

**REPORT TO: POLICY AND RESOURCES COMMITTEE – 12 JANUARY 2015**

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

**REPORT BY: DIRECTOR OF CORPORATE SERVICES**

**REPORT NO: 5-2015**

**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**

The Committee is asked to note:

- 2.1 the savings totalling £14.198m arising from reports which have previously been approved by the Board, as shown in Appendix 1
- 2.2 that £12.877m 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 resources will be focussed for the next six months on the projects detailed in para 4.5
- 2.4 the individual projects within the programme continue to be progressed and are monitored by the Council's strategic management team on a regular basis
- 2.5 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 £14.198m. The majority of these savings (£12,877m) 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 26 November 2014 are shown at Appendix 1 and total £14.198m in a full financial year. The majority of these savings (£12.877m) 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 had 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 May 2014 and Appendix 2 outlines each live project (i.e. those at Review and Implementation stages). The majority of projects are now either complete or being implemented

	May 14	Nov 14
Review	14	10
Implementation	17	18
Complete	27	30
	<b>58</b>	<b>58</b>

- 4.5 Due to the recent change in Chief Executive, it has been agreed that the focus of the programme for the next six months or so would be to drive forward some of the large scale projects at Implementation stage to ensure that all possible savings can be achieved from these. The projects to be focussed on are as follows:

Project 3 - Operating Model Redesign (Corporate Business Support Service)  
 Project 12 - Corporate Land Maintenance  
 Project 14 - Procurement  
 Project 26 – Property Rationalisation (linked with Project 32 - Mobile Working)  
 Project 27 - Fleet  
 Project 32 - Mobile Working (linked with Project 26 – Property Rationalisation)  
 Project 37 – Customer Services  
 Project 50 – Organisational Structure

- 4.6 The Council's strategic management team continue to provide support to the programme and monitor its progress on a regular basis, with detailed reports as appropriate.
- 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.

## 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 2014/15</u>	<u>Time-Releasing</u>
<u>Dates</u>	<u>Item</u>	<u>Report Title</u>	<u>Year £000</u>	<u>£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	(58)	(44)	(14)
	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
29/05/14	3	Community Safety Hub – Update report	(205)	(205)	
			<u>(14,198)</u>	<u>(12,877)</u>	<u>(1,321)</u>

## CHANGING FOR THE FUTURE PROGRAMME - PROJECTS UPDATE

APPENDIX 2

Project NO	Programme	Project Name	Project Sponsor	Start Date	End Date	UPDATE - NOV 2014
<b>REVIEW</b>						
8	Reshaping Service Delivery Models	Review of service delivery options for DCS Construction Services	Ken Laing	Mar-11	31/01/15	Work continues
39	Reshaping Service Delivery Models	Review of CCTV & Building Security	Mike Galloway	Jan-12	31/12/14	Work continues
47	Service Prioritisation	Service Prioritisation Phase 2	David Martin	Sep-12	31/12/14	Work continues
49	Enabling The Change	Voluntary Early Retirement / Redundancy (4th Scheme)	Marjory Stewart	Aug-13	31/12/14	Ongoing
50	Reshaping Service Delivery Models	Review of Organisational Structure - Phase 2	David Martin	Sep-13	31/05/15	On hold
53	Reshaping Service Delivery Models	Review of the delivery of support for children & families (all depts)	Jenni Tocher	Dec-13	31/12/14	Work continues
54	Reshaping Service Delivery Models	Review of invoicing for older peoples' services	Elaine Zwirlein	Nov-13	31/12/14	IT work underway
56	Reshaping Service Delivery Models	Review of Home Care Services	Elaine Zwirlein	Nov-13	31/12/14	Work continues
57	Assets	Review of property assets within each LCPP area	Stewart Murdoch	Nov-13	31/12/14	Work continues
58	Reshaping Service Delivery Models	Review of LAC Services	Michael Wood	Nov-13		On hold till April 2015

Project NO	Programme	Project Name	Project Sponsor	Start Date	End Date	UPDATE - NOV 2014
<b>IMPLEMENTATION</b>						
3	Reshaping Service Delivery Models	Operating Model Re-design	Marjory Stewart	Jul-10	30/01/15	Visiting function on hold till Jan 15. Events Mgt proposal to be completed
9A	Reshaping Service Delivery Models	Review of Housing - a) sheltered wardens	Elaine Zwirlein	01/06/10	30/01/15	Report agreed by Housing Committee 9/6/14 to allow this project to progress to complete assessments by Dec 14.
12	Reshaping Service Delivery Models	Review of Corporate Maintenance of Land	Ken Laing	Dec-13	31/03/16	Further phases of this project under development
14	Reshaping Service Delivery Models	Review of Procurement	Marjory Stewart	2013	30/06/16	New staffing in place and action plan for next 12 months under development
22	Reshaping Service Delivery Models	Implementation of CeRDMS	Ged Bell	2009	30/06/16	Depts continue to progress work
23	Reshaping Service Delivery Models	Support of Continuous Improvement using WST - STEP Programme	David Martin	2012	30/04/15	60% of staff (excl teachers) have completed e-learning, portal refreshed and awareness raising taking place during Nov 14
24	Reshaping Service Delivery Models	Review of Shared Services - Tayside wide Public Sector	David Martin	Mar-10	30/04/15	Work continues
26	Assets	Property Utilisation and rationalisation	Mike Galloway	Apr-12	30/06/15	Next phase action plan to be developed and linked to project 32
27	Assets	Fleet Strategy & Integration of Fleet Mgt	Ken Laing	Jul-11	31/03/16	Update provided for Mar SMT
32	Enabling The Change	Mobile, Flexible & Home Working - Phase 2	Mike Galloway	Jul-14	30/09/15	Scoping of Phase 2 commenced and linked to project 26
33	Enabling The Change	Review Workforce Management	Jenni Tocher	Aug-10	31/12/14	On hold meantime
35	Reshaping Service Delivery Models	Review of Community Safety and Enforcement functions - Phase 2 Implementation	Marjory Stewart	Jun-14	31/01/15	Report agreed by P&R Committee 9/6/14 to allow this project to progress Phase 2
36	Reshaping Service Delivery Models	Review of Transportation (Children & Adults)	Michael Wood	Jun-13	31/12/14	Staffing resource now identified and allocated to project. Review of potential changes & savings underway.
37	Reshaping Service Delivery Models	Review of Customer Services	Marjory Stewart	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).
		C) Contact Centres		Nov 14	01/06/115	Further work required regarding Housing Contact centres prior to any further consolidation
40	Assets	Review of Portable Assets	Ken Laing	Feb-12	31/12/14	
41	Reshaping Service Delivery Models	Lochee Pathfinder	Andrea Calder	Sep-11	30/06/15	Work underway to establish one stop family and community hub in central Lochee as a test of change.
51	Reshaping Service Delivery Models	Operating Model Re-design - Phase 2	Marjory Stewart	Oct-14	01/05/15	
55	Reshaping Service Delivery Models	Review of 3rd Party SLAs & Contract Mgt	Jenni Tocher	30/09/14	01/11/15	Action plan developed and being implemented