

WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY OVERVIEW & SCRUTINY

MARCH 2021

Title:

Recovery, Change & Transformation (RCT) Programme completion

Portfolio Holder: Cllr P Follows Leader

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: No

Access: Public

1. Purpose and summary

This report is to update the Value For Money Overview & Scrutiny Committee on the closure and moving of the Recovery, Change and Transformation (RCT) projects into business as usual through updated ways of working and Service Plan priorities.

There were 10 projects in the overall programme, 7 of which report to this O&S Committee and the others to Community and Housing O&S.

The RCT Programme was set up in April 2020 in response to the emergency situation caused by Covid-19 pandemic. It sought to understand the impact of the COVID-19 pandemic on Waverley Borough Council, to acknowledge the change that has been required to respond, and to identify the immediate needs of the organisation and community as they move from emergency operations to recovery and planning for the future.

The recovery programme involves two main strands of activity and focused on the organisation's recovery (organisational recovery) and the community and economic recovery of the Waverley area.

The RCT Programme has achieved its aim, the impact of Covid-19 has now been assimilated into the normal business operation of the Council and how it supports its business and wider community.

All projects are proposed to close or transfer back to Business Transformation and a detailed project close report for five of the seven (non - Business Transformation) projects are attached in Annexe 1.

2. Recommendation

It is recommended that the Committee notes the closure of the RCT Projects, and therefore the overall Programme, discussed in this report and pass any comments and observations to the Executive.

3. Reason for the recommendation

To note the update and feedback any questions or comments.

4. Background

The COVID-19 pandemic continues to have a significant effect on the Council, its services, residents, businesses, staff and Councillors. As the emergency situation continues through periods of lockdown, and a TIER based system, it is clear that we are becoming more used to our new ways of working and living, and that we will need to adjust to this reality for a longer time to come.

It is evident that some of the new ways of working are of benefit to the Council's financial situation and must be captured as soon as possible before a return to working pre-pandemic is assumed.

For some of the projects that have continuing objectives, it is clear that they have become usual Council business and objectives are being updated in Service Plans going forward. In addition a new Corporate Strategy has been agreed at Council reflecting the new environment.

There are 10 projects: Three are considered by other O&S Committees (Housing, Economic Recovery and Community Resilience). The seven projects that have been identified for the O&S VFM Committee to have oversight of are:

Organisational Change projects

- Service Plans assessment and update – project close report attached
- People & Staff – project close report attached
- Corporate Projects – project close report attached
- Finance– project close report attached

Organisation Transformation Projects

- Agile working and IT – transfer back to Business Transformation
- Governance Decision Making– project close report attached
- Future Office Requirements – transfer back to Business Transformation

It is worth noting that this programme was set up whilst many services were still responding to the emergency situation that was required of them. For example, finance

supporting with business grants and community services playing a huge role to support individuals and families in urgent need.

The Programme was set up with no specific end date, however, the objectives of individual projects largely focused upon the financial year end as a point of completion.

Officers throughout the council were re-deployed to support the project process focusing the project teams on the objectives and proposed timelines.

A copy of the project close and lessons learned reports (including original objectives) can be found in Annex 1.

5. Relationship to the Corporate Strategy and Service Plan

One of the key strands of work from this programme was to update to the current Corporate Strategy and Service plans, having taken into account the impact of the pandemic.

The revised Corporate Strategy was signed off at December Council and the Service Plans continue to be reviewed ready for 2021-24 financial years.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Closing this programme will allow services to utilise their business as usual models of working. However, it is anticipated that some of the learning from the project process will be taken forward in many areas. It is therefore not anticipated that any further staff, or financial support will be required organisationally.

6.3 Legal

The Recovery, Change and Transformation project was provided with legal support at the Programme Working Group level with representation by the Borough Solicitor, and each Project Board work stream is supported by either active participation or call-on when required support from a specific member of the Legal Services team. This ensured that any legal risks and opportunities were identified within each work stream and coordinated at the overarching Working Group.

6.4 Equality, diversity and inclusion

There is no Equality & Impact assessment for the programme itself as each project carried out its own assessment.h

6.5 Climate emergency declaration

Sustainability was identified as a cross-cutting theme across all projects within the programme.

7. Consultation and engagement

7.1 Each project close report has been signed off by the relevant Portfolio Holder and agreed at the RCT Programme Board. Individual project updates were taken to the relevant O&S Committees for scrutiny and where necessary involved wider stakeholder engagement. Two key examples of wider engagement were the Community Resilience and Economic Recovery projects. The overall Programme was overseen by the Leader and Deputy Leader of the Council.

8. Other options considered

8.1 To have continued without a formal programme that did not address the impact of the pandemic would have meant that the Council would not have been able to continue to operate its full range of services and would have had to take drastic cost cutting measures to balance its budget. Without the programme there would have been a less informed approach to generate the financial savings required.

Now these implications have been considered it is the right time to close the programme and update Service Plans to reflect the initial and on-going impact of Covid-19.

9. Governance journey

9.1 Executive, O&S Value for Money and O&S Community

Annexes:

Annexe 1 - All Project Close Reports

Background Papers

There are / are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

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Agreed and signed off by:

Legal Services:

Head of Finance:

PROJECT END AND LESSONS LEARNT REPORT

SERVICE PLANS

REPORT DATE: 29th January 2021

Purpose of Document

This report is the Project Manager's report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	Service Plans Assessment and Update (RCT Project)		
Project Manager	Louise Norie	Project Start Date	May 2020
Project Sponsor	Robin Taylor	Project Original Finish Date	September 2020
Project Ref. No	<i>If applicable</i>	Project Expected Finish Date	December 2020

Project Priorities & Status

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Quality	On track	All Service Plans with Covid Impact Assessment have been completed with a fair degree of consistency.
2	Time	Off track	Full update of Service Plans have been delayed
3	Cost	On track	No costs above establishment expected.

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives	
1-page SWOT analysis with Portfolio Holder engagement.	Complete
Create a comprehensive list of all services, for discussion by the Recovery, Change & Transformation Programme Board, provided by the Council that identifies:	Assessment made by HOST and managers in regards to their services, what was on hold and re-starting when appropriate. This was made

<p>(1) The current operational RAG status of each</p> <p>(2) The current level of demand vs pre-covid level of demand</p> <p>(3) Current staffing levels against establishment</p> <p>(4) Can additional staff be offered up for redeployment? Are additional internal redeployees needed?</p> <p>(5) Where services have been decommissioned, is there a business case for recommissioning them? If so, what is it? If not, what needs to be actioned for an orderly wind-up?</p> <p>(6) Where services have not been decommissioned, how will they be different in the future or will they be the same?</p>	<p>in conjunction with the financial analysis of the current budget and corporate projects project.</p>
<p>Once review of service plans are completed, review and if necessary, revise all recovery projects to check all areas are covered.</p>	<p>Completed at appropriate time in project</p>
<p>Revised Service Plans</p>	<p>Not yet completed but moving into next year processes.</p>
<p>A new Corporate Strategy for Waverley</p>	<p>Completed and signed off by full Council on 15th December</p>

<p>Benefits achieved as a result of the project</p> <p>Taking the time to consider how best to move forward with service plans and a full and thorough update of how each service had to change and adapt to work during the pandemic was a positive experience. It meant that all plans were updated consistently with guidance on thought process given.</p>

<p>Performance against planned time, cost and other tolerances</p> <p>No costs associated with this project</p>
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<p>Statistics on Project Issues</p>
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<p>Deliverables</p> <p>Updated Corporate Strategy</p>
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SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt
Ensure that process for project does not overtake the actual work itself. Reporting and meeting structure adjusted accordingly (meetings only taking place when necessary and simplified reports).

Handover roles and responsibilities
Service Plans remain business as usual for the team.

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service
Programme Board on 1 st Feb 2021

Project Closure Meeting Details
The Programme Board agreed the close report

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Debbie Smith</i>	<i>Programme Board</i>
Sign off Date	<i>29th January 2020</i>	<i>1st February 2021</i>
Signature if applicable		

PROJECT END AND LESSONS LEARNT REPORT

REPORT DATE: 27th January 2021

Purpose of Document

This report is the Project Manager's report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	People and Staff (RCT Programme)
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Project Manager	Debbie Smith	Project Start Date	May 2020
Project Sponsor	Robin Taylor	Project Original Finish Date	June 2021
Project Lead / Prime User	Sally Kipping	Project Expected Finish Date	February 2021

Project Priorities & Status

Specify which criteria (quality, cost or time) is most critical for your project in order of priorities. Refer to the business case justification form. Also, populate the project status with RAG rating against each of priorities.

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	Completed	A small percentage of staff have continued to work in The Bury's office space throughout the lockdown period, with the majority of staff continuing to work at home. However, as the restrictions start to ease, a comprehensive strategy for those needing to return to the office must be put in place.
2	Quality	Completed	All of the necessary measures in place to enable staff to return safely.
3	Cost	Completed	Currently no budget implications

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives

Establish a set of principles and values that will guide both our short term and longer term recovery	Complete
Preparing and implementing a healthy, safe and positive return of staff and councillors into the office.	<p>90% complete – implemented 27/07/20. A limited number of staff have been able to return to the office building in a controlled manor with an agreed policy in place (Return to Office Working Policy).</p> <p>Office signage in place re distancing and cleanliness.</p> <p>As we are not fully back into the office space and the country is still in lockdown, this objective will be monitored through the Covid Response Group, with an option to call this group together if required. It was agreed that this group would meet once the national lockdown starts to ease.</p> <p>ACTION – DS to speak to Wendy about adding this to the FOR PID - complete</p>
Create a plan for managing the transition to a new normal in the medium and longer term (working from home safely).	<p>This work has been largely completed from a point of view of recovery and the remaining elements will move into the Business Transformation project – ‘Future Office Requirements’.</p> <p>Working From Home Safely Guidance published Site Safety Guidance published</p> <p>ACTION - Workstation assessment form to be updated / made more comprehensive by Taz to include home working area.</p>
Support organisational change and HR activity required to bridge our new budget gap. Short term work completed - Longer term processes to return to HR business as usual	Business Transformation and HR ‘Business as usual’
Deliver an expanded wellbeing programme for both staff and councillors.	<p>Complete - Well Being Strategy developed and delivered and continues - strategy attached.</p> <p> Wellbeing Plan 2020.docx</p> <p>HR Business as usual.</p>

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Benefits achieved as a result of the project

The People & Staff group has worked well together across a number of teams and will continue to work together.

Good representation and participation on the group. It has been very good having UNISON representation on the group.

Lots of positive feedback from staff on how the pandemic has been handled – good collaborative group that has dealt with the medium term impacts.

Covid Hub on BackStage – Claire-Marie worked to keep this up to date with continual change

Able to make decisions quickly – respond quickly to changes made suddenly by national government

FAQs updated clearly and quickly

Regular staff and managers meetings which we are hoping to continue into the future. Spending time on the objectives and outcomes of the meetings.

Each member of the group completed research and gathered information externally to help make decisions and plans on a subject we were all new to. The group given this as their priority to focus on, was a safe open space to talk and make suggestions.

The new flexible working arrangements create resilience to other emergency situations in the future

Performance against planned time, cost and other tolerances
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Minimal costs spent

Statistics on Project Issues

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Deliverables

Return to Office Working Policy
Digital Meeting Etiquette
Site visit guidance
Working From Home guidance
Well-being programme including (Staff briefings and Time to Talk, Resilience, Well-being week)
Communication strategy for staff and Councillors
Suite of promotional signage / stickers etc that can also be used in the future
Covid Hub
FAQs

SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt

Regularly check the objectives of the group and remember to check other project objectives within the programme to ensure no overlap.

Took some time to establish the group but consider this to be normal to a new project group, especially in light of the national situation at the early stages of the project.

Could have completed an emergency exercise based on a pandemic as part of training. Did we look at our Business Continuity Plans when this situation arose?

Handover roles and responsibilities

Future Office Requirements group to cover return to office policy should that need to change / be updated in light of the return to a new normal.

Ensure that Health & Safety rep is on the Office Requirements group as this worked well in the People & Staff group

Immediate comms around the pandemic that continue to be required will be dealt with by HR and Comms directly.

Should the group be required to make changes to agreed policies or meet again this can be arranged.

Continue regular and more frequent managers group meetings

Ask Heads of Services to feedback on their Business Continuity Plan and whether they were looked at, need to be reviewed, updated etc – Tas to take forward

Managers and HOST to review their Business Continuity plans with contractors - Tas

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service

Project Working Group met on 26th January and agreed the report.

Project Closure Meeting Details

Feedback from the Programme Board on 1st Feb was positive and agreed the close report

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Debbie Smith</i>	<i>Programme Board</i>
Sign off Date	<i>29th January 2021</i>	<i>1st February 2021</i>
Signature if applicable		

PROJECT END AND LESSONS LEARNT REPORT

REPORT DATE: 15 October 2020

Purpose of Document

This report is the Project Manager's report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	RCT Corporate Projects (Capital)
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Project Manager	Fotini Vickers	Project Start Date	April 2020
Project Sponsor	Kelvin Mills	Project Original Finish Date	August 2020
Project Ref. No	NA	Project Expected Finish Date	September 2020

Project Priorities & Status

Specify which criteria (quality, cost or time) is most critical for your project in order of priorities. Refer to the business case justification form. Also, populate the project status with RAG rating against each of priorities.

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	Completed on track	The time scales were adjusted slightly to allow for an additional objective that was not in place at the beginning. Project was completed on time based on the revised timescales.
2	Quality	Completed on track	All original objectives, as well as an additional one were completed successfully
3	Cost	Completed on track	There were no direct cost implications from this project

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives

The project objectives have all been completed and are listed below:

1. *1-page SWOT analysis with Portfolio Holder engagement.* – Successfully produced a SWOT analysis following consultation with Cllr Merryweather.

2. *Review and consolidate one consistent Corporate Projects list detailing the allocated financial commitments* – A list of projects was produced by consolidating projects from the capital programme and those projects monitored by the Audit committee. The HRA projects were excluded from the scope of this project as they do not have an impact to the General Fund (GF)
3. *Review all projects funded from the GF and propose maximum saving to assist with mid-year budget review* – The rapid assessment of projects directly funded by the GF identified immediate savings that were incorporated into the midyear Emergency Contingency Budget review. A total of £480k of savings was achieved for 2020/21.
4. *Update from Project Leads on Corporate Projects Register in line with new priorities by working with existing Project Managers* – successful engagement with heads of service responsible for each project took place to identify where the opportunities for savings might be.
5. *Assessment and prioritisation of projects against agreed criteria, the criteria will include, but not be limited to ; Deliverability ;Impact of stopping; Financial & Resource Implications; Political Will* – Two sets of assessment criteria were developed to rank all project in the scope of this work. The primary assessment identified legislative/contractual commitments that meant the projects were essential. The secondary assessment produced a scoring system for all remainder projects.
6. *Creation of corporate project list with recommendations to either: Commit, Pause, Cancel* – a briefing report was produced and presented that listed a table of projects that were recommended to proceed, a table of projects ranked in terms of their proposed priority and finally a list of projects that were proposed to stop.

Benefits achieved as a result of the project

- A total of £480k worth of savings in 2020/21
- Set of assessment criteria was created to be used going forward to assess capital project requests.
- Positive engagement with pfh to produce a swot analysis

Performance against planned time, cost and other tolerances

As presented in the RAG rating above, the project was delivered on time and achieved all its objectives. There was no direct cost impact other than officer time that was covered by existing budgets.

Statistics on Project Issues

No issues arisen

Deliverables

- A total of £480k worth of savings in 2020/21
- Set of assessment criteria was created to be used going forward for new capital project requests.

SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt
<ul style="list-style-type: none"> • Further engagement with service heads to scrutinise current budgets could have resulted in more immediate savings.

Handover roles and responsibilities
<p>List the operational roles that will now be responsible for the operation of the project products and document the handover acceptance status (if applicable).</p> <p>The finance team are now using the assessment criteria for future capital bids.</p>

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service
Meeting Date: 15 October 2020

Project Closure Meeting Details
Project Board

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Fotini Vickers</i>	<i>Programme Board</i>
Sign off Date	<i>7th October 2020</i>	<i>15th October 2020</i>
Signature if applicable		

PROJECT END AND LESSONS LEARNT R



REPORT DATE:

Purpose of Document

This report is the Project Manager’s report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	Governance Decision Making
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Project Manager	Debbie Smith	Project Start Date	May 2020
Project Sponsor	Robin Taylor	Project Original Finish Date	April 2021
Project Lead / Prime User	Fiona Cameron	Project Expected Finish Date	February 2021

Project Priorities & Status

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Quality	On Track	On track
2	Time	On Track	Within the timescales of the projects deliverables
3	Cost	On Track	No cost implications

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives	
1-page SWOT analysis with Portfolio Holder engagement.	Complete and well received
Revise the Executive Forward programme	Completed within agreed timescales
Implement phase 1 of agreed remote meetings schedule: Exec, Standards, Extraordinary Council, Planning, priority O&S, Audit	First meetings implemented by 21 st May 2020 (Standards Committee).
Implement phase 2 of agreed remote meetings schedule (widened schedule)	Meetings were running via video conferencing, Zoom platform chosen and broadcasted as normal.

	<p>Committee Rm 1 set up with video conferencing facilities to enable Officer support in one room.</p> <p>Ensured members were set up with relevant IT equipment and training given.</p>
<p>Pre sunset clause review – do any of the temporary governance arrangements need to be extended / changed?</p>	<p>On-going</p> <p>As we have been in the pandemic situation for nearly a year we have grown more used to the technologies that are available for the virtual meeting set up.</p> <p>The current Coronavirus Bill with the legislation for Local Authorities to meet and make decisions virtually will be in place until May 7th 2021. The Council have currently allowed for virtual meetings to continue until 31st March 2021.</p> <p>Decisions on how to proceed after 31st March will be required. It is anticipated that this will be agreed through the usual Management Board, Executive / Council process rather than through the RCT Board.</p>
<p>Re-convene and complete the existing Governance review, taking account of how things changed in terms of both governance and culture as a result of the pandemic.</p> <p>This may also take account of governance changes required as a result of other recovery work streams.</p>	<p>This has been started and remains the Business as Usual piece of work for the Policy & Governance team. Links in with the boundary review work.</p>

<p>Benefits achieved as a result of the project</p> <p>The initial benefits of taking time to review what actions were needed to continue Council business as quickly and efficiently as possible in a project format allowed the thought processes of those involved to be joined up and clarified.</p> <p>Linkage with People & Staff group regarding the on-line meeting etiquette and linking up with legal in relation to how Members are able to be present at an on-line meeting.</p>

<p>Performance against planned time, cost and other tolerances</p>

<p>Statistics on Project Issues</p> <p>Issues of connectivity and IT equipment for members and ability for staff to present. This has been overcome, for example Planners often attend a meeting virtually in the office, as do others in an Executive or O&S committee to facilitate in person support to Chair a meeting.</p>
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Deliverables
SWOT analysis Executive Forward Programme

SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt

Handover roles and responsibilities
Fiona Cameron / team to take on Governance Review and Sunset clause as Business as Usual. Note the risk re Sunset Clause ending 7 th May 2021. Mitigation plan in place – a limited number of councillors socially distanced in the Council Chamber with officers joining by zoom as required.

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service
Meeting on 25 th January with Project Sponsor

Project Closure Meeting Details

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Debbie Smith</i>	<i>Project Sponsor</i>
Sign off Date	<i>20th January 2021</i>	<i>25th January 2021</i>
Signature if applicable		

PROJECT END AND LESSONS LEARNT R



REPORT DATE: 05 November 2020

Purpose of Document

This report is the Project Manager's report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	Finance (RCT Programme)
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Project Manager	Tamsin McLeod	Project Start Date	May 2020
Project Sponsor	Peter Vickers	Project Original Finish Date	February 2021
Project Ref. No	<i>If applicable</i>	Project Expected Finish Date	November 2020

Project Priorities & Status

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	On track	Project was completed on time
2	Quality	On track	All objectives completed successfully
3	Cost	On track	No direct cost implications

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives

1. Assist all HoS to develop action plans to reinstate all Covid-19 related negatively impacted income streams - Achieved
2. Develop an emergency budget and options to resolve the 2020/21 projected budget deficit - Achieved
3. Revise the MTFP assumptions, base budget adjustments and MTFP action plan targets informed by the recovery programme outcomes and objectives 1 and 2 - Achieved
4. Revised 2020/21 based upon monitoring and 19/20 outturn and develop the 2021/22 budget reflecting objectives 1,2,3 – In progress, as part of normal daily business

Benefits achieved as a result of the project

1. Focused cross-service delivery of all highlighted objectives.
2. Emergency budget developed and agreed by Council to address the 2020/21 budget deficit.
3. Realistic budget assumptions formulated for the MTFP.

Performance against planned time, cost and other tolerances

All objectives achieved on time and within cost, quality and scope tolerances.
The project had no direct cost implications, with officer time covered by existing roles and budgets.

Statistics on Project Issues

No project issues encountered.

Deliverables

1. Action plans developed with Heads of Service to reinstate income streams.
2. 2020/21 budget revised, to develop Emergency budget, and agreed by Council with a total of £3.8M savings made.
3. MTFP assumptions revised, base budget adjustments made and MTFP action plan targets established.
4. 2021/22 budget reflecting objectives 1,2,3 – In progress, as part of normal daily business

SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt

1. Team work delivers great results, even in extremely challenging circumstances.
2. Improved understanding of councillors priorities.

Handover roles and responsibilities

Recommendation – to ensure follow up of services & councillors suggestions for future budgets.
This is already underway for 2021/22 budget.

All other aspects already part of the Finance team daily business.

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service

Meeting Date

Project Closure Meeting Details

Feedback from the Project Board

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Tamsin McLeod</i>	
Sign off Date	<i>05.11.20</i>	
Signature if applicable	<i>TMcLeod</i>	

