

WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE – RESOURCES

21 NOVEMBER 2022

Title:

Business Transformation update

Portfolio Holder: Cllr Clark, Portfolio Holder for Business Transformation

Head of Service: Robin Taylor, Executive Head of Organisational Development

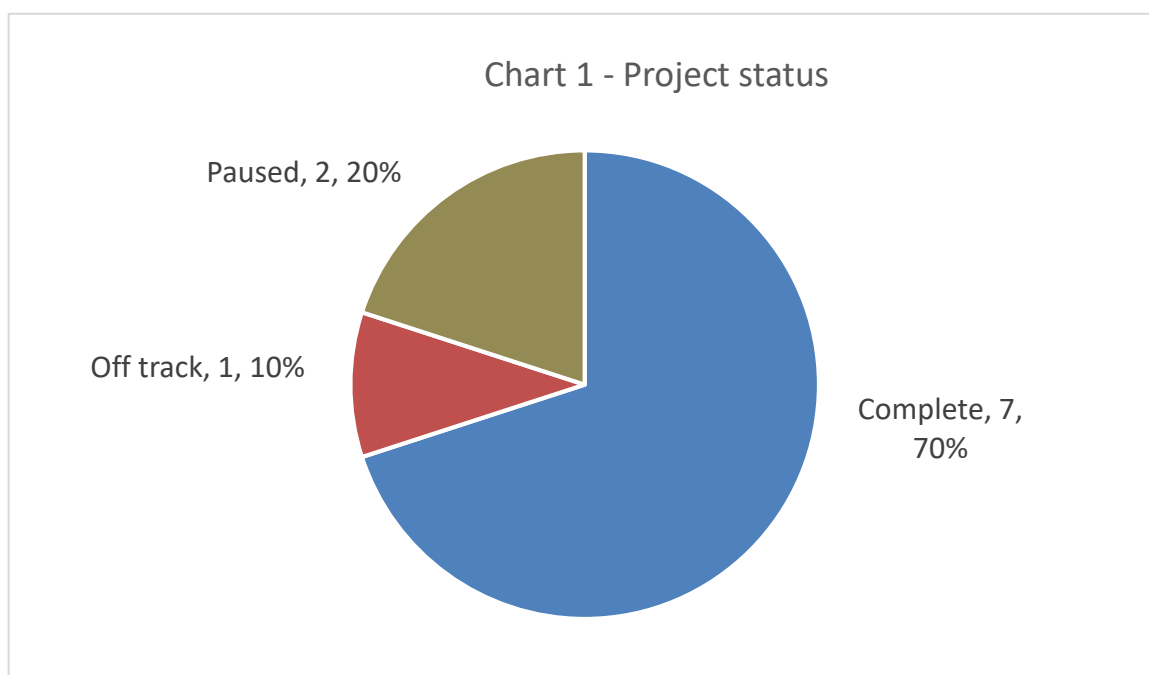
Key decision: No

Access: Public

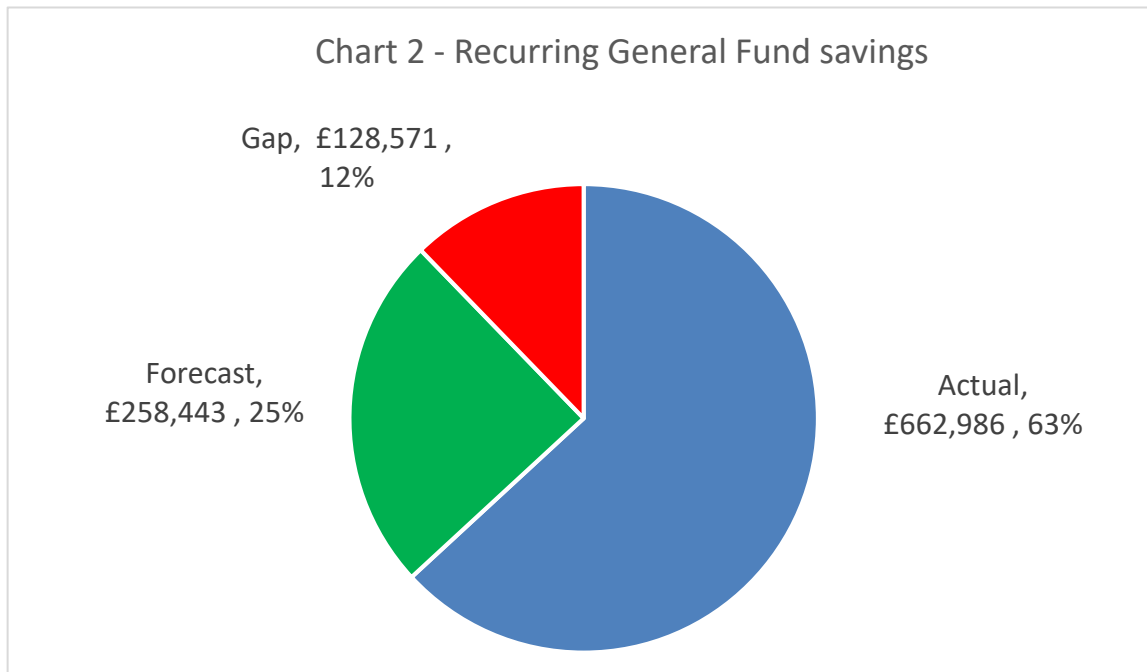
1. **Purpose and summary**

Backward look – status of existing business transformation projects

- 1.1 This update report is brought at the committee's request. Annexe 1 sets out the current list of business transformation projects, their progress status, recurring savings already delivered and recurring savings forecast.
- 1.2 As set out within Annexe 1, of the 10 programmes contained within the existing programme: 7 are complete; 1 is off-track and 2 have, as noted at the previous committee, been put 'on pause'.



- 1.3 The General Fund target for savings delivered by the current business transformation project was £1.05m by 2025/26. There was no specific HRA savings target but the committee will note from Annexe 1 that some HRA savings have been delivered. The recurring saving already delivered by the programme is £662,986 (2022/23). By the end of 2025/26 this recurring saving including further savings forecast is projected to reach £921,429, meaning there is a gap between the target and the forecast recurring saving of £128,571.



- 1.4 Underpinning this overall projection is a mixed picture of some overperformance (for example the staff travel project and the post/printing project) and some underperformance (for example the customer services programme and the enforcement/inspection programme). The detail of this is set out in Annexe 1.

Forward look – how will the business need to transform in the future and why?

- 1.5 Since 1 October 2022 the business transformation function, comes under the Executive Head of Organisational Development under the new Joint Management Team structure.
- 1.6 There is not currently an agreed set of business transformation projects beyond this initial set of 10 projects set out in Annexe 1. Therefore, consideration is currently being given to what the future change and transformation programme at Waverley needs to achieve and how.
- 1.7 The Executive Head of Organisational Development will consult with the Executive, colleagues and others before proposing the next steps for business transformation at the Council. Any views and ideas from this committee will be welcomed.
- 1.8 Transforming how the business of the Council is done can deliver budget savings. However, there can be a number of other strategic and practical reasons,

alongside financial necessity, for seeking to plan and deliver transformational change. These might include:

- Delivering the corporate objectives of the organisation;
- Delivering sustainable public services in challenging times;
- Bridging budget gaps where these exist;
- Delivering carbon neutral operations by 2030;
- Realising the aims of the collaboration vision, including the delivery of any agreed business cases for further change;
- Creating and sustaining an efficient and effective IT infrastructure;
- Delivering on existing transformation commitments unless these undermine the above or there is a case for suspending or rescinding these; and
- Responding to the cost of living situation in terms of services, contracts and staffing.

1.9 As well as consulting on the extent to which the above factors should be driving our approach to business transformation, consideration needs to be given to whether the next phase of business transformation projects automatically includes the 2 projects currently 'on pause' (digital transformation and enforcement/inspection).

2. Recommendation

It is recommended that the Overview and Scrutiny Committee

- (i) notes the extent to which the existing Business Transformation programme (as set out in the dashboard at Annexe 1) and the associated savings target attached to it is on course to be delivered; and
- (ii) notes that consideration is now being given to the shape and focus of the Council's business transformation programme going forward and provide any comments or recommendations in that respect.

3. Reason for the recommendation

This update report was requested by the committee.

4. Relationship to the Corporate Strategy and Service Plan

4.1 The Council's corporate strategy 2020-2025 says that the delivery of a major change programme will support the Council in achieving Financial Stability.

5. Implications of decision

5.1 Resource (Finance, procurement, staffing, IT)

As noted within this report, the financial target of the first phase of the Council's Business Transformation programme has been to deliver £1.05m over a 3 year period. To date, this has been partially achieved.

5.2 Risk management

No immediate implications arising from this report.

5.3 Legal

No immediate implications arising from this report.

5.4 Equality, diversity and inclusion

No immediate implications arising from this report.

5.5 Climate emergency declaration

No immediate implications arising from this report.

6. Governance journey

6.1 Resources Overview & Scrutiny – 21 November 2022

Annexes:

Annexe 1 – Business Transformation Programme Dashboard

Background Papers

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

CONTACT OFFICER:

Name: Robin Taylor

Position: Executive Head of Organisational Development

Telephone: 0148 3523108

Email: robin.taylor@waverley.gov.uk