

WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE - RESOURCES

20TH JUNE 2022

Title: BUSINESS TRANSFORMTION PROGRAMME UPDATE

**Portfolio Holder: Cllr Clark
Wards Affected: All**

Summary and purpose:

The Committee receives a regular update on the progress and BT Programme savings realisation. This report seeks to provide a written update on the current status of the Business Transformation Programme.

How this report relates to the Council's Corporate Priorities

The Business Transformation Programme contributes to the medium Financial Plan and seeks to save £1M over a three-year period, as part of the overall budget strategy.

Equality and Diversity Implications:

No implications

Financial Implications:

No implications.

Legal Implications:

No implications.

1. Background

- 1.1 The Business Transformation Programme was established to identify and deliver £1M savings as part of the Council's overall budget strategy, and in particular focussed on a suite of projects aimed at achieving new, more efficient, and cost-effective ways of working to ensure Waverley is fit for the future.
- 1.2 The BT programme originally identified ten projects, which have been progressing through the discovery, define, design, delivery, and complete project management stages. The most recent BT Programme dashboard (23/12/21) noted actual savings of £673,589. The detailed BT costs and savings (Note G page 38) are set out [25 January 2022](#) Overview and Scrutiny – Policy meeting agenda and draft minutes.
- 1.3 The current status of projects within the BT Programme is:

	Project	Status	Comment
1.	Staff Travel Arrangements	complete	Profiled savings continued to be accumulated. £199,241 (general fund) forecast to be saved
2.	Planning Review	complete	£150,000 saved
3.	Building Control	complete	£17,700 saved – the project has maximised the savings which can be established
4.	Revenues	complete	£52,000 saved
5.	Housing Options / Homelessness	complete	£68,674 saved
6.	Digital Transformation	discovery	Discovery ongoing with a few possible projects
7.	Post, Print & Scanning	complete	£117,244 saved
8.	Customer Services Programme	delivery	Ongoing project – more activities to be moved into the Customer Services Centre and increased customer self-service. £118,697 actual savings has been delivered and approximately £69k forecast for 2022-23. With further savings forecast for 2023/2024 and 2024/2025.
9.	Enforcement & Inspection	discovery	Discovery stage to be completed and project to be paused ahead a decision by JMT on strategic direction.
10	Where Work Happens	delivery	Continued action on hybrid working aspect of project and enabling improved video conferencing functionality for staff.

* £ as per BT Dashboard 23/12/2021

1.4 The overall general fund saving summary is:

SUMMARY			
			Actual
	Forecast	Actual	Cumulative
GF target	1,050,000		
2020-21	167,672	120,674	120,674
2021-22	286,705	332,173	573,521
2022-23	300,296	198,564	1,224,931
2023-24	118,000	22,179	1,898,521
2024-25	109,118	0	2,572,110
2025-26	52,551	0	3,245,699
	1,034,342	673,589	
Savings gap	15,658	376,411	

In addition, the BT Programme projects have also £73,955 savings delivered to the Housing Revenue Account (HRA).

- 1.5 Work continues on the projects with outstanding saving delivery, notably the Customer Services Programme to establish and deliver the remaining £181,000 and Where Work Happens Project (£80k over two years outstanding) to deliver a reduction in building running costs or income generation from letting released floor space.
- 1.6 In addition to the formal programme of projects, the Business Transformation Team has undertaken informal discovery work to provide management information on a range of activities with a view to establishing the value of a more detailed project or to baseline current practice and/or costs.
- 1.7 The ongoing establishment of a Guildford/Waverley Joint Management Team is having some impact on progressing BT programme projects, due to the possible changes in the leadership community and ensuring decisions are taken in line with any revised strategic direction, in particular noting the interest in bringing forward business cases for Guildford /Waverley collaboration opportunities. As a result, the BT Team have been refocussed onto a combination of; discovery work to establish the Waverley Borough Council situation for specific projects, other key priorities and digital transformation (in particular to progress self-service channels for some activities)
- 1.8 It is expected that the BT Programme will be invigorated again in the autumn, following the appointment of the Joint Management Team. At this point it is anticipated that a revised programme will establish a mix of projects designed to focus on cost efficient savings, noting possible collaboration opportunities.

Recommendation

Members are invited to comment on the content of the report.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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