



Moray Council

Wednesday, 24 April 2024

NOTICE IS HEREBY GIVEN that a Special Meeting of the **Moray Council** is to be held at **Council Chambers, Council Office, High Street, Elgin, IV30 1BX** on **Wednesday, 24 April 2024 at 09:30.**

BUSINESS

1 **Sederunt**

2 **Declaration of Group Decisions and Members Interests ***

3 **Resolution**

Consider, and if so decide, adopt the following resolution:
"That under Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, as amended, the public and media representatives be excluded from the meeting for Item 5-7 of business on the grounds that it involves the likely disclosure of exempt information of the class described in the relevant Paragraphs of Part 1 of Schedule 7A of the Act."

4 **Transformation Strategy**

5 - 28

Report by Depute Chief Executive (Education, Communities and Organisational Development)

Item(s) which the Committee may wish to consider with the Press and Public excluded

5 **Short to Medium Term Financial Planning**

- 1. Information relating to staffing matters;

6 **Voluntary Early Retirement Application**

- 1. Information relating to staffing matters;

7 **Buckie Dredging Update**

- 6. Information relating to the financial or business affairs of any particular person(s);
- 8. Information on the amount of any expenditure proposed to be incurred by the Authority;

Watching the Meeting

You can watch the webcast live by going to:

http://www.moray.gov.uk/moray_standard/page_43661.html

Webcasts are available to view for 1 year following the meeting.

You can also attend the meeting in person, if you wish to do so, please come to the High Street entrance door and a member of staff will be let into the building.

GUIDANCE NOTES

- * **Declaration of Group Decisions and Members Interests** - The Chair of the meeting shall seek declarations from any individual or political group at the beginning of a meeting whether any prior decision has been reached on how the individual or members of the group will vote on any item(s) of business on the Agenda, and if so on which item(s). A prior decision shall be one that the individual or the group deems to be mandatory on the individual or the group members such that the individual or the group members will be subject to sanctions should they not vote in accordance with the prior decision. Any such prior decisions will be recorded in the Minute of the meeting.

MORAY COUNCIL

Moray Council

SEDERUNT

Councillor Kathleen Robertson (Chair)
Councillor Donald Gatt (Depute Chair)

Councillor James Allan (Member)
Councillor Peter Bloomfield (Member)
Councillor Neil Cameron (Member)
Councillor Tracy Colyer (Member)
Councillor Theresa Coull (Member)
Councillor John Cowe (Member)
Councillor John Divers (Member)
Councillor Amber Dunbar (Member)
Councillor Jérémie Fernandes (Member)
Councillor David Gordon (Member)
Councillor Juli Harris (Member)
Councillor Sandy Keith (Member)
Councillor Scott Lawrence (Member)
Councillor Graham Leadbitter (Member)
Councillor Marc Macrae (Member)
Councillor Paul McBain (Member)
Councillor Neil McLennan (Member)
Councillor Shona Morrison (Member)
Councillor Bridget Mustard (Member)
Councillor Derek Ross (Member)
Councillor John Stuart (Member)
Councillor Draeyk van der Horn (Member)
Councillor Sonya Warren (Member)
Councillor Ben Williams (Member)

| | |
|------------------|---------------------------------|
| Clerk Name: | Tracey Sutherland |
| Clerk Telephone: | 07971 879268 |
| Clerk Email: | committee.services@moray.gov.uk |



REPORT TO: MORAY COUNCIL ON 24 APRIL 2024

SUBJECT: TRANSFORMATION STRATEGY

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT)

1. REASON FOR REPORT

1.1 To ask the Council to approve a first iteration of work towards a new Council Transformation Strategy.

1.2 This report is submitted to the Council in terms of Section III (A) 2 of the Council's Scheme of Administration relating to considering Capital and Revenue Budgets and long-term financial plans.

2. RECOMMENDATIONS

2.1 It is recommended that the Council approves the first iteration of work towards a new developing Council Transformation Strategy (Appendix 1) to ensure a continued focus on delivering transformation projects to support the Council's financial sustainability and provide a sound foundation for essential future transformation work and agrees further development work as set out in the report.

3. BACKGROUND

3.1 As the first step in the Council savings hierarchy, transformation offers a positive alternative for future service delivery, meeting needs at lower costs in order to close the council budget gap and protect services from cuts as far as possible. Within the Corporate Plan, the Council recognises transformation and innovation as a key council priority that is reflected in our values of being Ambitious: ensuring sustainable and efficient services; and Improving: drive improvement, encourage innovation and invest in transforming to meeting future needs.

- 3.2 This report provides a first iteration of a new, developing Council Transformation Strategy (**Appendix 1**) to take forward a continued focus on delivering transformation projects already in progress, accelerate and expand where there is opportunity and develop new areas of work to support the council's financial sustainability, providing a sound foundation for future transformation work.
- 3.3 The Council established an Improvement and Modernisation Programme (IMP) to deliver transformational change across the authority at the Council meeting on 12 December 2018, with subsequent reports to the Council and Corporate Committee to adjust the programme. The most recent progress update was considered by the Corporate Committee on 23 April 2024.
- 3.4 The IMP followed on from two previous transformation programmes: Designing Better Services and the Digital Services programme. Designing better services (DBS) which concluded in 2015 having delivered £2.4m of recurring annual savings from the Core project plus savings from vehicles and buildings projects. Projects included: flexible working; electronic document management; mobile work solutions (homecare scheduling, housing DLO); vehicle rationalisation (pool cars); property consolidation and new HQ; procurement; customer contact centre; and employee administration portal.
- 3.5 In April 2015, the Digital services programme was established which delivered new Council website; secure online account (myAccount); over 80 online services, including Council housing services; data matching across housing and customer services; enhanced deployment of parents portal (online schools registration); and leisure online bookings. The project closed in March 2019 and resulted in channel shift: 25,000 online requests on eforms; 100% sports development courses booked online; over 80% school meal payments online; 70% garden waste permits; 17.5% reduction in face to face; 40 open data sets published. The project provided the basis for cashable savings of around £350,000 and a platform for the future delivery of further online services.
- 3.6 When initiated in 2018, the Improvement and Modernisation Programme (IMP) was intended to invest in initiatives which would provide a long-term financial saving for the Council and so support future sustainability of services. It was informed by diagnostic work carried out by public sector consultancy i-ESE to identify opportunities for efficiency and included a peer review by the Improvement Service. In May 2021, the Council agreed to expand the IMP to include investment projects for service improvement and this included provision for significant investment in Education as a Council priority at that time.

- 3.7 Transformation is one of the elements in the hierarchy of measures to ensure the council is financially sustainable moving forward. Therefore, as the Council's financial position became more challenging, more recent reviews of the projects in the IMP have returned the focus to financial sustainability and projects that can provide cashable savings in support of closing the Council's budget gap. A number of projects have concluded over the period of the IMP and taking account of project closures and the focus on savings, the report to the Corporate Committee on 23 April 2024 ([item 6](#)) included a consolidation of the remaining projects enabling a transition from IMP to the new Transformation Strategy .
- 3.8 Having been engaged in transformation work, including support and advice from external sources, for over 15 years the Council has a strong base from which to learn and develop further transformation. An example of this is where the early implementation of flexible working during Designing Better Services (DBS) and the experience of the Covid-19 Pandemic have provided learning to support the development of the Smarter Working project which has been successful in providing further savings from rationalisation of use of buildings. Likewise, the development of the customer contact centre and digital services have provided a foundation for the improved customer access offered by Information Hubs in libraries and the associated financial savings.
- 3.9 The Council continues to face significant financial challenges in the short term with a requirement to address a budget shortfall by 2026/27 of £14 million at the time the budget for 2024/25 was set. Therefore, there is a need to reset the Council's transformation work and develop a new Transformation Strategy to accelerate and increase the scale of savings.

New Transformation Strategy

- 3.10 The Corporate and Senior Management team (CMT/SMT) have led work across services and with the Council Leadership Forum (Third Tier Service Managers) to identify further opportunities for transformation. In order to continue to deliver the planned transformation projects and provide a sound basis from which to develop the future council transformation.
- 3.11 This has included review of guiding design principles to give direction for the developing programme of work and recognises the range of means to achieve transformation from new approaches, service redesign and redefinition to income generation. As the new Transformation Strategy is developed, clear core purpose, aims, vision and guiding principles will be required to inform and shape the future transformation strategy and to ensure continued consistent focus over the duration of the work. It is proposed to develop these with Elected Members initially and to undertake engagement with the workforce and wider stakeholders.

3.12 **Appendix 1** provides the first iteration of a new Transformation Strategy, which recognises the national and local priorities and the importance that the Council places on transformation to support its financial sustainability. It takes account of experience to date and sets out design principles (**Appendix 2**) to guide the development of future council transformation work. The proposed Strategy is made up of a set of projects to continue the council's transformation journey categorised as follows:

- i) New opportunities for discovery work have been identified from horizon scanning (N);
- ii) Innovation areas for research and discovery to assess future potential (I);
- iii) Additional projects for initiation have been added to the IMP (A);
- iv) Expansion or acceleration projects have been identified from current transformation work (E); and
- v) Current projects that provide financial savings (C).

3.13 In preparing projects to include in this more focussed strategic Transformation Strategy, some work has been tasked to Heads of Service to advance as service projects where they are of a lower value so that the strategic focus on pace and assuring delivery can be on the projects that deliver the greatest value across the council.

3.14 Current versions of project mandates that give a high-level description of the project concept are held in the Members Documents section of CMIS and shown in green type in the List of Transformation Projects in **Appendix 1**. These comprise newly added projects and those where acceleration or reframing is proposed. For some projects, the project mandate is not yet available because it is still in development. All mandates not previously approved will be reported to committee as further iterations of the Strategy are developed and greater clarity emerges on the scale and duration of investment package needed to deliver the projects. Information on these projects is currently provided to set out progress to date and provide a platform for the further engagement with members and wider stakeholders set out in paragraph 3.11. No approvals are sought at this stage for the indicative figures for investment contained in **Appendix 1**. These will be refined as the next iteration of the Strategy is developed and brought back in the next update report to Committee.

3.15 The initial work by the Senior Management Team concluded that a major change in thinking and approach is required to stimulate the scale, depth and pace of change required to bridge the Council's financial gap. It is also important to maintain progress and pace of current transformation projects, accelerating where possible, while the next set of work is developed, hence the preparation of this first iteration of a new Strategy. However, in recognition of the development work required, the next steps are set out in the new Strategy as:

- i) Refresh and refocus
- ii) Further develop and define
- iii) Future council programme
- iv) Assuring delivery
- v) Continued sustainability

Further iterations of the Strategy will be reported before the recess at which time approval will be sought for release of investment from the Transformation Reserve as described in the financial implications section 4(c) below to drive forward the projects within the updated Transformation Programme.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

The new Transformation Strategy is the development of the council commitment in the Corporate Plan to the values of Ambitious: ensuring sustainable and efficient services; and Improving: drive improvement, encourage innovation and invest in transforming to meeting future needs and forms the Transformation Strategy referred to in the Strategic Delivery Framework.

(b) Policy and Legal

None.

(c) Financial implications

The financial implications of the existing transformation projects (category C) have been approved in previous reports.

A number of the new for discovery, added or accelerated / expanding projects (categories N, I, A and E) will require resources / additional resources to support their development and delivery. This is included in **Appendix 1** where the requirement has been identified based on the stage of development each project has reached and an estimate given where this is not yet available.

It is also anticipated that it may be helpful to engage external expertise to further expand the programme of work moving forward, particularly in relation to the areas identified for research and innovation and in identifying further new opportunities. This will be reported for consideration to a future council meeting and would be in addition to costs below.

Detailed staff requirements are not yet available across all projects but estimating the average as being a Grade 9 cost of £60,000 including oncosts, the total over 2 years for the indicative resourcing in Appendix 1 would be approximately £2million. Cost would be met from the Transformation Reserve. Project initiation for those projects listed in **Appendix 1** will be agreed by CMT/SMT as the Project Initiation Board in line with the Project Management Governance policy. It is expected that new budget for resources, when approved, would be released on the basis that return on investment is achieved within 3 years but this will be clarified in future reports.

Monitoring reports will continue to the Corporate Committee for oversight and scrutiny.

(d) Risk Implications

The risks associated with the IMP are managed through the relevant programme boards and overseen by CMT/SMT. There are no changes to the current risk profile and it is noted that, with reporting of the first iteration of the new Transformation Strategy, progress is being made in maintaining pace which has previously been noted as a risk. However, the risks associated with change and the success of transformation remain and will continue to be monitored.

In order to manage these risks, the Council will:-

- (i) Ensure that all projects meet a given standard of governance that is proportionate to the change.
- (ii) Ensure there are adequate resources for the overall programme of work and for individual projects.
- (iii) Manage the dependencies and interdependencies across the scope of the change and its implications for other areas of prioritised work.
- (iv) Appoint appropriate project resources and failing which, review whether objectives are deliverable and review planned work accordingly.

(e) Staffing Implications

There continue to be challenges in securing resources and service capacity to progress projects. However, the allocation of specific project resources to specific projects is showing impact with projects such as smarter working and learning estate showing good progress. This approach will be built upon as projects are identified and reach an appropriate stage. Resourcing at Council level including corporate programme management and oversight will be revisited as the next stages of the Transformation Strategy work emerges.

(f) Property

No direct implications from this report, although property is the subject of one of the workstreams and the issues arising from this will be reported in due course with activity on climate change being progressed as a stand-alone programme of activity.

(g) Equalities/Socio Economic Impact

For the purposes of this report an Equality and a Socio Impact Assessment are not required, however it is acknowledged that various workstreams will identify change that will have an impact on equalities and socio economic considerations and will be reported in due course.

(h) Climate Change and Biodiversity Impacts

There are no immediate climate change implications directly arising from this report. However, flexible working is one of the workstreams and the issues arising from this will be reported in due course.

(i) Consultations

The Corporate and Senior Management team have been involved in the review work referred to in this report and have been consulted on the report. The comments received have been incorporated into the report and project updates.

5. CONCLUSION

5.1 Transformation is a key tool in the Council's hierarchy of measures to ensure the council achieves financial sustainability while minimising the requirement to cut services to close the budget gap. It is proposed that the Council agrees the first iteration of a new Transformation Strategy as set out in Appendix 1, for further development and engagement. This revised programme proposes:

- **New opportunities for discovery work have been identified from horizon scanning (N);**
- **Innovation areas for research and discovery to assess future potential (I)**
- **Additional projects for initiation have been added to the IMP (A)**
- **Expansion or acceleration projects have been identified from current transformation work (E)and**
- **Current projects that provide financial savings (C);**

in order to provide a programme of transformation as a foundation for further transformation for the future council.

Author of Report: Denise Whitworth, DCE ECOD
Background Papers: Reports updating on progress on Improvement and Modernisation Programme to:
12 May 2021 Full Council (Item 09 [Report](#) and Appendix [A](#) / [B](#) / [C](#) / [D](#) / [E](#))
15 September 2021 Full Council (Item 15 [Report](#) and Appendix [1](#) / [2](#) / [3](#))
15 March 2022 Corporate Committee (Item 13a [Report](#) and [Appendix](#))
30 August 2022 Corporate Committee ([Item 06 Report](#) and [Appendix](#))
25 April 2023 Corporate Committee ([Item 08 Report](#) and [Appendix](#))
7 November 2023 Corporate Committee (Item 07 [Report](#) and Appendix [1](#) / [2](#))
Ref: SPMAN-1108985784-946 / SPMAN-1108985784-947 / SPMAN-1108985784-948



Transformation Strategy

| Version | ShP ID | Reported to |
|---------|----------------------|----------------|
| V0.1 | SPMAN-1108985784-947 | SFC 24/04/2024 |
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Working Draft

Transformation Strategy

This is a first iteration of a new, developing Council Transformation Strategy to take forward a continued focus on delivering transformation projects already in progress, accelerate and expand where there is opportunity and develop new areas of work to support the council's financial sustainability, providing a sound foundation for future transformation work.

Transformation is the first step in the Council's hierarchy of measures to ensure that it is financially sustainable moving forward. Key aspects of reform are:

- ✚ Transformation to new approaches, including outsourcing, sharing and commissioning;
- ✚ Redesign through streamlining and re-organisation;
- ✚ Redefinition of services by stopping or reducing
- ✚ Increased income generation

Whilst income generation and service reduction/cessation are recognised as separate and lower tier strands of the Savings Hierarchy, major changes in either area will of necessity also entail an element of transformation in the widest sense.

Transformation and innovation is a key council priority that is reflected in our values of being Ambitious: ensuring sustainable and efficient services; and Improving: drive improvement, encourage innovation and invest in transforming to meeting future needs.

National and Local Priorities

Scottish Government's new deal with Local Government the Verity House Agreement sets out the way we will work together with a vision for a more collaborative approach to delivering shared priorities for the people of Scotland.

Three shared priorities have been identified:-

1. **Tackle poverty**, particularly child poverty, in recognition of the joint national mission to tackle child poverty
2. **Transform our economy through a just transition to deliver net zero**, recognising climate change as one of the biggest threats to communities across Scotland, and
3. **Deliver sustainable person-centred public services** recognising the fiscal challenges, ageing demography and opportunities to innovate.

Moray Council Corporate Plan has identified the following priorities which can be aligned to the shared priorities within the Verity House Agreement:-

We will work with partners, communities and businesses to:

Tackle poverty and inequality

- Reduce child poverty and inequalities in incomes, health and education
- Support vulnerable members of our community

Build a stronger, greener, vibrant economy

- Deliver the Moray Growth Deal
- Focus on a wellbeing economy, one that provides opportunities for all
- Consider the environment and sustainability in everything we do

Build thriving, resilient, empowered communities

- Involve and empower our communities in shaping places that people want to live in, visit and invest in
- Provide modern and sustainable services, housing and infrastructure that meet the needs of our communities

Financial Challenges and Strategy

The Council faces significant financial challenges in the short term with a requirement to address a shortfall in budget by 2026/27 of £14 million, which will need to be done through a combination of transformation, efficiency savings, increased income including Council tax increases and service reductions.

The Medium to Long term Financial Strategy recognises the financial pressures that the Council will face from increased inflation, interest charges, pay awards, demographic change and new fiscal arrangements being delivered through the Verity House Agreement such as the review of ring fenced budgets.

These pressures mean that the Council will need to:

- adapt to the short term changes brought about
- balance budgets
- position itself to deliver on the shared priorities and the corporate plan
- ensure resource is allocated efficiently and effectively in the provision of service both to and with the public of Moray

The financial Strategy is framed over the following periods:

- **Short - Less than 3 years:** The Council needs to save £14 million (latest est) by 2026/27, cuts will be severe with little opportunity for mitigation; this short term activity is essential for a sustainable Council and requires very difficult choices guided by the future model.

- **Intermediate 3-6 years:** Actions will commence immediately and lead to the streamlined more sustainable Council outlined above, but will not contribute to the short term savings required by 2026/27.
- **Longer term 6 – 10 years:** Actions that lead to the longer term sustainability and performance of the Council in a financially challenging environment with continued demand growth and pressures.

Design Principles for Future Council Transformation

To address the current and future challenges the Council needs to develop a new transformation programme and change its ways of working. It will be helpful to have a clear core purpose, aims, vision and guiding principles to inform and shape the developing transformation strategy and to ensure continued consistent focus over the duration of the work. The principles and ways of working that have been used to guide transformation to date are attached as **Appendix 2**. These need to be revised and reviewed to provide the basis for new transformation and change. The Corporate and Senior Management team have undertaken an initial review taking account of experience to date and used the draft principles below to inform development of this first iteration of the Transformation Strategy and projects. It is proposed that these are used as a basis from which to initiate further consideration and development of overarching aims and guiding principles for transformation work with elected members, staff and wider stakeholders:-

- Streamlined but efficient, effective and enabled
- Collaborative to utilise the power of partnership with Communities, Business and Partners in local and regional delivery.
- Entrepreneurial to maximise income, commercial in approach to charging, income generation and full cost recovery, agile in response to opportunity.
- Innovative and Learning organisation engaged at a regional and national level.
- Empowering staff through leaner systems, trust and shared understanding of success

Framework for Change

Delivering the vision established through the Corporate Plan and the shared priorities of the Verity House Agreement in a more streamlined Council requires new ways of working. The Future Council requires new approaches and thinking to be applied to traditional service areas so that need can be met within reduced resources over the long term.

That fundamental shift is a challenge across local government and work is ongoing nationally which the council is keen to engage in and learn from at the earliest

opportunity. Strong leadership and direction will also be needed to steer the council through a new way of operating.

Recognising that there is currently a time of transition, preparations have been made for this more fundamental transformation for the future in order to provide a strong platform for further development of the transformation strategy.

This first iteration of the developing Transformation Strategy has therefore focussed on maintaining progress on currently identified projects and identifying scope for further transformation and innovation to inform the next stages. The proposed Strategy is made up of a set of projects to continue the council's transformation journey based on:

- i) New opportunities for discovery work have been identified from horizon scanning (N);
- ii) Innovation areas for research and discovery to assess future potential (I);
- iii) Additional projects for initiation have been added to the Transformation Strategy (A);
- iv) Expansion or acceleration projects have been identified from current transformation work; (E) and
- v) Current projects that provide financial savings (C).

Developing Transformation Strategy: Next Stages

The importance of pace and progress are recognised alongside the need for innovation. To ensure focus is maintained, the new Transformation Strategy is anticipated to develop over a number of stages as work progresses to fully deliver current projects, further define those newly identified, identify scope for new projects and innovate where there are emerging opportunities.

Stage 1 (6 mths): refresh and refocus - an interim position based on a continued delivery of current transformation projects with financial benefits. This will focus the programme on projects that bring financial savings, and accelerate/expand current projects that could offer greater or earlier financial gain. It will also add in new projects for which project mandates have been prepared and agreed by CMT/SMT as the project initiation board. Council approval will also be sought to resource projects not otherwise previously approved. This stage will ensure that work on current projects continues and so maintain focus and pace on the need for change while also leveraging more where possible.

Stage 2 (6-12 mths) – Further develop and define Transformation Strategy - areas for discovery and development have been noted in the refreshed set of projects, recognising the need to continue to develop the programme of work, build on experience and seek external review and challenge to ensure learning from others to push boundaries and innovate for the next set of projects. Currently these have only been identified for research and investigation and so they require to be developed to

test out the viability and scale of opportunity with business cases being prepared for those that are agreed to proceed to become projects within the 12 month timescale. Progress will be made as quickly as possible within the timescale depending on the nature and scale of each project.

Stage 3 (12mths plus) – Future Council Programme - It is recognised that further substantial work is necessary, including identifying approaches that could be considered for the Future Council. Initial assessments completed by senior managers can form a basis to inform and identify opportunities for different ways of working to move to either as savings projects or to enable future financial benefit by providing ways of operating to make the council sustainable longer term.

Stage 4 (1- 3 years) - Assuring Delivery with a keen focus on the core benefits of each project with resourcing and governance in place to ensure that these are achieved. This stage will require leadership and resilience to maintain momentum across a number of high profile, contentious areas that will drive financial sustainability but will carry wider risk and may not be universally supported by the community. Engagement with stakeholders will be a key activity over this stage.

Stage 5 (3-6 years) – Continued Sustainability – it must be recognised that increasing demand and reducing resources are likely to be a continuing feature for local government. Moving into the medium term, opportunities may emerge from national work, for example in Education and Social Care that the Council can build from. A refocus and realignment of the Transformation Strategy will be considered.

List of Transformation Projects

| Current (C) Added (A) New opp (N) Innovation (I) Expand/Accel (E) | Project Titles: | Phase | Schedule | Budget | Objectives | % complete | Project Description | Financial Benefits (already in budget) | New Financial Benefits (not already in) | Revenue required | People Resources e= estimate |
|---|--|--------------------------|----------|--------|------------|------------|--|--|---|------------------|------------------------------|
| TRANSFORM EDUCATION | | | | | | | | | | | |
| A (from Budget reports – ref Council Mtg 25.10.23) | Leisure Review | Definition | | | | | A review of Sport and Leisure Services for the future at a sustainable cost | | | | 1.0 18mths |
| A (from Budget reports – ref Council mtg 25.10.23) | Libraries Review | Definition | | | | | A review of Library and Heritage Services for the future at a sustainable cost | | | | 0 |
| A (from Budget savings) reports – ref Council mtg 25.10.23) | Education HQ Business Admin Support Team | Definition | | | | | Review of Business Administration in education. (Link with Lean review) | | | | 0.5e 6mths |
| E | Schools for the Future: Learning estate review | Acceleration / Extension | | | | | Improved educational attainment and fewer Schools operating at greater levels of occupancy and efficiency Needs additional resource to increase pace of delivery (1.0 possible cross over with current learning estate work) Project Mandate | | 500 (tbc) | 112 (tbc) | 3.0 30mths |

| | Current (C) Added (A) New opp (N) Innovation (I) Expand/Accel (E) | Project Titles: | Phase | Schedule | Budget | Objectives | % complete | Project Description | Financial Benefits (already in budget) | New Financial Benefits (not already in) | Revenue required | People Resources e= estimate |
|--------------------------|---|--|------------|----------|--------|------------|------------|--|--|---|------------------|------------------------------|
| | C | Raising Attainment: Well-being (ASN) | Delivery | GREEN | GREEN | GREEN | 38 | Review of approach to supporting ASN in Education to meet need better and bring service within budget. Project was recently re-focussed and changes agreed at committee project mandate describes the current project. Resources in place Project Mandate | | | | No additional |
| | C | Business Support for Schools (Schools Business Admin) | Delivery | RED | AMBER | AMBER | 64 | Efficiency from digital services and review of school administrative support | 56 | | | 0.5e 6mths |
| | C | Raising Attainment: Curriculum Breadth - Digital Inclusion | Definition | GREEN | GREEN | GREEN | | Improved digital infrastructure from mobile device management solution in schools Resources already in place | | | | No additional |
| TRANSFORM COUNCIL | | | | | | | | | | | | |
| | I | Digital Services | Research | | | | | Identify opportunities for expansion of digital services and solutions to generate efficiencies and savings Resource estimate is for ICT and project resource. However, external support potentially helpful | | | | 2.0e 18mths |
| | N | Service Reviews | Discovery | | | | | Series of rolling reviews across all services with efficiency target over 2/3 years | | Tbc e.g. 5%/3 yrs | | 1.0e 24mths |
| | N | Workforce Changes | Discovery | | | | | Review of working practices and terms and conditions Project Mandate | | 100 Tbc | | 1.0e 12mths |

| | Current (C) Added (A) New opp (N) Innovation (I) Expand/Accel (E) | Project Titles: | Phase | Schedule | Budget | Objectives | % complete | Project Description | Financial Benefits (already in budget) | New Financial Benefits (not already in) | Revenue required | People Resources e= estimate |
|--------------------------|---|---|--------------------------|----------|--------|------------|------------|--|--|---|------------------|------------------------------|
| | C | | hold and to be activated | | | | | Requires additional resource to accelerate pace and incorporate a learning and development opportunity for staff. | | | | |
| TRANSFORM ECONOMY | | | | | | | | | | | | |
| | N | Industrial Estates | Discovery | | | | | Discovery to assess possible value of savings opportunity - strategic level options to assess if would provide savings at scale down to approach to individual assets for smaller savings to be considered. | | | | tbc |
| | N | Vehicles (inc pool cars) | Discovery | | | | | Discovery to assess possible value re use of pool cars, etc | | | | tbc |
| | A | Net Zero- Minimising energy use and carbon emissions. | New – Definition | | | | | <p>Application of projects to reduce energy use and switch to renewables to reduce costs and carbon.</p> <p>Investing in renewables and carbon offset to generate income and prevent future spend and budget pressures. Cost £170k</p> <p>Change the approach to a more collaborative form of working across the Council to deliver on long term strategic priorities.</p> | | | | tbc |
| | C | BIM – FBC to EDI June 2024 | Definition | GREEN | GREEN | GREEN | | To introduce a Building Information Modelling system to enhance the use of digital data held on construction projects and buildings to optimise the efficiency of | | | | tbc |

| | |
|---|--|
| People Resources e= estimate | |
| Revenue required | |
| New Financial Benefits (not already in | |
| Financial Benefits (already in budget) | |
| Project Description | the asset during its life where the greatest costs are incurred. |
| % complete | |
| Objectives | |
| Budget | |
| Schedule | |
| Phase | |
| Project Titles: | |
| Current (C) Added (A) New opp (N) Innovation (I) Expand/Accel (E) | |

Project Mandates for New and Revised Projects

SFC 24/04/2024 – held in Members Only section on CMIS

Working Draft

Reform Matrix

| | |
|--|---|
| Transformation (different service) | Centralise/ amalgamate in-house; Share services; Outsource/ Commission; ALEOs/Trusts |
| Redesign of services (i.e. efficiency – same service leaner/new approach) | Digital Services; Redesign Jobs; Streamline processes (e.g. contact centre, SharePoint, energy management); Rationalise asset base (including Schools, CATs); Simplify Governance |
| Redefine Services | Stop; Reduce; Community contribution / provision of services |
| Income generation and commercialisation | Charges; Sponsorship; Council Tax; Investment Portfolio; New services to compete with private sector; Sale of assets |

DESIGN PRINCIPLES

The Design Principles and Guidelines establish direction and boundaries for the formation of this programme of transformation work.

What we want to achieve (the council of the future):

1. Sustainability: Realistic and sustainable revenue budget position
Flexibility to meet future change and demand
Improved outcomes and reduced demand by targeting early intervention and prevention
2. Customer Focus: Increased community capacity and engagement
Improved outcomes in areas of priority need
3. Priority Resourcing: Deliver evidence based outcomes
Resources re/directed to priorities

How we will work to achieve this:

- Transformation :
 - Be open to alternative delivery models that bring advantage

12-05-21 Council added 2 design principles: early intervention and developing the workforce

- Accept measured risks to support, opportunity and innovation
- Adopt a more entrepreneurial approach to generating income
- Partnership :
 - Work in partnership and collaborate to secure benefits that may not be possible on our own
 - Develop shared understanding with our communities, workforce and partners
- Efficiency:
 - Streamline our processes and governance
 - Embrace and exploit technology to our advantage
 - Rationalise out asset base aligned to priorities
- Workforce Develop the skills, knowledge and capacity of the workforce to deliver better

As a result we expect:

- Balanced budget
- Re-investment in priority areas - money shifting between services
- Less services and different delivery methods
- Reduced service standards in some areas and improved standards in others
- Greater community self-reliance