



REPORT TO: POLCY AND RESOURCES COMMITTEE 4 JUNE 2019

SUBJECT: IMPROVEMENT AND MODERNISATION PROGRAMME UPDATE

BY: CORPORATE DIRECTOR (CORPORATE SERVICES)

1. REASON FOR REPORT

- 1.1 To inform the Committee of the progress made in developing the projects set out in the Council's Improvement and Modernisation Programme (IMP).
- 1.2 This report is submitted to Committee in terms of Section III (A) 2 of the Council's Scheme of Administration relating to long term financial plans.

2. RECOMMENDATION

- 2.1 **It is recommended that the Committee consider and note the progress made in the development of the projects in the Improvement and Modernisation Programme.**

3. BACKGROUND

- 3.1 It is well reported and recognised that the council will continue to face a challenging financial situation moving forward. There have been a series of reports to the council setting this out, most recently in the Financial Planning report to the Council on 27 February 2019 when the 2019/20 budget was set (para 4 of Minute refers)
- 3.2 To support the delivery of further savings and improve the financial stability of the council, the Corporate Plan sets out the intention to develop an Improvement and Modernisation Programme (IMP) with the aim of transforming council services.
- 3.3 The Special Council meeting on 12 December 2018 agreed the content of projects and overall direction for the IMP and instructed that regular progress reports be brought to the Policy and Resources Committee (para 5 of Minute refers). For ease of reference the introduction to the programme and the design principles that will guide the work are attached at **Appendix A**. While a fuller description of projects was provided to the Council on 12 December, the IMP summary has been used to update on progress (**Appendix B**).

Appendix B also shows (using tracked changes) recommended amendments to the definitions of projects from the Chief Executive in relation to Streams 7 and 8: Transforming Education and Transforming Children's Services. These are proposed to add clarity to the scope of the planned work.

- 3.4 Projects are progressing using the Council's project management procedures which involve a series of 5 gateways as projects proceed from inception to completion with monitoring of progress of strategic projects through CMT and the 3 Transformation Boards:

Gateway 1: Strategic assessment and business justification (project mandate) considered by CMT as project initiation board;

Gateway 2: Outline business case – projects considered by relevant Board from this point onwards;

Gateway 3: Full business case – investment decision (some smaller projects may proceed directly to this stage);

Gateway 4: project planning, initiation and delivery;

Gateway 5: project close and post project review.

- 3.5 Good progress is being made on the projects within Streams 1 to 6 with all of the relevant projects having commenced. It has proven more challenging to secure progress in Streams 7 and 8 relating to Education and Children's Services. Therefore, resources have been deployed to provide support from Corporate Services for a number of projects (commissioning, transport) and project mandates have now been produced to initiate these. Service input will be critical to the further development and delivery of these projects.

4. SUMMARY OF IMPLICATIONS

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

The IMP is the development of the commitment in the Corporate Plan to a programme of modernisation and improvement to contribute to a financially stable council. The work set out in the appendix to this paper is the implementation of the projects aimed at delivering this commitment.

(b) Policy and Legal: None

(c) Financial implications: There are no direct financial implications at this time. Any project costs to date are within the terms of the approval given on 12 December. The aim of the IMP is to contribute towards the future financial sustainability of the council by transforming services and reducing costs.

(d) Risk Implications: There is a considerable risk that the delayed progress in some of the significant projects within Education and Children's services has a substantial impact on the Council's future financial position given the proportion of the council budget that these services account for. The Chief Executive is working closely with the

services on these issues. Consideration is also being given to appropriate management and leadership for these areas given the changes in staffing that are anticipated over the next few weeks.

- (e) **Staffing Implications:** There are specific staffing considerations related to the various projects and these are being addressed as projects are considered and initiated. Cost implications are built into the business case for each project to ensure an appropriate return on investment.
- (f) **Property:** No direct implications from this report, although property is the subject of one of the work streams and the issues arising from this will be reported in due course.
- (g) **Equalities/Socio Economic Impact:** None
- (h) **Consultations:** the corporate management team have been consulted in the preparation of this report to co-ordinate the project updates for their areas of responsibility.

5. **CONCLUSION**

- 5.1 **The IMP is a key strand of the council's future financial planning contained within the current corporate plan. Good progress has been made across work streams 1 to 6 with all of these projects having commenced. Progress has been more challenging in Education and Social care projects and resources have been deployed to assist resulting in progress in a number of projects. There continue to be significant risks associated with delayed projects and the Chief Executive is providing support and direction to ensure progress is made.**

Author of Report: Denise Whitworth
Background Papers: Report to council 12 December 2018
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