

Corporate Policy and Strategy Committee

10.00am, Tuesday, 30 September 2014

BOLD Portfolio – Update report

Item number	7.7
Report number	
Executive/routine	
Wards	

Executive summary

The Better Outcomes through Leaner Delivery (BOLD) programme was established in late 2013 as an overarching approach to the Council's transformation programme. The initial focus of BOLD has been in addressing the Council's challenging financial outlook including reducing budgets and growing service demand.

This first phase of the programme concentrated on cross cutting themes for developing budget proposals to ensure the delivery of a balanced budget in 2015/16.

The programme has now progressed to focus on future years (2016/17 and 2017/18), bringing together the delivery of the first phase savings and transformational workstreams under one portfolio of change.

Links

Coalition pledges	P30
Council outcomes	CO25
Single Outcome Agreement	SO1 , SO2 , SO3 , SO4

BOLD Portfolio – Update report

Recommendations

- 1.1 Members of the Corporate Policy and Strategy Committee are asked to note:
 - 1.1.1 the establishment of BOLD as the Council's overarching portfolio of change;
 - 1.1.2 the 2015/16 budget proposals as they relate to BOLD themes; and
 - 1.1.3 the workstreams that comprise Phase 2 of the BOLD portfolio.

Background

- 2.1 BOLD was established to help address the financial and demand challenges the Council is faced in the coming years and to ensure a portfolio view could be taken of all the change activity within the Council. At the time the BOLD programme was established the Council's budget gap was:
 - £9.2m in 2015/16;
 - £19.8m in 2016/17; and
 - £2.8m in 2017/18.
- 2.2 As reported to the Finance and Resources Committee on the 7 May 2014, the budget gap for 2015/16 has subsequently increased from £9.2m to £21.7m.
- 2.3 The objectives for the first phase of the programme were to ensure that existing budget plans were delivered in order for the Council to operate within a balanced budget and to deliver better outcomes for customers through transformation. Through a dedicated programme team, BOLD have worked with staff from across the Council and drawn on best practice from across the public sector to build up a bank of proposals to help ensure the development of sustainable budgets.
- 2.4 The proposals that were developed through the first phase of the programme have contributed to the overall savings package for 2015/16 currently under consideration by elected members and have been grouped together under the themes of workforce controls, property rationalisation, income maximisation, neighbourhoods, transformation, co-ordinated services, efficiency, third party grants and enablers. Appendix 1 provides a breakdown of the potential savings by theme, subject to member approval.

Main report

- 3.1 The BOLD programme team was established with full time resources, led by the Council's Major Projects Manager and including Senior Officers from each of the Directorate areas to ensure cross Council support as well as strong links to all of the services areas. Service Heads were seconded into the BOLD team for the initial phase and to support the development of proposals for the 2015/16 budget setting process. The Director of Corporate Governance is the Senior Responsible Officer and the Corporate Management Team acts as the overall Programme Board, receiving regular updates on progress. In addition, a Member Officer Working Group has been established comprising members of the current administration and chaired by the Convener of the Planning Committee.
- 3.2 In order to fully understand the financial context, the breadth of existing savings projects and contribute to a balance budget the BOLD team initially focused on stress testing the financial baseline and capturing the all the expected benefits from the existing change programmes. BOLD has therefore been established as the Councils overarching portfolio of change. Appendix 2 sets out some of the change projects that were part of this baselining exercise.
- 3.3 The first phase of the programme focused on 12 themes:
- a. Workforce Management;
 - b. Property Rationalisation;
 - c. Income maximisation;
 - d. Neighbourhoods ;
 - e. Education Transformation;
 - f. Health & Social Care Transformation;
 - g. Co-ordinated Services;
 - h. Efficiency;
 - i. Structural Change;
 - j. Benchmarking;
 - k. Third party grants; and
 - l. Enablers and Tools.
- 3.4 The themes have been used to group together savings ideas many of which involve working across a number of Council services.
- 3.5 One of the successes of the BOLD programme has been the level of engagement with staff. To date over 1,500 staff ideas have been submitted, including over 150 blog posts and more than 400 email suggestions. These

were supplemented by a number of staff briefings and workshop sessions with staff from all across the Council. This has resulted in ideas being progressed locally, with a number of case studies of improved working practices and more effective use of resources under development. These form part of the BOLD local initiatives.

- 3.6 During the summer of 2014 a BOLD survey was carried out to assess the awareness of the programme. Initial results have been very encouraging with almost all of the respondents aware of the programme and its aims. 188 responses were received with 94% saying they understood BOLD and 68% confirming they have discussed BOLD ideas with colleagues. A summary of the results is attached at Appendix 3.
- 3.7 Following the contribution to the budget savings process for 2015/16, BOLD have focused on developing a strategic approach to making sustainable savings for future years, focusing on a clear definition of priorities. The priorities and opportunities for transformational change were considered at a Corporate Management team away day in July. The aim of this session was to develop a cohesive vision to support strategic priorities, focusing on collaboration opportunities across the organisation, reflecting the current drivers for public sector reform.
- 3.8 Discussion centred on the key workstreams from the first phase of the programme including neighbourhoods, property, better co-ordination of services and workforce management. Consideration was given to options available for services that would allow better performance against strategic outcomes as well as better outcomes for the customer, whilst also allowing sustainable financial planning.
- 3.9 The outputs of the away day were captured in a proposal for a portfolio of work for the second phase of BOLD. Indicative cost savings were also identified against each of these workstreams. This also sets out the proposed governance for BOLD portfolio moving forward. The outputs and projected savings are shown in Appendix 4.
- 3.10 Through the neighbourhoods and employees work the aim is to ensure that we deliver better and more focused outcomes as a local level for our customers supported by co-ordinated central services. The digital workstream is looking to build on the existing work undertaken on channel shift and ensure that we have the best data about our customers and services are as accessible as possible, maximising digital channel where appropriate.
- 3.11 Through the property and partnerships work the Council will continue to look at ways in which we can work more effectively with partners through sharing of assets, co-production and better alignment with the Council's strategic outcomes.
- 3.12 All of the proposals agreed through the budget process and as part of phase 1 will be monitored through the Corporate Programmes Office.

- 3.13 The second phase of the programme will align with the current budget setting and engagement process. Due diligence will be carried out on all the proposed savings indicated for 2016/17 and 2017/18 to inform the budget setting process in February 2015, with implementation following and the full financial benefits being derived from 1 April 2016.

Measures of success

- 4.1 Relevant measures include:
- Implementation and maintenance of agreed savings plans; and
 - Development and operation of a sustainable budget and business model aligned to the Council's priority outcomes

Financial impact

- 5.1 While there is no direct impact arising from this report, regular review of planning assumptions and tracking of savings delivery to ensure that the Council operates within a balanced budget is a key role in the effective financial management of the Council.

Risk, policy, compliance and governance impact

- 6.1 This report is being provided primarily for elected members' information and, as a result, there is no direct relevance to the recommendations at this stage. The BOLD portfolio regularly reports to, and progress is monitored through the Corporate Management Team.

Equalities impact

- 7.1 There is no direct impact of the report's contents and recommendations to the three Public Sector Equality Duty general duties, nor to the ten key areas of rights set out within the Council's Equality and Rights Framework.
- 7.2 Specific proposals to address the Council's overall savings requirement will be subject to a full Equality and Rights Impact Assessment, the main conclusions of which will be reported to the Finance and Resources Committee.

Sustainability impact

- 8.1 There is no direct relevance of the report's contents to sustainability-related issues. A carbon impact assessment will be undertaken on individual workstream proposals.

Consultation and engagement

- 9.1 The BOLD programme has engaged with staff using a number of methods, including drop in sessions, workshops, a dedicated e-mail address, ORB page, blog and communications updates. Specific work has also been progressed with apprentices and graduates under the BOLD future works and with front line staff through BOLD local. This will continue throughout the programme.
- 9.2 The governance arrangements to date have involved reporting to the Member Officer Group and well as the Corporate Management Team. As a number of BOLD proposals are likely to be progressed through the budget framework, these will be reported to the Finance and Resources Committee and thereafter form the basis of a public engagement process.

Background reading/external references

[Revenue and Capital Budget Update](#), Finance and Resources Committee, 7 May 2014

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Links

Coalition pledges	P30 – Continue to maintain a sound financial position including long-term financial planning.
Council outcomes	C025 – The Council has efficient and effective services that deliver on objectives
Single Outcome Agreement	SO1- Edinburgh's Economy delivers increased investment , jobs and opportunities for all. SO2- Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health.

Appendices

SO3 – Edinburgh’s children and young people enjoy their childhood and fulfil their potential

SO4 – Edinburgh’s communities are safer and have improved physical and social fabric.

Appendix 1 – Bold themed savings proposals

Appendix 2 – Portfolio of change

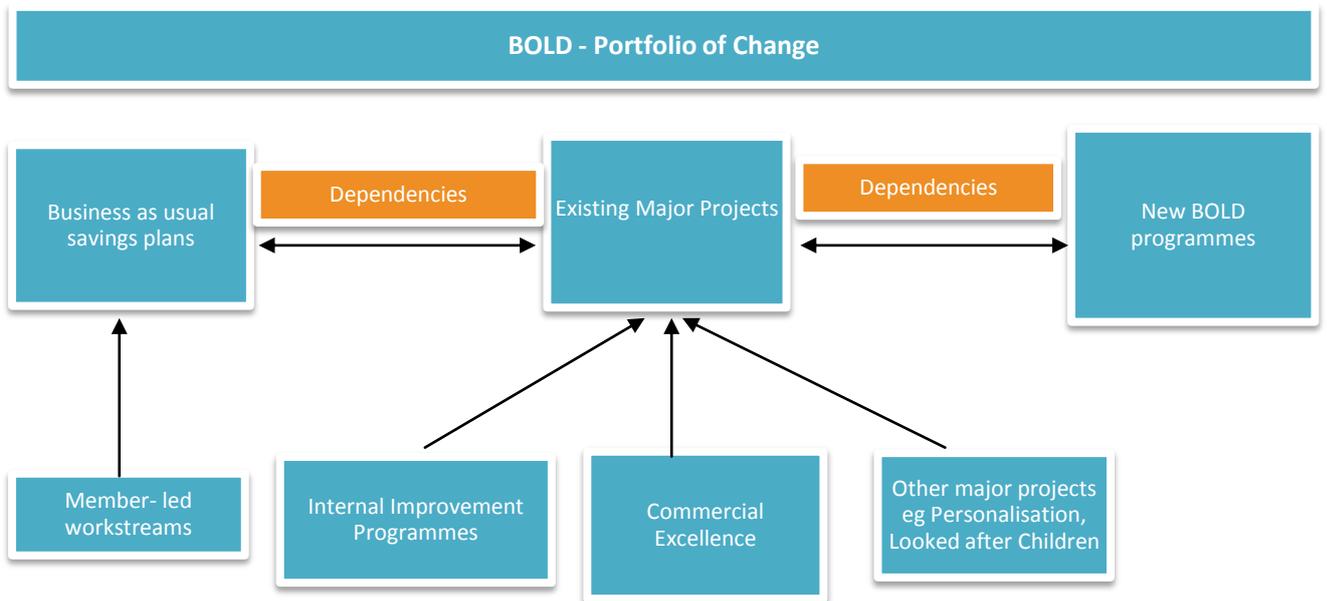
Appendix 3 – BOLD survey results

Appendix 4 – BOLD Phase 2 Portfolio

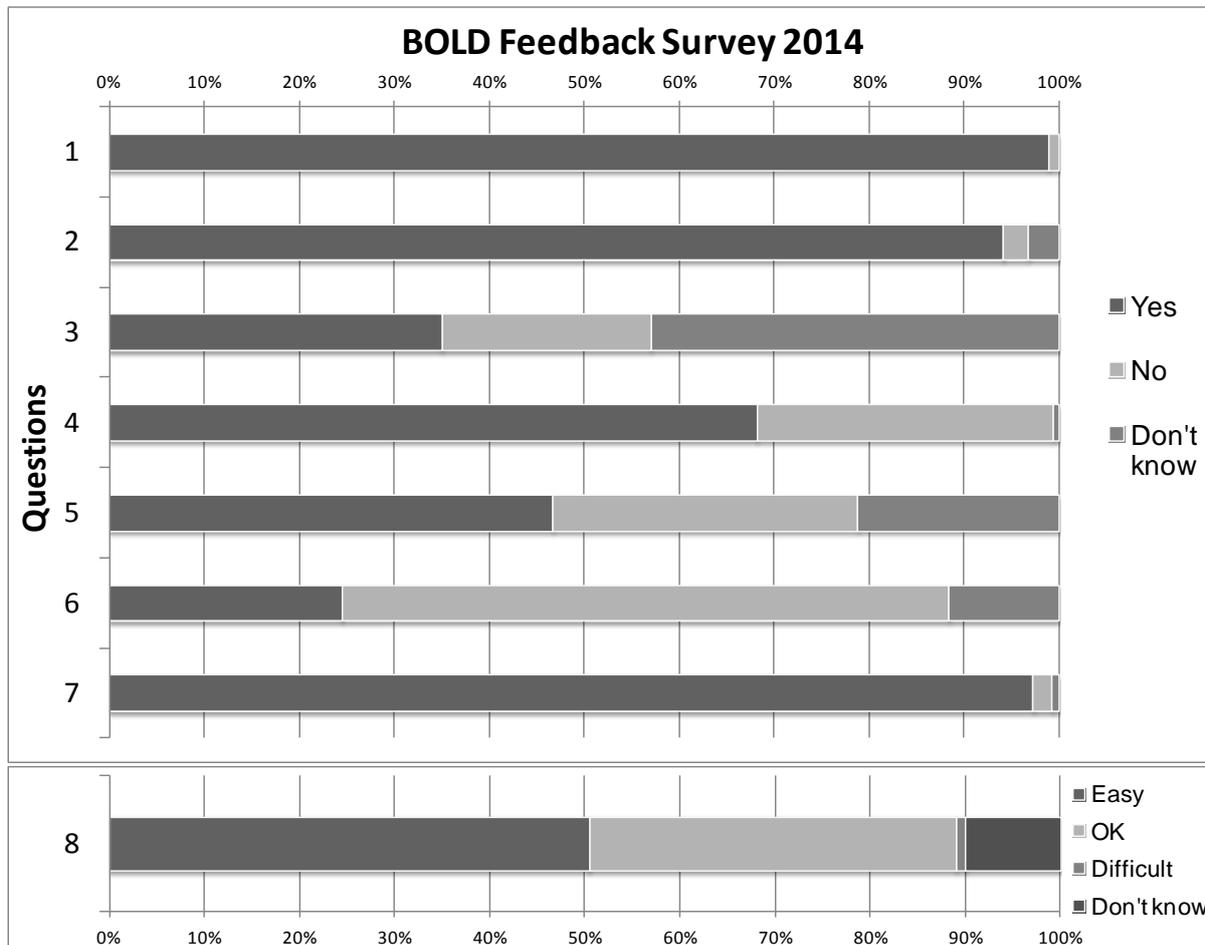
APPENDIX 1 – 2015/16 BUDGET PROPOSALS BY BOLD THEME

BOLD THEME	PROPOSED SAVING
Workforce Management	£3.606m
Property Rationalisation	£0.610m
Income maximisation	£4.348m
Neighbourhoods	£0.300m
Transformation	£1.778m
Co-ordinated Services	£0.680m
Efficiency	£6.459m
Third sector payments	£4.278m
Enablers and tools	£0.088m
TOTAL	£22.147m

Appendix 2 –Portfolio of Change (as at December 2013)



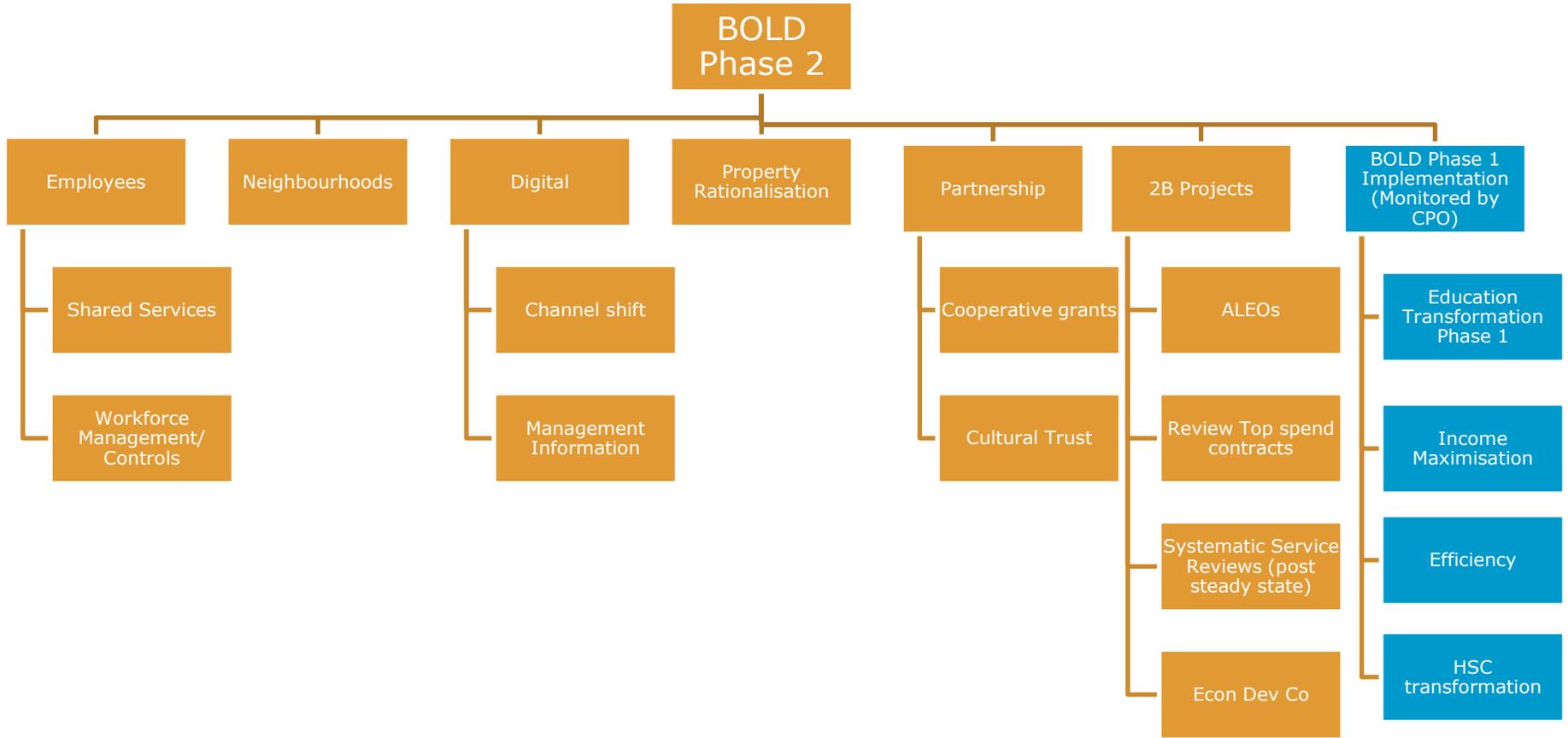
APPENDIX 3 – BOLD SURVEY RESULTS



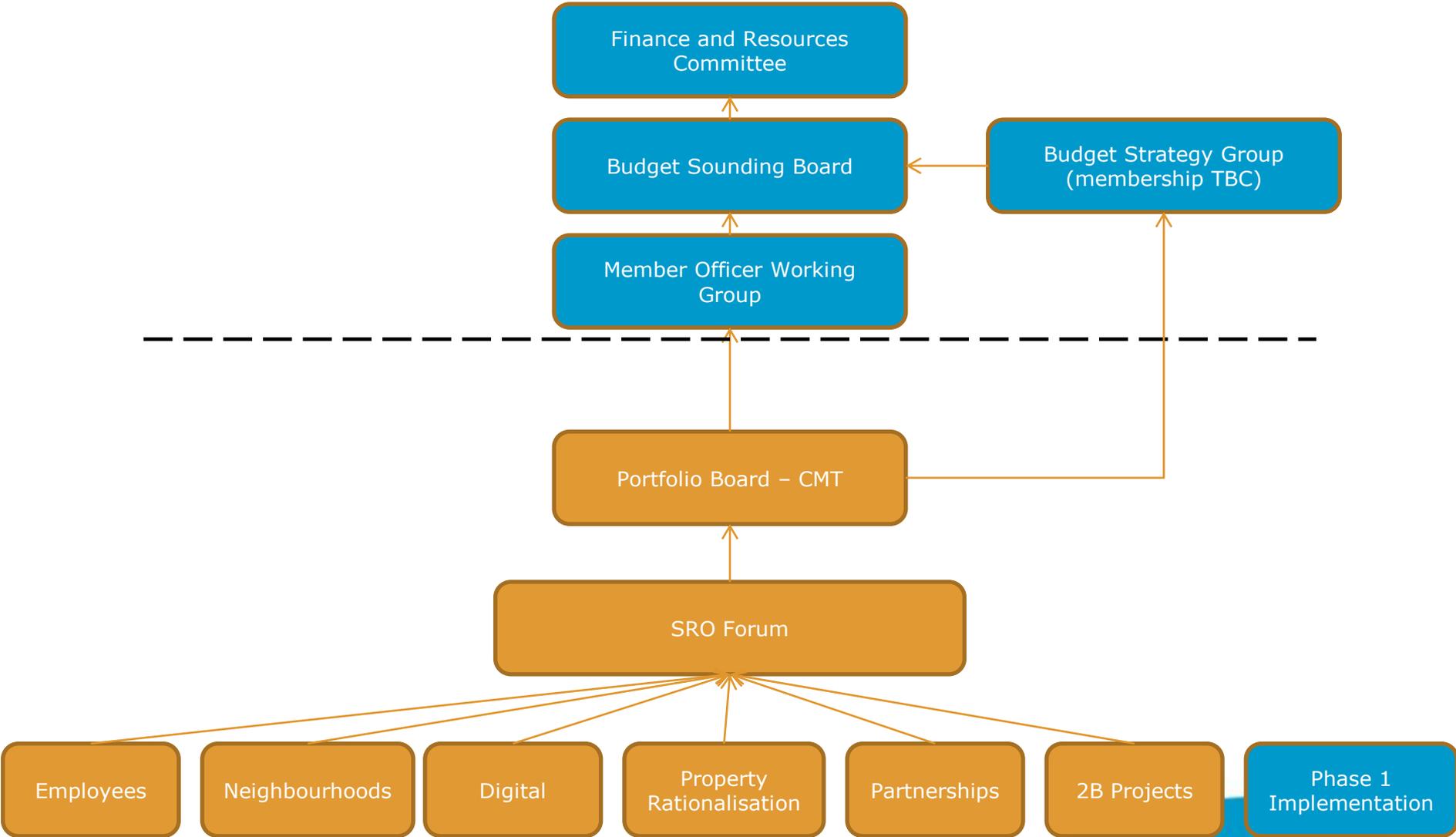
Questions:

1. Have you heard of the BOLD Programme?
2. Do you know what the BOLD Programme is about?
3. Do you think the BOLD Programme will help the Council make significant financial savings?
4. Have you and your colleagues had any discussions about BOLD over the past 6 months?
5. Did you or your team put any ideas or proposals forward for BOLD?
6. Did you receive any feedback about the idea or proposal you put forward?
7. Do you remember seeing any communications about BOLD over the past 6 months (by email, on the Orb or otherwise)?
8. How easy did you find the process to put forward an idea or proposal for BOLD?

BOLD Portfolio



BOLD Phase 2 - Governance



Meeting the challenge –

Proposed savings targets 16/17 & 17/18

Work stream	2016/17 £m	2017/18 £m
Employees (shared services and workforce management)	12.47	3.28
Neighbourhoods	7.40	7.40
Digital & Channel Shift	1.00	3.00
Property Optimisation	1.80	2.20
Partnership and cooperative grants	4.88	3.67
Others	3.25	2.00
Total	30.80	21.55
Budget gap	30.80	24.80
Balance	0.00	3.25