

WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE - RESOURCES

27 SEPTEMBER 2022

Title: BUSINESS TRANSFORMTION PROGRAMME UPDATE

Portfolio Holder: Cllr Clark, Portfolio Holder for Business Transformtion

Head of Service: David Allum, Head of Business Transformation

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 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.
- 1.2 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.
- 1.3 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 (28/8/22) noted actual savings of £689,759. The detailed BT costs and savings in the attached BTP dashboard.
- 1.4 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
4.	Revenues	Complete	£52,000 saved
5.	Housing Options / Homelessness	Complete	£68,674 saved
6.	Digital Transformation	Paused	Project discovery with a few possible projects paused pending appointment of JMT.
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
9.	Enforcement & Inspection	Paused	Project paused ahead of JMT strategic direction
10.	Where Work Happens	Complete	£16,170 saved. Ongoing working to improve video conferencing functionality for staff. Whilst the project has completed there is ongoing BAU work to deliver income from letting released space.

* £ as per BT Dashboard 28/8/2022

1.5 The overall general fund saving summary is:

GF target	1,050,000		
	Forecast	Actual	Actual Cumulative
2020-21	167,672	120,674	120,674
2021-22	286,705	332,173	573,521
2022-23	300,296	210,139	1,236,506
2023-24	88,000	26,774	1,926,266
2024-25	109,118	0	2,616,025
2025-26	52,551	0	3,305,784
	1,004,342	689,759	
Savings gap with target	45,658	360,241	

- 1.6 In addition, the BT Programme projects have also delivered £62,405 savings to the Housing Revenue Account (HRA)
- 1.7 Work continues on the projects with the Customer Services Programme to establish and deliver the remaining £181,000. Additionally, there remains the possibility of delivering a reduction in building running costs or income generation from letting released floor space to the Where Work Happens Project as part of business as usual work.
- 1.8 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.
- 1.9 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)

- 1.10 It is expected that the Transformation programme will be invigorated again in the autumn, following the appointment of the Joint Management Team.

2. Recommendation

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

3. Relationship to the Corporate Strategy and Service Plan

- 3.1 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.

4. Implications of decision

4.1 Resource (Finance, procurement, staffing, IT)

No implications.

4.2 Risk management

No implications.

4.3 Legal

No implications

4.4 Equality, diversity and inclusion

No implications.

4.5 Climate emergency declaration

No implications.

Annexes:

Annexe 1 – Business Transformation Programme Dashboard (22/8/22)

Background Papers

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

CONTACT OFFICER:

Name: David Allum
Position: Head of Business Transformation
Telephone: 01483 523338
Email: davidallum@waverley.gov.uk

Agreed and signed off by:

Legal Services: date

Head of Finance: date

Strategic Director: date

Portfolio Holder: date