

TRANSFORMATION PROGRAMME PROGRESS

1. INTRODUCTION

1.1 As part of the improvement journey, it was agreed by SMT to manage all major change proposals as part of a Transformation Programme under the direction of a Transformation Board.

1.1 This report provides Members with an update on the progress of the Transformation Programme.

2. RECOMMENDATIONS

2.1 Members to note the contents of this report.

3. DETAIL

Background

3.1 An exceptionally challenging financial outlook is envisaged for the new few years with significant real cuts in spending power. This will require a fundamental consideration of the services the Council provides, and how the services are delivered and paid for. The council will also be subject to a BV2 audit. To move forward to address these challenges and build on the progress achieved by the Improvement Plan, the Council is committed to preparing successfully to address the requirement of BV2 and by developing a Transformation Programme.

3.2 The Transformation Programme is based around 4 themes:

- Strategic Council wide initiatives
- A programme of service reviews
- Efficiency and effectiveness of corporate resources
- Preparing to meet the challenge of BV2.

Strategic Council Wide Initiatives

3.3 The Strategic Council wide initiatives comprise the following projects:

- Modernisation Phase 3
 - Management and Staffing Structure
 - Centralised/decentralised service deliver
 - Admin Support
- Sharing services and alternative service delivery.

3.4 The Council with support from KPMG has collected the baseline data on the current

management and staffing structure and admin support. The review of the management and staffing structure, including establishing a consistent approach to centralised/decentralised service delivery, is underway. SMT have agreed a corporate management framework (CMF) / design principles. Services will be reviewed against the CMF during November. A key issue will be cross checking the management and staffing review to the service reviews and voluntary severance requests.

- 3.5 The review of admin support will take place after the management and staffing review is complete.
- 3.6 The CPP Executive Sub Group has met on a number of occasions and is progressing the sharing of information in relation to the future financial challenges. Importantly it has also made progress with shared services in terms of agreeing a long list of possible options. A separate report on shared services gives more information on this.

Service Reviews

- 3.7 Phase 2 of the service review programme is well underway with the following services subject to a service review this year:
- Children & Families
 - Leisure
 - Governance & Law
 - School & Public Transport
 - Catering, Cleaning & Janitorial
 - Roads Operations
 - Waste Management
 - Economic Development
 - Regulatory Services
- 3.8 A target of 15% cost savings has been set and clear guidance and templates have been issued to ensure that services are thorough and robust and cover aspects such as Benchmarking, Customer, Community and Employee Engagement, Equality Impact Assessment, Sustainable Development, Third Sector involvement etc.
- 3.9 Consultants Hexagon carried out Customer and Community Engagement for most of the services during August.
- 3.10 The service reviews are progressing to timescale with baseline, benchmarking, future challenges and options appraisal being completed. The draft final reports and implementation plans are being prepared. The key issues were highlighted to members at the seminar on 7 October 2010. It is anticipated the reviews will be available to members during November.
- 3.11 The following service reviews are also taking place but are reporting on a different timescale:
- Education Estate
 - Older Peoples Services
 - Learning Disability Services

Efficiency and Effectiveness of Corporate Resources

- 3.12 The theme of efficiency and effectiveness of corporate resources comprises development and delivery of plans to ensure the Council optimises its investment in corporate resources, the investments/processes are aligned to the Council's corporate objectives and there is efficiency and effectiveness in the use of corporate resources.
- 3.13 The Process for Change programme continues to progress through the implementation phase. The Customer Management project and Workforce Deployment project are reporting to the Process for Change/HR board and Judy Orr and Malcolm MacFadyen, respectively, are the SRO's. Progress is being reported to the HR Board and both projects are largely on track.
- 3.14 The Council has made sound progress with procurement and it recognises it is vital to get every penny of value out of the £110m spent on procurement each year. The Transformation Programme Board will consider during November the potential opportunities to further develop the Councils approach to procurement and improve value / achieve savings beyond that currently envisaged.
- 3.15 A proposal to achieve a step change in asset management covering rationalisation and disposal is being developed and will be considered by the Transformation Programme Board in November.

Preparing to Meet the Challenge of BV2

- 3.16 The Transformation Programme Board has agreed a Project Initiation Document (PID) that outlines how the Council will take forward this workstream. This will maintain and build upon the progress already made as reflected in the recent Assurance and Improvement Plan. Progress is being made with PSIF and a revised Improvement Plan prepared

Bruce West
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