WIRRAL COUNCIL

CABINET

15 OCTOBER 2009

REPORT OF THE DIRECTOR OF FINANCE

CHANGE PROGRAMME

1.   EXECUTIVE SUMMARY

1.1.   This report presents an update on the Strategic Change Programme (SCP) agreed by Cabinet on 10 December 2008.

1.2.   The purpose of the programme is to improve services within available resources and within approved timescales.

1.3.   The programme is currently being reviewed to maximise net savings to the Council within the context of the Medium Term Financial Strategy.

2.   BACKGROUND

2.1.   The previous update to Cabinet, on 23 April 2009, set out the programme and its governance arrangements through the Strategic Change Programme Board (SCPB) chaired by the Deputy Chief Executive. The programme comprises six areas:
   - Strategic Asset Review (SAR): this is subject to a separate reporting process, and will be a catalyst for changing how and where people work and how services are accessed.
   - Customer Access Strategy (CAS): initially using Streetscene Services
   - ICT Technological Developments (ICT): the work necessary to keep computers and software functioning and up to date.
   - Common Administrative Processes (CAP): including the key projects of the Highways and Engineering Services contract arrangements (HESPE), Human Capital Management (HCM) [Human Resources and Payroll] and Integrated Financial Systems (IFS). The processes provide the Council with the potential for gaining efficiencies and improvements.
   - Building Schools for the Future (BSF)
   - Adult Social Services Transformation Programme (DASS)

2.2.   The SCPB has overseen the appointment of programme managers, their reporting arrangements, dealt with issues raised by managers, facilitated improvements in project management and introduced assurance monitoring.

2.3.   The SCP has been the subject of review by Chief Officers, and a number of amendments have been made to the programme since the original programme was agreed by Cabinet on 10 December 2008.

2.4.   The current programmes are appended.

3.   ASSURANCE SUMMARY

3.1.   SAR Programme

3.1.1   Project Initiation Documents (PIDs) have been produced for two key projects and an informative written progress report provided for another. Project managers have agreed that existing PIDs will be expanded to encompass key elements, and that there will be timely and informative reporting of progress across all projects in future.

3.1.2   Savings and associated milestones identified are:

- £2.3m has been removed from the 2009/2010 revenue budget in respect of the proposed disposals after taking into account the Cabinet decision of 1 October 2009.
- £1m will be removed from the 2011/2012 revenue budget in respect of the Office Review.

3.1.3   There will need to be renewed focus on the programme if these savings are to be achieved.

3.2   CAS Programme

3.2.1   PIDs have been produced for several key projects. Further work is needed to complete project documentation.

3.2.2   The future workload of the CAS Programme remains to be reviewed through a refresh of the business case and options.

3.2.3   Savings and associated milestones identified are:

- £100,000 saving from the 2010/2011 revenue budget.

3.3   ICT Programme

3.3.1   The three key projects are Government Connect, Desk Top Virtualisation and Business Continuity.

3.3.2   Work is progressing on an overall IT implementation plan to support the rest of the SCP.

3.3.3.   No specific savings have been identified.

3.4   **CAP Programme**

3.4.1 Project Initiation Documents (PIDs) having been updated for two projects – HR & Payroll and Local Land and Property Gazetteer/Geographical Information System (LLPG/GIS).

3.4.2 There are three other key projects: HESPE, Procurement and Transport.

3.4.3 Savings and associated milestones identified are:

- HR & Payroll - Efficiencies arising from this project are currently being developed and outlined in a report elsewhere on this agenda.
- No savings have been identified so far in the other projects, but they will be highlighted appropriately as part of the detailed scoping stage.

3.5   **BSF Programme**

3.5.1 The programme is progressing well.

3.5.2 Given other capital schemes within the Children and Young People's Department, there is a need to ensure that staffing resources are managed appropriately.

3.5.3 No specific savings have been identified.

3.6   **DASS Programme**

3.6.1 The programme managers within the DASS Transformation Programme have all confirmed that progress has been made in each area.

3.6.2 Work needs to progress around the clarity of planning and identification of milestones.

3.6.3 The currently identified financial implications are noted in the Appendix.

4   FINANCIAL AND STAFFING IMPLICATIONS

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

4.2   £1.5m for each of four years has been included in the Capital Programme for the ICT implications of the SAR.

5   EQUAL OPPORTUNITIES IMPLICATIONS

5.1   There are none arising form this report.

6   HUMAN RIGHTS IMPLICATIONS

6.1   There are none arising from this report.

7   LOCAL AGENDA 21 IMPLICATIONS

7.1   There are none arising from this report.

8   COMMUNITY SAFETY IMPLICATIONS

8.1   There are none arising from this report.

9   PLANNING IMPLICATIONS

9.1   There are none arising from this report.

10   LOCAL MEMBER SUPPORT IMPLICATIONS

10.1   There are none arising from this report.

11   BACKGROUND PAPERS

11.1   None.

12   RECOMMENDATIONS

12.1   That Cabinet agrees the revised Strategic Change Programme.

12.2   That an enhanced Strategic Change Programme detailing timescales and
       potential savings be reported to a future Cabinet.

                                            IAN COLEMAN
                                            DIRECTOR OF FINANCE

FNCE/280/09

SAR PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
1. Service Rationalisation, and Asset Improvement through a £20 million capital investment over the next 4 years.	Achieve budgeted saving from revised SAR Programme of £2.3m.		
2. Community asset transfer (CAT) programme (including Community Centres)		Complete transfers	
3. Disposal of surplus assets.		Complete disposals	
4. Review of Office and Administrative Buildings Review.		Achieve annual revenue savings of £1m.	
5. Regeneration of Seacombe Village:	a. Soft market testing; b. Work up possible development concepts; c. Land assembly.		
6. Other associated projects, including leisure Centres.			

CAS PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
1. Streetscene	Enhanced use of back office technology to move service enquiries to lower cost channels and reduce failure demand.	Achieve annual revenue savings of £100k.	
2. Central Advice and Duty Team (CADT)	Project completion in October 2009.		
3. Aids and Adaptations service	Project completion.		

ICT PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
1. Efficient and secure exchange of information within the public sector. (Government Connect)	a. Implement secure email. b. Support the continued delivery of revenue and benefit system by provision of secure route between Council and DWP. c. Enable In and out of Work project to be implemented. d. Enable exchange of encrypted information. e. First phase completed September 2009.	Second phase to be complete by September 2010.	
2. Business continuity	Phase 1: Agree the solution and implementation plan.	Phase 2: Latest start for implementing the agreed solution	
3. Desk Top Virtualisation i.e. centralise desk top processing.	Agree the solution and implementation plan.	Roll out as required by SAR.	

CAP PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
1. Human Resources and Payroll	HR & payroll System procured. Business Process Analysis undertaken and "to be" defined for: a. Core HR & payroll b. Absence Management c. Recruitment d. Timesheets e. Expenses	a. Core HR & Payroll implemented. b. Self service modules in place for Phase 1: • Employee/manager self service update and reporting • Absence management • Time Sheets • On-line recruitment • On-line expenses	Self service fully operational in departments. Financial implications as per HR/Payroll proposals to be agreed.
2. Appropriate access to a corporate database of geographical and property data to support service provision.	a. Make appropriate data available to the public via the Council web site. b. Information available to be agreed with service providers. c. Additional mapping information made available to staff. d. Further integration of Council systems	Additional mapping information made available on the website.	
3. HESPE: Highway Services Management System.	a. Full electronic exchange with contractors system; development of management information. b. Cessation of legacy Engineers' Systems and manual procedures.	Development of a single Asset Management, Geographical Information System (GIS) for Engineering assets including Gullies, Street Lighting, Bridges and street furniture.	

CAP PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
4. Procurement	Implement proposals concerning:- a. Replacement of manual invoice processing, b. Increased Catalogue coverage and reducing Purchase Co-ordinators workloads.	Realise staff savings for those involved with payments and procurement.	
5. Transport	Development of long term strategy for cost effective provision of transport	Implementation of long-term strategy.	

BSF PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
1. Woodchurch High School – One School Pathfinder	80% completion of Construction (Phase 1).	Phase 1 – new school build completed Phase 2 – demolition of existing school building completed. Advanced stage of creating external play spaces and landscape	
2. Work with Girls' Day School Trust to deliver Wirral Academy 1 (Birkenhead High School for Girls).	Appointed technical advisor Outline business case developed Project plans, risk & issues logs developed	Construction phase commenced.	
3. Wirral Academy 2 (boys)	Appointment of Technical Advisor. Procurement exercise underway.	Construction phase commenced.	

BSF PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
4. Wirral Academy 3 (mixed academy on the Park High site)	Appointment of Technical Advisor. Discussions held with PFI provider.		

DASS PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
1. Personal Budgets & Self Directed Support	a. Pilot complete. b. Evaluation undertaken. c. Wider roll out scoped and planned.	a. By October 2010 all new service users assessed as needing support are offered a personal budget. b. By October 2010 all service users whose care plan is scheduled for review is offered a personal budget. c. 30% of eligible service users and carers have a personal budget.	
2. Provision of Access to Services 24 hours a day, 7 days a week	a. Joint Board established to confirm options and proposals for future out of hours service provision. b. Project outcomes currently being developed.		

DASS PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
3. Provision of locality Reablement and Assessment Services	a. Transfer of long-term in-house home care to the independent sector. b. Re-provision of domiciliary care from in-house services to the independent sector. c. Phase 1 of the project completed with expansion of the service to 150 staff.	a. Revised staffing and management structure proposals submitted by October 2010.	
4. Development of strategic integrated commissioning and partnerships across health and social care through WISP: Wirral Integrated Services Pilot	a. Locality teams delivering universal community services established. b. Locality commissioning arrangements developed. c. Evaluation undertaken. d. Partnership agreement developed.	a. Organisational and management structures changed. b. Project planning undertaken in relation to integration arrangements for finance, HR, Legal, Commissioning, engagement.	
5. Development and Implementation of an Early Intervention Strategy	a. Report drafted identifying current position. b. Strategy developed proposing the way forward c. Implementation of agreed strategy.		
6. Care Service Strategy – Viability and Design Study.	a. Strategy submitted to Cabinet for approval. b. Consultation with service users on strategy proposals.	a. Implementation of agreed strategy.	a. Implementation of agreed strategy.

DASS PROGRAMME

Project Group	By April 2010	By April 2011	By April 2012
7. Development and implementation of an integrated human resources strategy	a. Implementation of a new staffing structure. b. £100k savings achieved. c. Plans to deliver 2010/11 efficiencies developed.	a. £240k staff savings realised.	
8. Market Management (e.g. contract negotiation)	a. New contracts negotiated for residential care, supported living and domiciliary care realising £1.1m saving. b. Plans developed for monitoring and implementation of new contract arrangements.	a. £240k staff savings realised.	
9. Facilities Management	a. £150k efficiencies realised through effective management of asset base.		