

**REPORT TO: POLICY & RESOURCES COMMITTEE – 23 JUNE 2014**

**REPORT ON: CHANGING FOR THE FUTURE PROGRAMME – MONITORING REPORT**

**REPORT BY: DIRECTOR OF CORPORATE SERVICES**

**REPORT NO: 265 - 2014**

## **1.0 PURPOSE OF REPORT**

1.1 To provide a further update on the savings and progress of the Changing For The Future (CFTF) Programme.

## **2.0 RECOMMENDATIONS**

Committee is asked to note:

2.1 the savings totalling £13.989m arising from reports which have previously been approved by the Board, as shown in Appendix 1.

2.2 that £12.672m of the savings shown in Appendix 1 have been reflected in the approved 2014/2015 Revenue Budget and that further savings will be reflected in future years' Revenue Budgets.

2.3 the individual projects within the programme continue to be progressed and are monitored by the Council's strategic management team on the monthly basis.

2.4 that further update reports will be submitted to future meetings of the Changing for the Future (CFTF) Board and Policy & Resources Committee.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The full-year savings arising from reports which have previously been approved by the Board total £13.989m. The majority of these savings (£12.672m) have been reflected in the approved 2014/2015 Revenue Budget and further savings will be reflected in future years' Revenue Budgets.

## **4.0 BACKGROUND**

4.1 The Policy & Resources Committee on 23 August 2010 approved report 441-2010 on Changing for the Future, including a schedule of individual reviews to be undertaken. A programme of further reviews, being Phase 2 and 3 were reported to the CFTF Board on 22 November 2011 and 31 October 2013 respectively. A number of reviews have now been completed being reported to the CFTF Board and Policy & Resources Committee, as appropriate.

### ***Savings***

4.2 The revenue budget savings identified in these completed reviews submitted to the CFTF Boards prior to 29 May 2014 are shown at Appendix 1 and total £13.989m in a full financial year. The majority of these savings (£12.672m) have been reflected in the approved 2014/2015 Revenue Budget. Due to timing considerations, some savings are not reflected in full in the approved 2014/2015 Revenue Budget but will be reflected in future years' Revenue Budgets as appropriate.

- 4.3 In addition, a number of reviews have identified potential future budget savings, which will be firmed up in due course through the preparation of Benefits Realisation Plans.

### **Progress**

- 4.4 With the addition of the 9 projects that formed Phase 3 of the programme, there have now been 58 projects (one of which has 13 sub projects) initiated since October 2010 and these are at one of three stages. The following table summarises the current position compared to last update in October 2013 and Appendix 2 outlines each project per stage.

	Oct 13	May 14
Review	10	14
Implementation	16	17
Complete	24	27
	<b>50</b>	<b>58</b>

- 4.5 The majority of projects are now either complete or being implemented. It should be noted that approximately 75% of the projects at implementation stage are long term, so require continued support into the future.
- 4.6 The Council's strategic management team continue to provide support to the programme and monitor its progress on a monthly basis. The following highlights some of the key progress updates since the last Board meeting –

### **PROJECT 12 - REVIEW OF CORPORATE MAINTENANCE OF LAND**

The first phase of this project is substantially complete, however from the 2011/12 SOLACE Benchmarking statistics further areas of work were identified resulting in Phase 2 of this project being initiated, with the focus being further efficiencies and integration. Due to this further work commencing this project is likely to extend into 2016.

### **PROJECT 23 – STEP PROGRAMME**

This programme supports departments to embrace continuous improvement by giving them the training and tools to assess and remove waste from their processes. Implementation is going well as highlighted below –

- The STEP portal (online resource) was launched to provide staff with information, news and toolkits to undertake STEP activities
- 2,341 employees (approx. 30% of staff) have completed the initial e-learning modules
- 34 STEP activities have been initiated by departments, with 16 having been completed
- 30 STEP mentors, staff within departments, have been trained to support activities in their departments

To further embed this programme an action plan was agreed with the Strategic Management Team in April 2014 and will be monitored over the next 12 months by the Corporate Improvement team.

### **PROJECT 27 – FLEET MANAGEMENT**

The first phase of this project is predominantly complete, with the exception of vehicle utilisation. Due to the work involved in setting up the new Fleet Section, introducing a new Fleet Management System and all associated staffing matters, this area has not progressed as quickly as had been hoped. During the next year the Fleet Section will

produce more detailed information for user departments to help them reduce the number of vehicles where possible and as a Council make the best use of its fleet assets. Further work is also ongoing in relation to use of minibuses and pool cars. It is therefore expected that this project will extend into late 2015.

## **PROJECT 42 – SOCIAL ENTERPRISES**

Implementation of the action plan for this project commenced in December 2012 so an update was provided for the Strategic Management Team in February 2014 detailing progress one year on. Good progress has been made and as this work is mainstreamed within the Council it was decided that it should be considered completed as far as the CFTF programme is concerned. The Strategic Management team still wishes to be updated annually on progress.

## **PROJECT 58 - REVIEW OF LOOKED AFTER CHILDREN'S SERVICE**

This project was initiated after SOLACE 2011/12 Benchmark statistics on gross costs for Looked After Children (LAC) indicated that Dundee was above the median cost position.

It quickly became apparent that Social Work had been actively working on initiatives to reduce the number of external residential placements and so reduce Looked After Children (LAC) costs in this area. From these, and other initiatives, Social Work department have identified £959,000 of budget savings agreed for financial years 2013-14 and 2014-15.

The project group identified numerous other planned and on-going initiatives that would inform and improve the efficiency of the service e.g. Social Work foster care and adoption promotional campaign, Social Work Loughborough study for support cost data mapping and value analysis, The Integrated Children's Services value mapping exercise, Education Inclusion Plus initiative and Dartington study.

As the results of these initiatives will not be available until early 2015 the project group are of the opinion that it would not be an efficient use of staff resources to undertake additional data collection work at this time. The project will be revisited in 1 year to ensure a relevant focus on further areas where savings/efficiencies can be realised.

- 4.7 Further update reports will be submitted to future meetings of the CFTF Board and Policy & Resources Committee.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, and Equality Impact Assessment. There are no issues in this regard to report on.

## **6.0 CONSULTATION**

- 6.1 All Chief Officers have been consulted in the preparation of this report.

## **7.0 BACKGROUND PAPERS**

- 7.1 None

**MARJORY M STEWART**  
**DIRECTOR OF CORPORATE SERVICES**

**16 June 2014**

## CHANGING FOR THE FUTURE PROGRAMME - SAVINGS MONITORING REPORT

## APPENDIX 1

<u>CFTF</u>			<u>Identified</u>	<u>Cash Savings</u>	<u>Future Cash &amp;</u>
<u>Board</u>			<u>Savings - Full</u>	<u>Reflected in</u>	<u>Time-Releasing</u>
<u>Dates</u>	<u>Item</u>	<u>Report Title</u>	<u>Year £000</u>	<u>2014/15 £000</u>	<u>Savings £000</u>
13/12/10	1b	Operating Model Redesign - Departmental IT Provision	(117)	(117)	
	1c	Operating Model Redesign - Centralisation of Payroll Services	(22)	(22)	
7/3/11	4	Property Utilisation	(352)	(352)	
	5	Organisational Structure	(380)	(380)	
23/5/11	2	Operating Model Redesign - Postal Services	(98)	(98)	
	3	Operating Model Redesign - Review of Health & Safety Function	(40)	(40)	
	5	Voluntary Early Retirement / Voluntary Redundancy Scheme - Phase 1	(6,633)	(6,633)	
23/8/11	3	Discretionary Expenditure Review	(216)	(216)	
	4	Corporate Review of Staff Travel - Car Lease Scheme	(163)	(163)	
22/11/11	2	Education Establishment Income Collection & Banking	(83)	0	(83)
	3	Income Collection, Banking & Cash Management for PPP Schools	(15)	0	(15)
	4	Maximising Utilisation of Cashiering Resource	(47)	(47)	
	5	Review of Architect Fees	(70)	(70)	
20/12/11	2	Employability Services Within Dundee City Council	(27)	(27)	
	3	Operating Model Redesign - Mail Handling & Distribution / Courier Service	(40)	(40)	
25/6/12	2	Operating Model Re-design - Payment Collection Activities Within Environment Department	(9)	(9)	
	3	Operating Model Re-design - Payment Collection Activities Within Leisure & Culture Dundee	(13)	(13)	
	4	Internal Charging Review - Third and Final Update	(34)	(34)	tbc
	5	Centralisation of Payroll Services - Third and Final Update	(54)	(44)	(10)
	6	Operating Model Redesign - Research & Information	(17)	(17)	
6/11/12	8	Voluntary Early Retirement / Voluntary Redundancy Scheme - Phase 2	(1,569)	(1,569)	
17/12/12	3	Operating Model Redesign of Administrative and Support Functions	(1,000)	(400)	(600)
15/1/13	4	Procurement Reform in Dundee City Council	(500)	(250)	(250)
11/3/13	3	Corporate Fleet Update and Benefit Realisation Plan	(332)	(222)	(110)
	5	Corporate Land Benefit Realisation Plan	(480)	(340)	(140)
7/5/13	5	Review of Transportation (Clients)	(107)	(100)	(7)
	7	Analysis of Payment Collection Activities Within City Development	(52)	0	(52)
	8	Review of the Public Relations Function	(75)	(75)	
31/10/13	3	Operating Model Redesign - Debt Recovery	(200)	(150)	(50)
	6	Voluntary Early Retirement / Voluntary Redundancy Scheme - Phase 3	(1,244)	(1,244)	0
			<u>(13,989)</u>	<u>(12,672)</u>	<u>(1,317)</u>

**CHANGING FOR THE FUTURE - CORPORATE IMPROVEMENT PROGRAMME**
**APPENDIX 2**

Project NO	Programme	Project Name	Project Sponsor	Start Date	End Date	UPDATE - MAY 2014
<b>REVIEW</b>						
8	Reshaping Service Delivery Models	Review of service delivery options for DCS Construction Services	Ken Laing	Mar-11	31/12/14	Work continues
9A	Reshaping Service Delivery Models	Review of Housing - a) sheltered wardens	Elaine Zwirlein	01/06/10	30/06/14	Work continues in conjunction with Social Work
39	Reshaping Service Delivery Models	Review of CCTV & Building Security	Mike Galloway	Jan-12	31/10/14	Consultant appointed and work recommences
47	Service Prioritisation	Service Prioritisation - Phase 2	David Dorward	Sep-12	30/06/14	Work continues
49	Enabling The Change	Voluntary Early Retirement / Redundancy (4th Scheme)	Marjory Stewart	Aug-13	30/06/14	Ongoing
50	Reshaping Service Delivery Models	Review of Organisational Structure - Phase 2	David Dorward	Sep-13	31/03/15	Work continues
51	Reshaping Service Delivery Models	Operating Model Re-design - Phase 2	Marjory Stewart	Nov-13	30/06/14	Data gathering
52	Reshaping Service Delivery Models	Review of scope for use of social enterprises/3rd sector for alternative service deliver models	Stewart Murdoch	Nov-13	30/06/14	Work continues
53	Reshaping Service Delivery Models	Review of the delivery of support for children & families (all depts)	Jenni Tocher	Dec-13	30/08/14	Data gathering
54	Reshaping Service Delivery Models	Review of invoicing for older peoples' services	Elaine Zwirlein	Nov-13	31/07/14	Data gathering
55	Reshaping Service Delivery Models	Review of 3rd Party SLAs & Contract Mgt	Jenni Tocher	Nov-13	30/06/14	Data gathering
56	Reshaping Service Delivery Models	Review of Home Care Services	Elaine Zwirlein	Nov-13	30/08/14	Data gathering
57	Assets	Review of property assets within each LCPP area	David Dorward	Nov-13	30/09/14	Work continues
58	Reshaping Service Delivery Models	Review of LAC Services	Michael Wood	Nov-13		Update report to SMT on 29/4/14.

<b>IMPLEMENTATION</b>						
3	Reshaping Service Delivery	Operating Model Re-design	Marjory Stewart	Jul-10	30/06/14	Visiting function remains o/s. To be discussed with Sponsor
12	Reshaping Service Delivery	Review of Corporate Maintenance of Land	Ken Laing	Aug-10	31/03/16	Update provided for Mar SMT
14	Reshaping Service Delivery	Review of Procurement	Marjory Stewart	2013	30/06/16	Update provided for Mar SMT. Priority is to ensure all staffing in place and early July discuss with KL an action plan for the coming 12 months
22	Reshaping Service Delivery	Implementation of CeRDMS	Ged Bell	2009	30/06/14	Department Reps now all working to get documents into CeRDMS. Current main task is to migrate files from Departmental P: and T: Drives into CeRDMS by March 31st 2014 or as agreed.
23	Reshaping Service Delivery	Support of Continuous Improvement using WST - STEP Programme	David Dorward	2012	30/04/15	Update provided to April SMT
24	Reshaping Service Delivery	Review of Shared Services - Tayside wide Public Sector	David Dorward	Mar-10	30/06/14	Work continues
26	Assets	Property Utilisation and rationalisation	Mike Galloway	Apr-12	30/06/14	Work progresses well. Environment dept moves to City Sq recently completed.
27	Assets	Fleet Strategy & Integration of Fleet Mgt	Ken Laing	Jul-11	31/03/16	Update provided for March SMT
29	Assets	Review of Footpaths and Carriageways	Mike Galloway	May-12	30/11/14	Now in implementation
32	Enabling The Change	Mobile, Flexible & Home Working Implementation	Mike Galloway	Jul-10	30/06/14	Following a recent presentation with SFT the group will consider future priorities and ratios.
33	Enabling The Change	Review Workforce Management	Jenni Tocher	Aug-10	31/12/14	Update provided for Feb SMT. Presentation to SMT in March by Sponsor. Group to continue and develop OD strategy
34	Enabling The Change	Review of Staff Travel	Mike Galloway	Sep-11	30/06/14	Most of project now completed, but project remains o/s as impact of re-instatement of mileage to be assessed at end of fin year 2013/14
35	Reshaping Service Delivery	Review of Community Safety and Enforcement functions	David Dorward	Jul-11	30/04/14	Report due to CFTF Board 29/5/14
36	Reshaping Service Delivery	Review of Transportation (Children & Adults)	Michael Wood	Jun-13	01/06/14	Staffing resource now identified and allocated to project. Review of potential changes & savings underway.
37	Reshaping Service Delivery	Review of Customer Services	David Dorward	Apr-13	31/03/15	All 3 strands of work are now in implementation .
		A) Channel Shift (incorporates the previous Projects 20 & 43)		Apr-13	31/12/14	Secure Authentication Website is completed and working. 16 separate transactions were identified to be online & commissioned - 2 major transaction completed (revenues billing & Invoicing) 6 on-target for 3/14 go live 2 on-target for 5/15 go live 2 superseded by other transaction types 4 await user engagement. Update was provided to SMT on 28/1.
		C) Contact Centres		Dec-13	01/11/14	Details on the next stages towards a consolidated contact centre for the Council are expected for June SMT
40	Assets	Review of Portable Assets	Ken Laing	Feb-12	30/06/14	Now in implementation
41	Reshaping Service Delivery	Lochee Pathfinder	Andrea Calder	Sep-11	30/06/15	Update to be provided for Feb SMT - key areas of work being pursued

**COMPLETE**

1	Service Prioritisation	Service Prioritisation	Chris Ward	Jun-10	31/05/11	
2	Reshaping Service Delivery	Organisational Restructure	David Dorward	Jun-10	31/03/11	
4	Reshaping Service Delivery	Alternative Service Delivery Models	Patricia McIlquham	Jun-10	31/10/11	
5	Reshaping Service Delivery	Review of Social Work - Workforce & Capacity Planning	Alan Baird	Jun-10	31/01/13	
6	Reshaping Service Delivery	Review of Education Service Delivery Model	Michael Wood	Jun-10	31/03/12	
7	Reshaping Service Delivery	Review of L& C Service Delivery Model	Stewart Murdoch	Jun-10	31/03/11	
10	Reshaping Service Delivery	Review Welfare Rights	Elaine Zwirlein	Aug-10	31/12/13	
9B	Reshaping Service Delivery	Review of Housing Service Delivery Model - reducing OOH demand	Elaine Zwirlein	Jun-10	28/02/13	
11	Reshaping Service Delivery	Review of Car Parking Services	Mike Galloway	Jun-10	30/11/11	
13	Reshaping Service Delivery	Review of Employability Services	Mike Galloway	1/1/12	30/04/12	
15	Reshaping Service Delivery	Review of Architect & Engineer Fees	Marjory Stewart	Jul-10	30/04/12	
16	Reshaping Service Delivery	Charging Review	Marjory Stewart	Jul-10	31/05/11	
17	Reshaping Service Delivery	Review of Internal Charging Systems - stage 2 implementation	Marjory Stewart	Oct-10	30/01/12	
18	Reshaping Service Delivery	Discretionary Expenditure Review	Marjory Stewart	Jul-10	30/09/11	
19	Reshaping Service Delivery	Review of Payroll - Phase 2	Marjory Stewart	May-11	31/03/12	
20	Reshaping Service Delivery	Web Transactions Development incl secure facilities	Ged Bell	2010	30/06/14	
21	Reshaping Service Delivery	IP Telephony	Patricia McIlquham	Aug-10	30/08/11	
25	Assets	Corporate Asset Strategy	Mike Galloway	Jul-11	31/12/11	
28	Assets	Integration of Property Mgt function	Mike Galloway	Apr-11	30/03/13	
30	Enabling The Change	Voluntary Early Retirement / Redundancy	Marjory Stewart	May-10	31/06/11	
31	Enabling The Change	Terms and Conditions	Alan Baird	Jul-10	31/01/13	
37	Reshaping Service Delivery	B) Customer Charter, Standards & Training	David Dorward	Apr-13	31/03/14	

38	Reshaping Service Delivery	Review of OOH Call Handling	Elaine Zwirlein	Dec-11	28/02/13	
42	Reshaping Service Delivery	Social Enterprises	Stewart Murdoch	Jan-13	31/03/15	
43	Reshaping Service Delivery	Secure Authentication for Website Transaction	Ged Bell	Feb-12	TBC	
44	Reshaping Service Delivery	MCMC Pathfinder	Peter Allan	Nov-11	28/02/13	
45	Enabling The Change	Voluntary Early Retirement / Redundancy (2nd Scheme)	Marjory Stewart	Feb-12	31/12/12	
46	Reshaping Service Delivery	Review of Periodicals & Newspapers	Marjory Stewart	Feb-12	31/05/13	
48	Enabling The Change	Voluntary Early Retirement / Redundancy (3rd Scheme)	Marjory Stewart	Nov-12	30/11/14	