

WIRRAL COUNCIL

CABINET

14 JANUARY 2010

REPORT OF THE DIRECTOR OF FINANCE

CHANGE PROGRAMME

1. EXECUTIVE SUMMARY

- 1.1 Cabinet has received regular reports on the Strategic Change Programme (SCP) which was initially agreed on 10 December 2008.
- 1.2 The programme has been reviewed to maximise the delivery of efficiencies within the context of the Medium Term Financial Strategy.

2. BACKGROUND

- 2.1 The previous report to Cabinet on 15 October 2009, highlighted the status of the individual projects. Cabinet resolved that an enhanced Strategic Change Programme detailing timescales and potential savings be reported to a future Cabinet.
- 2.2 Accordingly, Chief Officers have reviewed the contents of the programme and how it is managed.
- 2.3 The operational status of the programme has been reported as red in the quarterly performance and financial monitoring report to Members.

3. REVISED PROGRAMME

- 3.1 Following the last Cabinet update, Chief Officers have reviewed the membership of the Strategic Change Programme Board (SCPB). At its meeting on 8 December, 2009 the revised Board called for a review of the current status of each project, and requested that a number of additional projects be added to the programme. There has been insufficient time for a detailed assurance evaluation of the programme since that Board meeting.
- 3.2 The table, shown as Appendix 1, identifies the current and proposed programme, and the targeted financial savings agreed by the SCPB, where possible identified by financial year.

3.3. The SCPB is examining a number of issues related to an expanded Strategic Change Programme, given the projected financial position over the period. These issues include:

- human resources
- communications
- customer access
- additional management reviews
- co-ordination of a response to Total Place.

3.4. A report elsewhere on this agenda indicates a projected efficiency requirement of £67m over the period 2011-2014. The SCPB envisages that the change programme will be a key element and corporate driver in delivering the improvements and cost reductions which the Council will need to make.

3.5. Evidence from successful strategic change programmes suggests the need for dedicated resources to support such a programme. Such a unit would have a number of objectives including:

- programme management and co-ordination
- leadership of some cross-departmental projects
- prioritised capacity building
- ensuring appropriate assurance is undertaken
- supporting and advising the SCPB

4. FINANCIAL AND STAFFING IMPLICATIONS

4.1 The identified financial implications of the programme are noted in the table in the Appendix.

4.2 £1.5m per annum for 2009-2014 has been included in the Capital Programme for the ICT implications of the Strategic Asset Review.

4.3 The staffing implications will be identified as the programme develops.

5. EQUAL OPPORTUNITIES IMPLICATIONS

5.1. There are none arising directly from this report.

6. COMMUNITY SAFETY IMPLICATIONS

6.1. There are none arising directly from this report.

7. HUMAN RIGHTS IMPLICATIONS

7.1. There are none arising directly from this report.

8. LOCAL AGENDA 21 IMPLICATIONS

8.1. There are none arising directly from this report.

9. PLANNING IMPLICATIONS

9.1. There are none arising directly from this report.

10. MEMBER SUPPORT IMPLICATIONS

10.1. There are none arising directly from this report.

11. BACKGROUND PAPERS

11.1. No background papers were used in the preparation of this report.

12. RECOMMENDATIONS

12.1 That Cabinet agrees the revised Strategic Change Programme.

12.2 That the progress of the programme be reported quarterly to the Cabinet.

**IAN COLEMAN
DIRECTOR OF FINANCE**

FNCE/333/09

APPENDIX 1

Programme	Manager	Targeted Efficiencies			Total £000	Current Status	Comments
		2010/11 £000	2011/12 £000	2011/13 £000			
Existing Programme							
Accommodation Strategy - Review of office/administrative buildings	Ian Brand		1,000		1,000	Red	An external review should conclude by March 2010 and enable the Manager to predict potential savings.
Adult Social Services – Care Services (re-provision of in-house services)	Jenny Ricketts		3,000		3,000	Red	Currently at consultation stage with a report due to be submitted to Cabinet. Detailed plans yet to be formulated.
Adult Social Services – personal budgets.	Francesca Tomlin		500		500	Red	Phase II pilot agreed by Cabinet 9 December 2009. Detailed plans to be formulated for phase III
Building Schools for the Future.	David Armstrong				0	Green	Appears to be on track. No savings identified from project.
Customer Access - Improving efficiencies and access to Streetscene services	Malcolm Flanagan	100			100	Amber	Outline plans need detailed development to ensure delivery of savings.
Common Admin. Processes Implementation of replacement HR/Payroll System to enable self-service and automation of processes	Jacqui Roberts		600		600	Red	Implementation plan to be agreed with lowest tenderer and reported to Cabinet.

Programme	Manager	Targeted Efficiencies			Total £000	Current Status	Comments
		2010/11 £000	2011/12 £000	2011/13 £000			
Information Technology (ICT) - Government Connect - Virtualisation - Business Continuity	John Carruthers				0	Green	External review to identify appropriateness of systems, strategy and structure. The IT implications to support the Strategic Asset Review are detailed elsewhere on this agenda.
Strategic Asset Review (SAR) - transfer disposal or development of a variety of assets	Bill Norman		2,300		2,300	Red	Delays in disposing of assets in line with the agreed Cabinet timescales. The Programme Manager will report to the next SCPB and then to Cabinet..
Procurement	Ray Williams	2,000	2,000	2,000	6,000	Green	Proposals for 2010-11 agreed by Cabinet on 5 November 2009.
Highway and Engineering Services (HESPE) – Further development of contract	David Green	100			100	Green	Work ongoing.
Transport – Review of Council-wide provision	Jenny Ricketts	800	100	600	1,500	Red	Detailed plans to be formulated subject to agreement to report elsewhere on this agenda.
Savings from existing Programme		3,000	9,500	2,600	15,100		
Additional Projects							
Adult Social Services - Integration with Wirral NHS	John Webb				200		Detailed plans yet to be formulated.
Looked After Children	Julia Hassall				2,000		Detailed plans yet to be formulated.

Programme	Manager	Targeted Efficiencies			Total £000	Current Status	Comments
		2010/11 £000	2011/12 £000	2011/13 £000			
CYPD - Management Review	Howard Cooper				1,000		Detailed plans yet to be formulated.
Commissioning and Procurement	Stephen Rowley						Detailed plans yet to be formulated.
Revenues, Benefits and Customer Services - Review of current processes	Malcolm Flanagan	800	800	800	2,400		Review of current processes by the Performance Development Team of the Department for Work and Pensions to improve efficiency and performance.
PACSPE (Parks and Countryside Service Procurement Exercise)	Alan. Stennard		400		400		Gateway Review process being undertaken. Progress to be reported to Cabinet.
Technical Services - Contract Management	Mark Smith		400		400		Detailed plans being formulated for report to Cabinet.
Technical Services - Street Lighting Management System	David Green		200		200		Pilot project underway.
Technical Services - Planned Traffic Management Activity	Mark Smith				150		Detailed plans yet to be formulated.
People with Learning Disabilities – Commissioning Services	Peter Tomlin		4,000		4,000		Report on this agenda.
Adult Social Services – Assistive Technology	Heather Rimmer	1,000	800	1,000	2,800		Targeted efficiencies net of Invest to Save expenditure. Report being prepared for Cabinet.
Savings from Additional Projects		1,800	6,600	1,800	13,550		
Total Savings from revised Programme		4,800	16,100	4,400	28,650		