

**Committee: Corporate Overview Scrutiny Committee**

Date of meeting: **19<sup>th</sup> November 2019**  
 Report Subject: **Bridging the Gap – Workplace Transformation Strategic Business Review**  
 Portfolio Holder: **Councillor Daniels, Leader / Executive Member Corporate Services**  
 Report Submitted by: **A L Clark – Chief Officer Commercial**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
	29.10.2019	06.11.19			19.11.2019		12.12.19	

**1. Purpose of the Report**

1.1 To update members on the Strategic Business Review on Workplace Transformation. This Strategic Business Review is part of the Medium Term Financial Strategy and Bridging the Gap programme.

**2. Scope and Background**

2.1 The Council recognises the challenges that it faces in the short, medium and long terms and has developed a programme of Strategic Business Reviews to deal with potential gaps between anticipated funding and expenditure that aims to build financial resilience.

2.2 The Strategic Business Review on Workplace Transformation is designed to build on the work delivered as part of the previous Workplace Transformation Programme that focussed on rationalising our Council buildings, developing agile working practices and investing in smarter IT tools and technology. This review focusses on maximising the investment the Council makes in technology and updating the tools it provides the workforce to deliver services. It will achieve a rationalisation of IT systems and products, enable more productive ways of working and stretching the opportunities realised as part of the previous workplace transformation project.

2.3 This phase of the Strategic Review has identified the following opportunities and implementation is already underway on:

- A refresh of the IT estate with replacement laptops being introduced for IT kit that is at end of life. An earmarked reserve was put in place to fund the inevitable costs of keeping our IT estate operational. Funding from this has been utilised in 2019-20 and is available to ensure a full refresh is achievable over the next three years.
- A detailed logistic plan and workforce engagement plan has been produced to facilitate this work which means we now have an asset register of all kit and software requirements for all staff. This will allow

us to control the IT estate more effectively going forward and will reduce unnecessary expenditure on IT kit.

- An amnesty of IT kit has been put in place so that there is a complete picture of where IT assets are to avoid purchasing kit over and above our need.
- The starters and leavers process is also being reviewed to strengthen our control over the IT assets and to speed up new starter access to kit in a timely manner.
- Simultaneously the operating system is being upgraded to Windows 10 and Office 2016 as preparation for deploying Office 365. Funding has been allocated to this and is part of the current SRS management.
- Office 365 will provide a suite of business tools that will allow the Council to rationalise its IT systems landscape therefore reducing costs.
- In addition it will provide opportunities to modernise our ways of working and will contribute to improved efficiencies and productivity.
- A business case is developing for the replacement of our print and photocopying arrangements to reduce cost and improve efficiency. This will support our ways of working and reduction in paper.
- Contracting arrangements with our IT systems suppliers are being fundamentally reviewed to secure value for money and to reduce costs.
- A full review of our IT systems is also being undertaken to ensure that our systems are being used to their full potential and where there are duplicate systems decisions will be made to consolidate systems. This will also reduce costs.

2.4 This phase of the review will create the conditions to deliver further efficiencies and the deployment of Office 365 will enable us further rationalise our IT landscape.

### 3. **Options for Recommendation**

#### 3.1 **Option 1**

Corporate Overview Scrutiny Committee considers and scrutinises the proposed approach and appendix 1.

#### 3.2 **Option 2**

Corporate Overview Scrutiny Committee makes any specific comments or recommendations regarding the proposed approach and appendix 1.

### 4. **Evidence of how does this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan**

4.1 This report supports the Council Priority, “Efficient Council”, as it is part of the monitoring arrangements which support the Council’s financial resilience.

## 5. Implications Against Each Option

### 5.1 *Impact on Budget (short and long term impact)*

- 5.1.1. There are direct financial implications arising from this report. The Strategic Business Review on Workplace Transformation is part of the Bridging the Gap programme which is linked to the Medium Term Financial Strategy and will be a critical element of creating financial resilience and ensure the Council operates sustainably. At this time the review has identified the following savings:

Delivery in:	2020/21		2021/22		2022/23		2023/24		2024/25	
Values (low – high)	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	50	50	50	50	50	50	50	50	50	50

- 5.1.2 This review also seeks to reduce costs for contracts that are managed through the Shared Resource Service (SRS) on behalf of the Council as part of their management fee.

### 5.2 *Risk including Mitigating Actions*

- 5.2.1. Managing complex IT supplier contracts is a key risk to the achievement of the savings. Currently our contract landscape with our top five suppliers is fragmented. Re-negotiation of existing arrangements will be the route to realising the benefits of this Strategic Business Review. Controlling our expenditure on kit and systems will require improved starter and leaver processes that impact on both the Council as the client and SRS as the service provider. The Strategic Business Review on Workplace Transformation is monitored monthly at CLT as part of the monitoring of the Bridging the Gap Programme. This ensures that any potential risks are identified early and action is taken in a timely manner to keep the review process on track.

### 5.3 *Legal*

- 5.3.1 Any legal implications will be addressed as the Strategic Business Review is developed when due diligence will be applied to any service changes or new contractual arrangements that are put in place.

### 5.4 *Human Resources*

- 5.4.1. There are no staffing implications arising from this report.

## 6. Supporting Evidence

### 6.1 *Bridging the Gap Programme – Scope and details*

- 6.1.1 The approach has a particular emphasis on:
- Maximising the potential of income generation and taking a clearly commercial approach where it is appropriate to do so;

- Re-procurement and re-negotiation of contracts;
- Exploiting the opportunity that digital transformation can provide;
- Making best use of our assets and property;
- Considering what action we can take to influence and reduce demand;
- Looking for opportunities to support residents to do more for themselves;
- Exploiting the opportunities to strengthen financial resilience by supporting growth in the borough.

#### 6.1.2 Bridging the Gap Programme of Strategic Business Reviews cover:

##### **Maximising income**

Review of Industrial Units

Review of fees and charges

Commercial Waste

Income Recovery

Commercial activity, investment and new income

##### **Maximising Resources**

Review of third party expenditure

Assets and Property

Use of external grants

##### **Managing Demand**

Reducing demand by changing behaviours

Prevention and early intervention services

##### **Maximising Enablers**

Customer Experience

Work Place Transformation

Using data to deliver better services

##### **Maximising Growth**

Growth Strategy

Low Carbon

#### 6.2 *Expected outcome for the public*

This report provides information relating to the Medium Term Financial Strategy and the financial resilience of the organisation.

#### 6.3 *Involvement (consultation, engagement, participation)*

Ongoing monitoring of the outcomes of the Strategic Business Review will include identification of consultation, engagement and participation opportunities. The whole Bridging the Gap programme will also be part of public consultation that will take place during the Autumn of 2019.

#### 6.4 *Thinking for the Long term (forward planning)*

The decisions made as part of the Bridging the Gap programme are designed to support the long term financial resilience of the Council and to influence the design of services for the future.

- 6.5 *Preventative focus*  
Where possible the impact of the Strategic Business Reviews will reflect our aspiration to invest in preventative services and to identify where we can strengthen our approach.
- 6.6 *Collaboration / partnership working*  
Where possible the impact of the Strategic Business Reviews will reflect our aspiration to invest in collaboration/partnership working and to identify where we can strengthen our approach across the public sector.
- 6.7 *Integration (across service areas)*  
Where possible the impact of the Strategic Business Reviews will reflect our aspiration to invest in cross service working and to identify where we can strengthen our approach across the public sector.
- 6.8 *EqlA(screening and identifying if full impact assessment is needed)*  
Ongoing monitoring of the outcomes of the Strategic Business Reviews will include screening based on EqlA and identification of any changes where a full assessment is needed.

## 7. **Monitoring Arrangements**

- 7.1 *State how the work will be monitored e.g. through scrutiny or directorate performance management arrangements*

Monitoring the financial and non-financial impact of this Strategic Business Review will be done by the Chief Officer Commercial to identify any over or under achievement of expectation. A detailed project plan is in place with key milestones. The Chief Officer Commercial will report into CLT on this Strategic Business Review on a monthly basis. CLT will review highlight reports to check the anticipated savings are being realised. Corporate Overview Scrutiny Committee will regularly receive progress updates and individual scrutiny committees will also review portfolio specific reviews. Any decisions relating to the Strategic Business Reviews will go through the usual Council decision making processes in line with the Budget setting process.

### **Background Documents /Electronic Links**

- Appendix 1 – Bridging the Gap Proposal – Workplace transformation