

ANGUS COUNCIL

POLICY AND RESOURCES COMMITTEE – 28 NOVEMBER 2017

CHANGE PROGRAMME UPDATE

ABSTRACT

This report provides a progress update in relation to the Council's change programme.

1. BACKGROUND

- 1.1 The Council has agreed that the Change Programme will be the primary means through which savings to bridge the budget funding gap will be identified and implemented.
- 1.2 The delivery of services is also being prioritised to deliver the outcomes the council agreed at its meeting on 7 September.

2. PROGRESS OVERVIEW

- 2.1 The Council meeting on 7 September provided a major milestone by agreeing the new Council Plan, Local Outcome Improvement Plan, Locality Plans and Change Programme delivery framework. These were also accompanied by updates to the medium term financial strategy and workforce plan. This collectively provides the Council with a strong foundation to focus on delivering its key priorities which dovetail with the change programme in terms of both achieving savings and also shifting the emphasis to focus strongly on improving outcomes.
- 2.2 Since that time, good progress has been made with the change programme.
- 2.3 The various projects have been strated up and the business change leads have agreed they will deliver the identified savings. Progress reporting is now in place, providing assurance in relation to achieving delivery on time and to expectations.
- 2.4 Notable progress has been made with the Workforce Change – Manager's review over the summer months. Additional and accelerated benefits have also now been identified from this review and the Organisational Design review as a result of completing a detailed analysis and developing proposals for a new management structure and pay grades for posts currently LG11 and above.
- 2.5 Attention has also been given to increasing the scope of the change programme to support the Council achieving a balanced budget for Financial Year 2018/19. With the addition and acceleration of key projects, this has identified an additional £1.466m of savings for 2018/19, resulting in total savings from the change programme of over £9m for next Financial Year.
- 2.6 While this represents positive progress, it will be necessary to continue to build on the outputs from workshops held earlier in the year to identify further savings opportunities, while also progressing the next steps in joining up the change programme to achieve improved outcomes through service transformation/ new ways of working.

3. BENEFITS MANAGEMENT

3.1 The current summary of benefits is detailed on Appendix 1. The movement in comparison to previous position identified in Report 278/17 is as follows:

	2018/19	2019/20	2020/21	3 Year Total
Totals as at 7 September 2017 (Report 278/17)	£7,616,000	£4,225,000	£3,110,000	£14,951,000
Current Position	£9,082,000	£3,625,000	£3,119,000	£15,826,000
Variance	+\$1,466,000	-\$600,000	+\$9,000	+\$875,000

3.2 Key reasons for the variances since the last report:

- PE006/ PE007 – Workforce Change: added £400k, re-profiled and accelerated savings to achieve £1,000,000 (2018/19); and re-profile 2019/20 and 2020/21 to reflect this addition and acceleration
- EC003/07 – Revs & Bens Function Redesign: added £201k
- EC018 – Disposal of Land: added £100k (2018/19)
- EC016/01 – Developing Tayside Contracts Roads Maintenance: added £36k (2018/19)
- PL001 – Passenger Transport: omitted £30k (2018/19) and £20k (2019/20)
- PE014 – Review of housing options service: added £100k (2018/19)
- EC013 – Review of Overtime/ Additional hours: added £30k (2018/19)
- EC003/08 – Review of Print & Copy Services: added £29k (2018/19); £20k (2019/20); and £9k (2020/21)

4. CHANGE FUND UPDATE

4.1 The updated position with the Change Fund budget is as follows:

Change Fund Summary	£m
General Fund Reserves	1.393
2014/15 Budget Allocation	0.921
2015/16 Budget Allocation	0.939
2016/17 Budget Allocation	0.954
2017/18 Budget Allocation	0.000
Total Change Fund	4.207
Less Expenditure:	
2014/15 (Actual)	0.426
2015/16 (Actual)	0.693
2016/17 (Actual)	0.851
2017/18 (Projected)	0.757
2018/19 (Projected)	0.327
Recent Commitments	0.548
Change Fund Balance	0.605

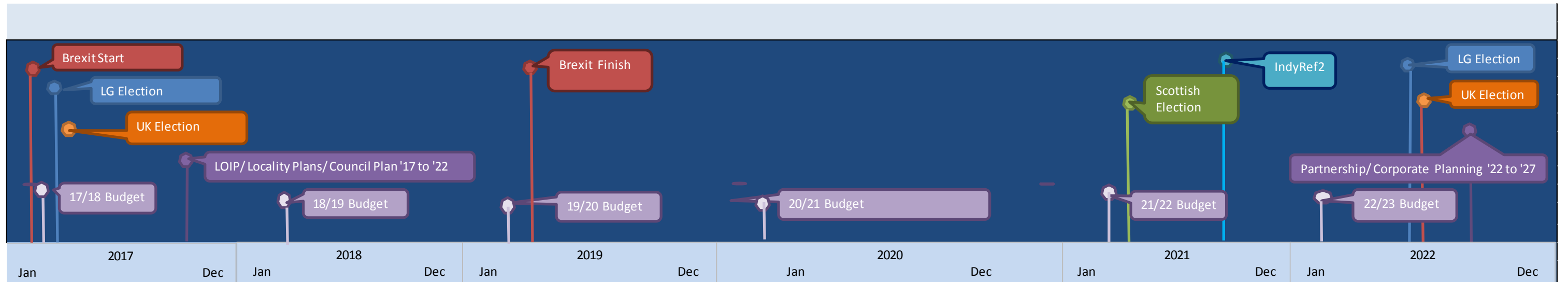
- 4.2 The change fund balance reported to Council in Report 133/17 identified a surplus in the fund of £1.118m at that time (March 2017). This has reduced to £0.605m and the key reasons for the variance are as follows:
- Net downward movement across 2016/17, 2017/18 and 2018/19 (£35k)
 - Agreed finance bid £98k
 - Agreed investment in process automation development team £300k
 - Developing the business case and starting channel shift initiatives £150k

5. NEXT STEPS

- 5.1 The next steps planned, responding to the continuing need to increase the scale and pace of change, include:
- Developing the outcomes approach to change.
 - Holding workshops to the end of the calendar year with members of the leadership forum to progress peer review of budgets.
 - Commencing the organisational design review in January 2018.
 - Reviewing ideas and suggestions from opportunity workshops.
 - Clarifying opportunities for savings through the collaborative work with neighbouring councils.
 - The focus has been on firming up on Financial Year 2018/19 savings that were previously identified as 'to be confirmed', and this focus will now shift to all potential savings in Financial Years 2019/20 and 2020/21 which have yet to be confirmed.

REPORT AUTHOR: Vivien Smith, Head of Strategic Policy, Transformation & Public Sector Reform

EMAIL DETAILS: CHIEFEXEC@angus.gov.uk



Economy									
Change Initiatives	2018/19	2019/20	2020/21	INVESTMENT COSTS	BUSINESS CHANGE LEAD	PROJECT SUPPORT OFFICER	DELIVERY TIMETABLE	PROJECT STATUS	
EC001 - Digital Programme	enabling	enabling	enabling	450,000	Caroline Cooper	Jonny Cormie	Enabler		
EC002 - Digital Transformation: Tayside Collaborative	enabling	enabling	enabling		Mark Armstrong	Sharon Faulkner	Enabler		
EC003 - Business Support Programme									
01 - Clerical & Admin Review	300,000				Alan McKeown	Shona Cameron	By 31 March 2018		
02 - EDRMS Implementation (was BU004)	enabling	enabling	enabling		Alan McKeown	Shona Cameron	Enabler		
03 - Purchase to Pay	300,000				Alan McKeown	Shona Cameron	By 31 March 2018		
04 - Process Redesign, Process Automation (PRPA)	250,000				Alan McKeown	Caroline Cooper	By 31 March 2018		
05 - Contact Centre	300,000	700,000			Alan McKeown	Claire Gherxi	By 31 March 2019		
06 - Corporate Risk, Insurance, Health, Safety & Resilience	50,000				Alan McKeown	Elaine Whittet	By 31 March 2018		
07 - Revenues & Benefits Function Redesign	201,000				Alan McKeown	Graham Ritchie	By 31 March 2018		
08 - Review of Print & Copy Services (previously EC010)	29,000	20,000	9,000		Alan McKeown	Shona Cameron	By 31 March 2020		
EC004 - Commercial Excellence, Phase 1									
02 - ICT Hardware Review (excluding Schools)	0	0	0		Caroline Cooper	Frank Hutcheon	By 31 March 2020		
03 - Software Review	0	130,000	130,000		Ian Lorimer	Caroline Cooper	By 31 March 2020		
25 - Utilities Billing Audit	20,000				Ian Lorimer	Ian Lingard	By 31 March 2018		
37 - Office Supplies	10,000	10,000			Ian Lorimer	Mark Allan	By 31 March 2019		
EC005 - Procurement Review	140,000				Steven Mill	Jill Paterson	By 31 March 2018		
EC006 - Finance Review	150,000	50,000			Steven Mills	Finance Service Managers	By 31 March 2019		
EC007 - Transforming Resources Review (Welfare Rights)	150,000				Graham Ritchie	Kim Banks	By 31 March 2018		
EC008 - SVQ Assessment Centre		TBC	TBC		Colin Nicol	Pam Linton	By 31 March 2018		
EC009 - Introduction of Pre- Application Charges in Planning		10,000			Stewart Ball	Kate Cowey	By 31 March 2019		
EC010 - Impact of National Planning Review - remove now included in Agile							Project Withdrawn		
EC011 - Corporate Services: Tayside Collaborative		TBC	TBC		Alan McKeown	Ian Lorimer	By 31 March 2020		
EC012 - Review of Toilet Provision at Arbroath Harbour/Review of Visitor Informatio	30,000				Alison Smith	Fiona Cameron	By 31 March 2018		
EC013 - Review of overtime/additional hours - AC only	30,000	TBC			Sharon Faulkner	Heads of Services	By 31 March 2019		
EC014 - Review of Mobile Provision, phone/alarm lines arrangements	25,000	10,000			Vivien Smith	Catriona Ferrier	By 31 March 2019		
EC015 - Procurement and Commissioning: Tayside Collaborative		TBC	TBC		Ian Lorimer	Steven Mill	By 31 March 2020		
EC016 - Developing Tayside Contracts: Tayside Collaborative									
01 - Roads Maintenance	36,000				Ian Cochrane	Douglas Hill	By 31 March 2018		
02 - FM Services	160,000				Ian Cochrane	Craig Smith	By 31 March 2018		
EC017 - City Deal: Tayside Collaborative	enabling	enabling	enabling		Alan McKeown	Alison Smith	Enabler		
EC018 - Disposal of Land - Capital Receipts (linked to Reserves)	100,000	TBC	TBC		Stewart Ball	Kevin Robertson	By 31 March 2020		
EC019 - Income Generation from Property		TBC	TBC		Ian Cochrane	Doug Henderson	By 31 March 2020		
EC020 - Income - Council Tax from New Builds	250,000	250,000	250,000		Kate Cowey	Graham Ritchie	By 31 March 2020		

People								
PE001 - AHSCP - Improvement and Change Programme	2,000,000	TBC	TBC		Vicky Irons/Sandy Berry	Ian Lorimer	By 31 March 2020	
PE002 - ANGUSALive - New Project Phase	300,000	TBC	TBC		Stewart Ball	Kirsty Hunter	By 31 March 2020	
PE003 - Not Used								
PE004 - Change Instrumental Music Service	80,000	60,000			Pauline Stephen	Jim Hammond	By 31 March 2019	
PE005 - Reduction of Strategic Director Post/other post adjustments (R377/17 and 18)	111,000				Margo Williamson	-	Complete	
PE006 - Workforce Change - Managers	1,000,000	400,000			Sharon Faulkner	Heads of Service	By 31 March 2019	
PE007 - Workforce Change - Organisational Design	600,000	500,000	1,500,000		Mark Armstrong	Sharon Faulkner	By 31 March 2020	
PE008 - Workforce Change - Teachers	810,000	520,000	260,000		Mark Armstrong	Pauline Stephen	By 31 March 2020	
PE009 - School Office Review (including Online School Payments)	100,000				Pauline Stephen	Jim Hammond	By 31 March 2018	
PE010 - Agile and Digital Implementation Project	enabling	enabling	enabling		Les Hutchison	Gavin Keith	Enabler	
PE011 - Peer Review of Budgets Efficiencies	50,000	25,000	20,000		Margo Williamson/Alan McKeown/Mark Armstrong	Leadership Forum	By 31 March 2020	
PE012 - Children's Services: Tayside Collaborative		TBC	TBC		Kathryn Lindsay	Dawn Archibald	By 31 March 2020	
PE013 - Income - Employees Purchasing Leave	50,000				Sharon Faulkner	Pauline Sinclair	By 31 March 2018	
PE014 - Review of Housing Options Service	100,000				TBC	TBC	By 31 March 2018	
Place								
PL001 - Passenger Transport					Ian Cochrane	Pauline Stephen	Project Withdrawn	
PL002 - Public Transport	40,000				Ian Cochrane	Douglas Hill	By 31 March 2018	
PL003 - Waste Shift Patterns Review	160,000				Stewart Ball	Graeme Dailly	By 31 March 2018	
PL004 - Reduced Service Level of Winter Maintenance - Footpaths	50,000				Ian Cochrane	Douglas Hill	By 31 March 2018	
PL005 - School Investment Strategy		TBC	TBC		Les Hutchison	Elaine Hughes	By 31 March 2020	
PL006 - Agile/ Estates Review	800,000	540,000	950,000		Ian Cochrane	Gavin Balfour	By 31 March 2020	
PL007 - ANGUSALive - Charge for use of buildings on campuses at Brechin & Forfar	TBC				Ian Lorimer	Stewart Ball/Kirsty Hunter	By 31 March 2018	
PL008 - Solar Farm at Restenneth		TBC	TBC		Stewart Ball	Graeme Dailly	By 31 March 2020	
PL009 - One Public Estate: Tayside Collaborative		TBC	TBC		Ian Cochrane	Doug Henderson	By 31 March 2020	
PL010 - Public Transportation: Tayside Collaborative		TBC	TBC		Ian Cochrane	Douglas Hill	By 31 March 2020	
PL011 - Roads: Tayside Collaborative		enabling	enabling		Ian Cochrane	Douglas Hill	Enabler	
PL012 - Income - Public Parking Review	300,000	400,000			Ian Cochrane	Douglas Hill/Bob Myles	By 31 March 2019	
Business								
BU001 - Council Tax (Base increase and levy)							Project Withdrawn	
BU002 - Reconstruction of Council's Budget Structure							Project Withdrawn	
BU003 - Recharging - Buildings, Administration (Facilities Management)	enabling	enabling	enabling		Ian Lorimer	Ian Cochrane	Enabler	
BU004 - EDRMS - now part of EC003							Project Withdrawn	
BU005 - Intranet Development	enabling	enabling	enabling		Caroline Cooper	Steve Leslie	Enabler	
BU006 - Upgrade Payroll/HR System	enabling	enabling	enabling		Sharon Faulkner	Pauline Sinclair	Enabler	
	9,082,000	3,625,000	3,119,000	450,000				
		15,826,000						