

BENEFITS IDENTIFICATION & REALISATION

AN ORGANISATIONAL FRAMEWORK

1. Background

- 1.1. The development of a benefits realisation and assurance framework for the new Council is now in a draft stage of the development. A cross functional working group has been developed which will deliver a single benefits realisation and assurance framework for the new Council.
- 1.2. The group has combined the significant work already undertaken in this area and will introduce a single approach to benefits realisations from the 1 April 2009. Alongside this, work will be undertaken to improve the consistency of project and programme management across the new authority, which will incorporate a new business case framework across such areas as:
 - Financial and risk models for validation of project costs and benefits.
 - A corporate challenge and review process to benefits identification, and realisation, emphasising links to corporate objectives and the new corporate plan.
 - A new high level framework for project and benefits governance which enshrines benefits realisation into service plans and individual objectives which will be coordinated via the Programme Office.
 - The development of a central reporting process for all projects/programmes and monitoring, measurement and change control procedures for consideration by members and CLT.
 - An independent assurance and audit process.
- 1.4 The draft Benefits Realisations framework has been developed using work already undertaken in Wiltshire, IDEA best practice approaches and work undertaken by other authorities. The framework is currently in draft form and is an undertaking internal stakeholder consultation.
- 1.5 The BMP/SST project and One Council for Wiltshire programme will be the first benefits to be tracked and managed through the new framework, although for both it is important to remember that the total savings are a given but the areas from which savings are generated will vary.
- 1.6 The benefits realisation framework will be completed by 31 January 2009 with the bespoke template documents, communications and roll out plan will be completed by 31 March 2009. The revised project and programme approach will need to be further considered by the Head of Programme Office once they are in post.

2. One Council – Benefit Realisation

Financial

- 2.1. Work continues as part of the ongoing budget build process in identifying One Council savings. We are confident that the total savings identified will be achieved
- 2.2. The total annual cost reduction of £18m remains the objective and is a given, but how this is ultimately made up by individual services is open to some negotiation going forward, once the detailed budget analysis for 2009-10 has been completed.
- 2.3. Services are currently working on a 2009-10 budget based on a cash freeze (same total budget as 2008-09). Therefore for some services, delivering cash freeze achieves all of the required One Council savings and represents a significant achievement. The base year for One Council savings is 2007-8. So efficiencies delivered in 2008-9 ahead of next year's budget will also be incorporated as we have been operating transitional policies for some considerable time. For example, the approach of using temporary, rather than permanent appointments, to maximise redeployment opportunities has been in place across all five authorities for over a year.
- 2.4. The significant proportion of savings is to be made from the reduction in the staffing establishment, therefore Corporate and Service Directors are taking into account this requirement in the development of their structures. These structures are currently being finalised and a final more detailed analysis will be made available in the new year. However, at this stage we are already able to identify a total reduction of around 193 full time staff on the 2008-09 staffing establishment which is ahead of the profile identified at the time of the bid.

Non- Cashable Areas

- 2.5. These include improved customer access, greater local decision making and delivering higher levels of efficiency. At this stage of the programme we are currently coming to the end of the development phase and therefore benefits associated with these areas have obviously yet to be realised. Progress in these areas is as follows:

Customer Access

- 2.6. Work is progressing positively in this area. In relation to the face to face service for Salisbury, a location has now been secured and a planning application has been made. Training will commence shortly and with the installation of the WAN, and progress with SAP, we are confident that the contact directory and other support tools will be in place on 1 April 2009.

Local Decision Making

- 2.7. The area board development phase is well underway in 13 community areas across the county. Local priorities are being identified by communities and

Project Managers are working with councillors, local partners and local people in shaping solutions.

2.8. A series of successful area engagement events have also been held across the county as part of the development phase, which have helped to inform the pilot area boards.

2.9. In the New Year a series of discussion papers will be produced to capture much of the learning and experience gained from the first six months of the project. These papers will be refined by the team and used for consultation with the Pilot Boards and other partners before they are submitted to the Implementation Executive in the spring.

Efficiency

2.10. Business Management Programme is on track to go-live on the 1 April and this complemented by the development of the Shared Service Team will not only develop a more reactive and effective internal service but will also enable the new authority to drive out further cashable savings as we move forward.