

**TO: ENVIRONMENT, CULTURE & COMMUNITIES OVERVIEW & SCRUTINY PANEL
23 MARCH 2016**

**TRANSFORMATION PROGRAMME
Chief Executive**

1 INTRODUCTION

- 1.1 This paper provides an update on the Council's Transformation Programme and outlines ways for the Commission, Scrutiny Panels and all back bench members to provide input into the programme's strategic reviews.

2 SUPPORTING INFORMATION

Background

- 2.1 A Transformation Board was established in October 2015 to develop and deliver a programme to fulfil the new Council Plan's commitments to: review the focus and delivery of all services over the next 4 years, charge appropriately for services, including reducing subsidy on some services, and seek opportunities for additional income. This was to be done in the context of the Council needing to find £25m of savings over the next 5 years. The Transformation Programme is a continuous programme of work, aimed at identifying significant savings that can be incorporated into the 2016/17 budget and beyond.
- 2.2 The Board is chaired by the Chief Executive with membership including the Leader of the Council, the Executive Member for Finance and Transformation and Corporate Management Team. Independent consultants from Activist and IESE have been contracted to support the Board in developing the programme, providing external challenge, specialist advice and quality assurance and additional temporary capacity to support some reviews. The membership and objectives of the Board are outlined further in the Board's Terms of Reference at Annex One.

Work Programme

- 2.3 During autumn 2015 the Board moved quickly to develop a work programme comprising both strategic reviews and other projects. The services chosen for review represent some major areas of expenditure. The reviews commenced in early 2016 and will be delivered at pace through 2016/17 so that the outcomes can be implemented as soon as possible in the second half of the financial year to deliver savings for 2017/18. During autumn 2016 the work programme will be refreshed for 2017/18 and further service reviews and projects identified.
- 2.4 The overall shape of the work programme for 2016/17 is set out in Table One below:

Strategic Reviews	Other Projects
Council wide support services	Major property reviews
Early intervention/prevention	One Public Estate

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Library review	Devolution
Leisure services review	SEN transport policy
Arts review	School improvement
Citizen and customer contact	NHS integration
Generating additional income	

2.5 Alongside this the Board focussed on the identification of additional savings that could be implemented relatively quickly during 2016/17. In December, it was anticipated that a significant proportion of the £6.044m budget gap would be met from the following five service areas:

- Adult social care commissioning
- Highways and transport
- Welfare and housing
- Cultural and leisure services, and
- Public health

The work to date has identified potential economies of £2.183m from these areas for 2016/17 and these have either been included in the Council's financial plans or are currently subject to consultation.

Delivering the Reviews

2.6 Scoping documents for each review were developed before Christmas and the reviews commenced in January with the formation of project boards. Each review is being planned in four stages; analyse, plan, do and review, using a commissioning mind set to ensure that fundamental questions are asked about why, what, who, how, when and how much. The reviews are starting by analysing needs and service information and project boards are beginning to explore ideas for the new approaches that will be needed.

2.7 The projects that are in the remit of the Environment, Culture and Communities Scrutiny Panel are the Arts, Libraries and Leisure Reviews. For each of these work has begun to start and detailed delivery plans have been completed. Scoping statements have been produced which define what information needs to be collected and the key questions need to be considered in the first 'analyse' phase of the review. The draft scoping statements for the Arts, Leisure and Libraries projects are attached at Annexes Two, Three and Four; members are invited to comment on these drafts.

Local Government Finance Settlement

2.8 Advised by government to plan for a 25-40 per cent cut in revenue support grant over the period to 2019/20 and, having prepared for a 40 per cent cut, we were disappointed to learn of the proposed cut of 80 per cent in December. The Council now needs to make £24.5m savings over the next 4 years, compared to £22 million over 4 years before the settlement.

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- 2.9 This means the Transformation Programme will need to deliver faster to achieve the savings needed for 2017/18. The programme will now review all services over 2-3 years rather than 4 years as set out in the Council plan aims. The Council will need to deliver differently in some areas to achieve the savings and the Transformation Board is working to identify and deliver significant savings as quickly as possible through the strategic reviews laid out in Table One. The new capital receipts flexibility announced as part of the Local Government Finance Settlement can be used to help fund and support the reviews, along with the existing transformation reserve.

Governance

- 2.10 Each of the Programme's strategic reviews and projects has been grouped in line with the new Council Plan's six strategic themes:
- Value for money
 - A strong and resilient economy
 - People have the life skills and education opportunities they need to thrive
 - People live active and healthy lifestyles
 - A clean, green, growing and sustainable place
 - Strong, safe, supportive and self reliant communities.
- 2.11 Each group of projects will be scrutinised by a challenge director. The challenge director will be responsible for challenging the scope of the programmes/projects, ensuring synergies between those in that group are realised and bringing an external perspective. Each strategic review or project is led by a director or senior manager responsible for that service, reporting to an Executive Member lead and supported by a project manager. The director or senior manager chairs the project board, whose membership also includes some Chief Officers or Heads of Service who are not involved in that service area to bring some additional external challenge and a wider corporate ownership to the reviews. Annex Five provides a list of each of the strategic reviews and projects and those responsible for each review.
- 2.12 The Executive are regularly updated on the progress of the programme and the Executive Member for Finance and Transformation and the Leader of the Council are responsible for regularly updating and discussing the Programme with the Conservative Group through group meetings. The Chairman of the Transformation Board will brief the Leader of the Opposition.

Member Engagement

- 2.13 There will be a 'Gateway' review process at key decision points in all significant service reviews including those relating to the Arts, Leisure, Libraries and Citizen and Customer Contact, Income Generation and Early Intervention and Prevention to engage the Commission, relevant Overview and Scrutiny Panels and other interested members in contributing to and shaping the reviews. Member's efforts are being focussed on these reviews as they are the most politically sensitive and have the greatest potential for impact on the community. The 'Gateway' reviews will start in April, with reviews completed for the Arts (end of April), Leisure (end of May), Citizen and Customer Contact (mid July) and Libraries (end of July).
- 2.14 These initial 'Gateway' reviews will be at the end of the 'analyse' phase of the reviews asking questions like: do the findings from the 'analyse' phase appear sufficient and sound and have the right issues been addressed and researched and do the outcomes identified to be achieved through the review represent a sensible

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and realistic ambition for the future? A further 'Gateway' review will take once recommendations have been developed before a decision paper is taken to the Executive. In the case of the library review it is likely that an additional Gateway Review will take place once options of been developed and before the main public consultation.

- 2.15 In addition to the initial 'Gateway' reviews, and in advance of them, an Overview and Scrutiny Commission member workshop is being organised for 31st March. The purpose of this workshop is to:
- brief members on the scope and methodology being taken within the service review including the commissioning mind set and the analyse, plan, do and reviews phases.
 - outline the project timescales, key milestones and provide an update on the work completed to date.
 - outline the process for the Gateway review to prepare members for the meetings.
- 2.16 Time pressures imposed by the Local Government Finance Settlement means it is important that the Gateway reviews add to the decision making process without creating an administrative burden. We will look to set the dates with relevant Chairmen in the near future and then fix these. Dates will focus on capacity of project teams to prepare work rather than committee cycles.
- 2.17 The detailed process for the 'Gateway' reviews is being developed by the Transformation Board and will be discussed with the Chairman of the Overview and Scrutiny Commission. The workshop being organised for the Commission will go into more detail on the governance and delivery of the programme.

3 EQUALITIES IMPACT ASSESSMENT

- 3.1 All of the proposals coming out of the strategic reviews will be assessed for their impact on the community and staff.

4 STRATEGIC RISK MANAGEMENT ISSUES

- 4.1 Programme and project risk registers are in development and will be regularly monitored by the Programme and project boards. The Programme needs to deliver at pace in 2016/17 which will mean that resources need to be managed carefully to ensure that the Council has sufficient capacity to deliver the level of savings and service changes required, while still continuing to deliver its services effectively. External resources will need to be bought in to support the Programme with project management and specialist advice.

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