



Name of meeting: Cabinet
Date: 28th July 2015

Title of report: Use of New Council Development Resources

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes – Use will be made of the £2.85m New Council Developments reserve agreed at the 2015 Budget Council
Is it in the Council's Forward Plan ?	Not applicable
Is it eligible for “call in” by Scrutiny ?	Yes
Date signed off by <u>Director</u> & name	Jacqui Gedman – 09/07/15
Is it signed off by the Director of Resources?	David Smith – 09/07/15
Is it signed off by the Assistant Director – Legal, Governance & Monitoring?	Julie Muscroft – 09/07/15
Cabinet member portfolio	Resources

Electoral [wards](#) affected: All
Ward councillors consulted: None

Public or private: Public

1. Purpose of report

To seek Cabinet approval for investment in resources to support the council's journey to a New Council, through use of the £2.85m New Council Developments Reserve.

2. Key points

- 2.1 Over the next 3 years, the Council will need to undergo the largest change programme of a generation to achieve the fiscal reductions currently identified. The Council will need to realise a further £69 million in savings and cuts whilst redesigning services to mitigate the impacts on local people and business and do so in a way that meets Council priorities within the resources available. The scale of spending recommended is commensurate with the scale of that task. It should also be recognised that the existing pace of change will need to be accelerated to meet the timescales as the Council will have extinguished its reserves over this period.

- 2.2 The Council transformation programme has been supported for a number of months using a combination of officer time in programme and project boards, temporary programme and project management support resource, the allocation of significant amounts of officer time in addition to their day-to-day duties and some use of external supplier resources.
- 2.3 The New Council Programme Board, Management Board, and Executive Team (ET) have increasingly raised the risks posed to the successful delivery of the achievement of a New Council through the continuation of the current support arrangements described above which are not considered sustainable.
- 2.4 The February 2015 Budget Council agreed the re-designation of existing Council reserves totalling £3m, to a 'New Council Developments' reserve.
- 2.5 Cabinet on 2 June re-affirmed the re-designation of £3m from existing Council reserves for New Council Developments reserve, as part of the final accounts process for 2014-15.
- 2.6 The February 2015 Budget Council also approved specific commitments against this reserve totalling £150k, for Passivhaus and other energy renewable feasibility studies. This leaves a balance of £2.85m reserve currently uncommitted, for consideration in this report.
- 2.5 Jacqui Gedman, Director of Place and the Chair of the New Council Programme Board, has considered the support needs identified and, on behalf of ET, is asking Cabinet to give delegated authority to the Director of Resources to allocate funding from the uncommitted £2.85m reserve against the following broad categories of spend, identified as critical to the overall success of the Council transformation programme over the 2015-18 medium term financial plan:
- i. **Procurement and provision** of external support for activity within specific areas of the work to achieve New Council. For example, support for work on the 'Economic Resilience' and 'Early Intervention and Prevention' themed programmes. This support could be for a range of activity including programme management capacity, transformation/change activity or programme assurance.
 - ii. **'Back-filling' of officer roles** where senior staff have been asked to dedicate a significant proportion of their working time to New Council activities and their further day-to-day duties must be delivered.
 - iii. **Support for other areas of the New Council change programme**, for example, business process re-engineering, research capacity, behavioural change, etc.
- 2.6 Cabinet will receive regular reports in-year, as part of the normal quarterly revenue monitoring report cycle on the use of the New Council Developments reserve and the overall programme of work on New Council.
- 2.7 It should be noted that resource requests to achieve the transformation to New Council are still being defined and the scale of support required is likely to require further decision/resource.

3. Implications for the Council

The recommended use of New Council Development reserve will support the effective management of the council's capacity risks associated with the delivery of New Council.

4. Consultees and their opinions

The Executive Team endorse this request.

5. Next steps

If approved, the Chair of the New Council Programme Board will make more detailed recommendations to the Executive Team in-year, on the use of the reserve within the broad categories of spend as set out in this report. The Director of Resources will report to Cabinet in-year on the detailed use of the reserve, through the quarterly revenue monitoring report cycle.

6. Officer recommendations and reasons

That Cabinet:

- i) approves the use of the currently uncommitted £2.85m New Council Developments reserve against the broad categories of spend as set out in this report, and
- ii) delegate authority to the Director of Resources to allocate the reserve to specific activities within the broad categories of spend, and report the use of the reserve in more detail to Cabinet through the quarterly revenue monitoring report cycle.

7. Cabinet portfolio holder recommendation

The Portfolio Holder, Cllr Graham Turner, supports the recommendations made in this report.

8. Contact officer and relevant papers

Jane Brady, Assistant Director for Customer and Exchequer Services

9. Director responsible

Jacqui Gedman, Director for Place and Chair of the New Council Programme Board