

Resources Overview and Scrutiny Panel

Agenda Item:

A.4

Meeting Date: 3rd April 2014
 Portfolio: Finance, Governance and Resources
 Key Decision: Not Applicable:
 Within Policy and Budget Framework
 Public / Private Public

Title: TRANSFORMATION BOARD
 Report of: Deputy Chief Executive
 Report Number: SD 09/14

Purpose / Summary:

The purpose of this report is to update members of the Resources Overview and Scrutiny Panel on the work of the Transformation Board.

Recommendations:

The Panel is asked to scrutinise and comment on the work of the Transformation Board as described in this report.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

1.1 The Transformation Board was formed in the latter part of 2011 in response to the developing range of transformational activities.

The purpose of the board is to develop, co-ordinate and manage transformation activity across the Council and ensure that service improvements and savings are delivered in line with the Carlisle Plan and Medium Term Financial Plan. The team is chaired by the Deputy Chief Executive and includes the Directors and other key support officers from across the authority.

2. PROPOSALS

2.1 Summary of Transformation activity for savings target for 2014/15

The Transformation Board has been assisting in co-ordinating the following savings initiatives within each Directorate for the £719k savings target for 2014/15. £536k of this has been achieved.

Current progress to date is detailed below.

Local Environment

£166,900 has been achieved through the Bring Site review and savings already delivered in 2013/14. Reviews of play areas and Bereavement Services are in progress and savings of £35k are scheduled to be delivered by 1st April.

Economic Development

Savings totalling £45k have been achieved from reduction in Parish Council and Village Hall grants; Tourism review; reduction in Business & Employment support & redevelopment; and TIC reduction in stock. A further £125k has been identified from a Hostel review and Access Officer review to be delivered by June 2014.

Resources

Savings totalling £110k have been delivered from restructuring Financial Services (£50k); closure of the Stores (£35k) and savings from Digital and Information Services (£25k).

Governance

A review in Governance has identified savings of £20k which will be delivered in April 2014. This has been delivered mainly from a reduction in the Service Support Team resources (2 part time voluntary redundancies) achieving a saving of £17k.

Chief Executive's team

A review of budgets within the Chief Executive's team has delivered savings of £22k, mainly from supplies and services (£12k) and emergency planning (£10k). A further £3k is still has been identified and will be in place for April 2014.

Other savings achieved

£192k has been achieved through the following:

Reduced salary increase from 1.5% to 1%	£75k
Reduced inflation MTFP allocation	£25k
Reduced neighbourhood forum grants	£20k
Reduced Special Responsibility allowances	£10k
Over achieved savings from previous years	£62.1k

Overall savings target

After the above saving target of £719k as set out above has been achieved the Council will have saved £5.134m since 2010/11 to date.

2.2 Other Transformation activities

Smarter Service Delivery

The Automating Services Project has progressed and expanded into a programme of delivering services in a smarter and more customer centric way. The project team will deliver a new transactional website which will have the capability of use on mobile devices. The current website is mainly information based and does not meet user expectations in the current environment for transactional internet based service delivery.

The project will incorporate full end to end improvements in service delivery. Officers will be trained on following a customer journey from a users perspective to ensure services are delivered in a customer centric manner. The request for service will be fully integrated into back office systems through the Customer Relationship Management (CRM) system. The customer will be able to track their request for service. The same method of customer centric service delivery will be used whichever way customers choose to contact the council. This will build a database of knowledge regarding service requests which can be intelligently used to inform decision making regarding services.

2.2 Future Transformation Programme

Additional recurring savings are required beyond 2014/15 and these saving targets are detailed in the 2014/15 budget. A further £3.939m savings are required between 2015/16 and 2018/19, £1.839m to be delivered by 2015/16 and £2.1m in later years. After this £3.939m has been added to the £5.134m achieved 2010/11 - 2014/15, the Council will have saved £9.073m. This equates to an approximate 45% saving on 2010-11 controllable expenditure budget.

Future savings will be achieved partly in the following reviews:

Asset Review

This will focus on producing a Development and Investment Plan for the City Council's property portfolio with the aim of delivering additional income or reduced costs on a recurring basis.

Discretionary funding to major partners

Funding to major partners will be reviewed. There is already a planned reduction in funding to Tullie House of £250k in 2015/16.

Voluntary Redundancy

A voluntary redundancy initiative, limited to certain criteria, was recently undertaken. This is effective from April 2014, funded from the salary savings made in 2014/15. SMT approved 16 posts to be deleted from the establishment. This will achieve savings totalling £268,700.

Restructure of the Senior Management Team

Deleting Director of Community Engagement post has achieved saving of £76,600 (including on costs).

Vacancy Management

All vacant posts are now reviewed by SMT.

Digital by default

A Council wide exercise is underway to encourage residents to interact with the Council electronically, e.g. savings in postage, printing, stationery.

Rethinking Waste

Currently the options and issues facing the waste and recycling service are being explored. This is part of a major rethink of the service to address decreased recycling rates, round efficiencies, and growing pressure on the service due to new build houses. The review will align with expiring contracts and the future requirements of new vehicles.

Service delivery models

As part of the transformation programme, alternative options for service delivery are being considered in order to make significant financial savings whilst still delivering good standards of service. The options under consideration will include shared services and commissioning of services.

Savings achieved

Out of savings required for 2015/16 of £1.839m, £595,300 has been identified to date.

3. CONSULTATION

3.1 Consultation is dealt with within each separate action.

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 The Panel is asked to scrutinise and comment on the work of the Transformation Board.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 Transformation facilitates the delivery of the Council's priorities through prioritisation and direction of resources in those service areas.

Contact Officer: Sarah Mason

Ext: 7053

Appendices

attached to report:

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's - Any risks associated with transformation are identified and recorded according to the Council's Risk Management Policy.

Community Engagement –

Economic Development –

Governance –

Local Environment –

Resources -