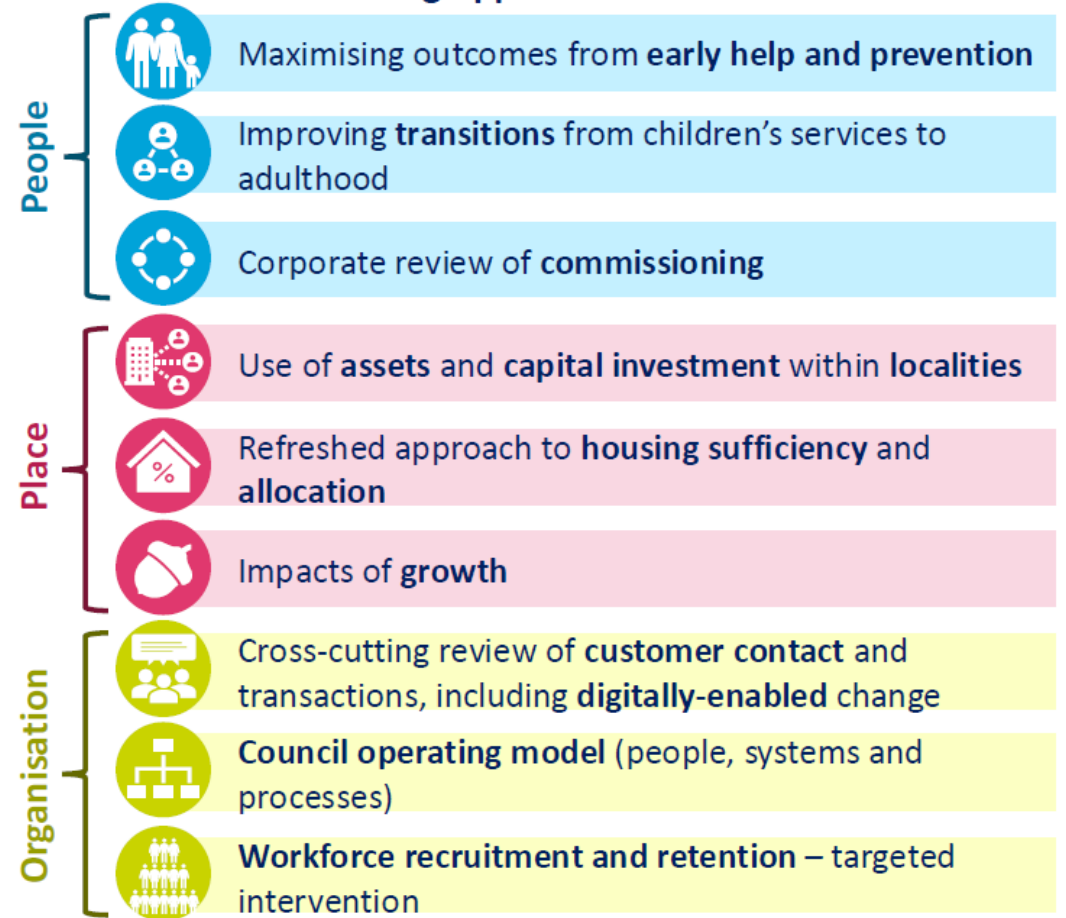
• Embed as Business as Usual

From

To

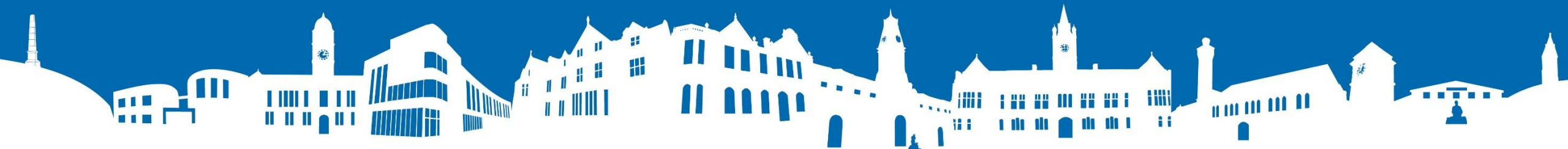


Cross-cutting opportunities



Culture Shift

High Challenge, High Support
High Trust, High Accountability



What needs to be in place to deliver?



Pragmatism and hope

- We are where we are. We need to find **practical next steps** and set out what we can achieve whilst also continuing the conversation about strengthening corporate conditions for change.
- A **belief** that **change is possible** and that there is an ambition worth pushing
- Using this process as a rallying call to **take staff with us** on the journey to delivering real change



Clarity on ambition

- A clear view of **what's important to Tameside** communities and town centres – getting the balance right between **learning** from elsewhere and the **uniqueness** of Tameside
- A renewed “offer” to / **psychological contract** with **residents and employees**



Organisational design

- The importance of embedding learning as we go into what Tameside Council needs to look like in 2-3 years to be a **modern, fit-for-purpose** organisation
- For example: target operating model & design principles, size and shape, key capabilities etc.



Corporate enablement

- A **partnership** between **front line and corporate enablers** around shared challenges and **outcomes for people**
- Getting the basics right with good **financial and activity** / performance data
- Professional advice and support at the **right time**



Coordination & distributed leadership

- An **empowered wider leadership group** supported by clear and quick decisions
- **Proportionate governance** (holding the big picture, steering change, enabling accountability, spotting and unblocking problems)

Honest Conversation





Our questions to answer

1. What are the **key lines of enquiry** that sit within each cross-cutting opportunity?
2. How do we get the right **data and insight** in place to inform decision-making?
3. How do we make sure we keep being **practical** and keep the required **pace** and **momentum**?
4. What is the **feasibility** of each opportunity? E.g. what are we trying to **achieve**? What is the **scale** of the reward? How can we build **confidence** that we're pursuing the right things? What would it **take** to deliver them?
5. How do we become clear-eyed of the **risks** associated with each opportunity?
6. How do we build in a resolute focus on **outcomes** and **experience** for people in Tameside?
7. How do we create conditions to **enable the 'doing'** at the frontline, while getting the **building blocks** in place to enable step-changes in delivery?
8. How do we understand whether the right **conditions for success** are in place to deliver real change?

Questions for the panel?



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Thank you