

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW & SCRUTINY COMMITTEE

17 NOVEMBER 2011

SUBJECT:	STRATEGIC CHANGE PROGRAMME - UPDATE
WARD/S AFFECTED:	ALL
REPORT OF:	Director of Finance / Deputy Chief Executive
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR STEVE FOULKES
KEY DECISION?	No

1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to provide an update on the Council's Strategic Change Programme following the Strategic Change Programme Board (SCPB) meeting of 18 October 2011.

2.0 RECOMMENDATION

2.1 Members note the progress and content of the Strategic Change Programme.

3.0 BACKGROUND AND KEY ISSUES

3.1 Council Excellence Overview & Scrutiny Committee received an update on the Council's Strategic Change Programme on 15 September 2011. This report provides a further update following SCPB meeting on 18 October 2011.

3.2 The SCPB at its meeting in August requested that outline business cases were developed for those projects held at conception and any emerging ideas. The Board considered nine such business cases at its October meeting. The Board agreed that there was a need to review the programme in light of the council's corporate governance issues and challenging budgetary position

3.3 The Board agreed to the removal of the following projects for the reasons given:

- Balances & Reserves – to be delivered as part of the council's annual revenue budget setting process.
- Voluntary Community Faith Contracts - to be delivered as business as usual.
- General Restructure – re-modelling now completed.
- Energy Efficiency – project complete.
- Shared Services – to be delivered under Transforming Business Support.
- Value for money profiles – service reviews to be completed under the corporate governance comprehensive work programme.

3.4 The Board noted the current position of the programme which is set out in Appendix 1 for 2011/12 and Appendix 2 for 2012/13.

4.0 NEXT STEPS

4.1 The Change Programme has been identified as an area for review in the Comprehensive Work Programme to achieve improvements in corporate governance.

4.2 Determine the role of the change programme going forward to deliver projects that will fundamentally alter the way in which Wirral operates as a Council within the financial context.

5.0 RELEVANT RISKS

5.1 The main risk is the non-delivery of benefits, particularly financial, of the Strategic Change Programme. This is mitigated by careful monitoring by the Strategic Change Programme Board, supported by the Strategic Change Programme Office. Independent assurance on project delivery is provided by the Director of Finance. Risks registers are maintained by project managers. Any risks managers can no longer control are escalated as issues.

6.0 OTHER OPTIONS CONSIDERED

6.1 N/A

7.0 CONSULTATION

7.1 N/A

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 Opportunities to involve voluntary, community and faith organisations will be considered within individual projects.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 The resource requirements of the Strategic Change Programme are currently being met through existing staff resources. Individual projects may impact on staffing, assets and IT; any issues will be raised at Departmental Management Teams. If these are not resolved they will be escalated to the Executive Team for resolution and subsequently to SCPB.

10.0 LEGAL IMPLICATIONS

10.1 Not applicable

11.0 EQUALITIES IMPLICATIONS

11.1 Not applicable

11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required?	No
(b) If 'yes', has one been completed?	No

12.0 CARBON REDUCTION IMPLICATIONS

12.1 Not applicable

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 Not applicable

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Appendix 1: Strategic Change Programme (2011/12)

Ref	Project	Project Manager	Project Stage	SCP Savings	Current Forecast
				2011/12	
				£m	£m
1	Procurement	Ray Williams	Delivery	2	2
3	Market Management	Steve Rowley	Delivery	5.37	3.74
5	Learning Disabilities	Jayne Marshall	Start up	0	0
6	Re-provision of in-house Care Services	Christine Beyga	Closure	1.476	1.476
9	Revenues & Benefits	Malcolm Flanagan	Delivery	0	0
11	ICT Strategic Review	Geoff Patterson	Delivery	0	0
16	Looked After Children	Julia Hassall	Delivery	0	0
19	Disposal of Assets	Ian Brand	Delivery	0.481	0.212
20	Office Rationalisation	Ian Brand	Delivery	0.368	0.11
24	PACSPE	Mark Smith	Delivery	0.2	0.2
26	Street Lighting	Kevin Ellis	Delivery	0.05	0.05
27	Traffic Management	Mark Smith	Closed	0.15	0.15
28	HAMS	Shaun Brady	Closed	0.1	0.1
31	Energy Efficiency	Ian Brand	Closed	0.08	0.03
39	Printing review	Geoff Patterson	Start up	0.25	0.25
44	Contract Review	Ray Williams	Delivery	0	0
45	CAS wider project	Malcolm Flanagan	Conception	0	0
55	Review of Employee Pay Costs	Chris Hyams	Start up	0	0
57	Review of Fees & Charges	Tom Sault	Conception	0	0
65	Facilities Management	Ian Brand	Delivery	0	0
66	Transforming Business Support	Chris Hyams	Delivery	0	0
67	Procurement: Electronic Payments	Ray Williams	Start up	0.2	0.2
				10.725	8.518

Appendix 2: Strategic Change Programme (2012/13)

Ref	Project	Project Manager	Project	Potential Revenue Savings
			Stage	12/13 £m
1	Procurement	Ray Williams	Delivery	2
3	Market Management	Steve Rowley	Delivery	0.847
5	Learning Disabilities	Jayne Marshall	Start up	0
9	Revenues & Benefits	Malcolm Flanagan	Delivery	1.2
11	ICT Strategic Review	Geoff Patterson	Delivery	0.4
16	Looked After Children	Julia Hassall	Delivery	0.07
19	Disposal of Assets	Ian Brand	Delivery	0
20	Office Rationalisation	Ian Brand	Delivery	0.259
24	PACSPE	Mark Smith	Delivery	0
26	Street Lighting	Kevin Ellis	Delivery	0.1
39	Printing review	Geoff Patterson	Start up	0.25
65	Facilities Management	Ian Brand	Delivery	0.5 - 0.7
66	Transforming Business Support	Chris Hyams	Delivery	TBD

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	07 February 2008
Cabinet	10 December 2008
Cabinet	23 April 2009
Cabinet	15 October 2009
Cabinet	14 January 2010
Cabinet	24 June 2010
Cabinet	22 July 2010
Council Excellence Overview & Scrutiny	28 October 2010
Council Excellence Overview & Scrutiny	31 January 2011
Cabinet	03 February 2011
Council Excellence Overview & Scrutiny	15 September 2011