

# Colchester City Council – Scrutiny

## Fit for the Future Transformation Portfolio

13 February 2024

## Fit for the Future Portfolio – Key Messages

- The scale of the financial challenge councils face is huge. The cost-of-living crisis, alongside the recovery from the Covid-19 pandemic and rising energy costs have placed significant pressure on our budgets and we simply cannot continue to operate as we are.
- Our response to this financial challenge must be radical; to close the budget gap and future proof our organisation, we will need to reduce our operating costs by 25% over the next 3 years.
- To achieve this, we need a fundamental portfolio of work to reimagine what we do as a Council and how we deliver it. The 'Fit for the Future' portfolio will make sure that we are exactly that; fit for the future of our city, of our organisation and of our people.
- Whilst this work will help to align us with the Medium-Term Financial Forecast and ensure we are closing the budget gap identified, it will also prepare us for the longer-term financial challenge that lies ahead.

# Fit for the Future Portfolio – Purpose

- We are starting a portfolio of work which will span the next three years to respond to challenges we face to:
  - Run council services within budgets
  - Adapt our services to meet the changing needs of our communities
  - Seek opportunities for additional income
  - Invest in technology and the skills of our workforce to enable efficiencies and modernise services.
- The portfolio of work will involve a change in our relationship with our residents, communities and partners. The changes we make will have a visible impact across the city, and we must work to realign people's expectations of the services we deliver.
- We will continue to do all we can to protect those residents who are most vulnerable and do what we can to mitigate the impact changes may have on them.
- We will do all that can to support our people through this change, in line with our values. We will show integrity and kindness, be open and honest, demonstrate commitment to our skills, expertise and creativity, and maintain our pride in public service.

# Fit for the Future Portfolio – Terms used

The following terms will be used within the project descriptions:

Several initiatives will include multiple elements from redesigned services and roles that result in a reduced cost of operation. The elements include:

- Investment
  - Commitment of funding needed to achieve benefits for delivering a new service or change to an existing service
- Cuts or reductions
  - Removal of entire services, or significant reduction in the scale of services provided
- Efficiencies
  - Savings
  - Services maintaining but delivered more efficiently/effectively
- Income
  - Additional money generated by a service

# Fit for the Future - Portfolio Structure

Our Fit for the Future portfolio will look at the organisation as whole and aligns our programmes of work into 5 streams of governance:

- Environment
- Leisure and Economy
- Housing
- Assets
- Corporate

The projects, programmes and targets within the portfolio will evolve over time.

# Fit for the Future

Senior Leadership Board				
Environment	Leisure & Economy	Housing	Assets	Corporate
Waste Services	Culture & Heritage	HRA Review	Asset Management	Shared Services
Rosa Tanfield	Frank Hargrave	Lindsay Barker	Mandy Jones	Richard Block
Greening & Street Care	Active and Wellbeing	Housing Provision		Future Workforce
Rosa Tanfield Mel Rundle	Rory Doyle	Philip Sullivan		Jess Douglas
	Economic Growth			Digital Customer
	Matt Sterling			Mel Kemp-Salt

# Fit for the Future Savings & Revenue Financial Outcomes

Currently projected savings and revenue outcomes as of 9 January 2024

	24/25		25/26		26/27		Total
Stream	Savings	Income	Savings	Income	Savings	Income	
Environment	100K	1.055M	150K	103K	1.75M	-	<b>£3.158 million</b>
Leisure & Economy	146K	100K	-	-	210K	515K	<b>£1.171 million</b>
Asset	300K	-	-	-	-	-	<b>£0.3 million</b>
Housing	-	-	-	-	200K	-	<b>£0.2 million</b>
Corporate	143K	-	-	-	-	-	<b>£0.143 million</b>
<b>Total Portfolio</b>	<b>689K</b>	<b>1.155M</b>	<b>150K</b>	<b>103K</b>	<b>2.16M</b>	<b>515K</b>	<b>£4.772 million</b>

# Summary of Fit for the Future Financial Outcomes

Currently projected net budget outcomes as of 9 January 2024

Stream	24/25	25/26	26/27	Total
Environment	1.155M	253K	1.75M	<b>£3.158 million</b>
Leisure & Economy	246K	-	725K	<b>£1.171 million</b>
Asset	300K	-	-	<b>£0.3 million</b>
Housing	-	-	200K	<b>£0.2 million</b>
Corporate	143K	-	-	<b>£0.143 million</b>
Total Portfolio	2.044M	253K	2.675M	<b>£4.772 million</b>

Delivery of Fit for the Future (particularly later year savings) will require investment. Rather than building one-off investment into the Budget, proposals have been put forward for a Fit for the Future Reserve from a Reserve rationalisation.



# Waste Services Programme

	24-25	25-26	26-27
Income Target	£1.055M	£103K	N/A
Savings Target	N/A	N/A	£1M
Investment	None	None	£TBC

**Owner: Rosa Tanfield**

**Description:** Continue to be a leader in waste and recycling collections, ensuring that the Council is compliant with emerging Government waste reforms and setting out a plan to be more effective and efficient, whilst looking at new income opportunities, building on existing services that the Council provides.

	Project Manager	2023-24	2024-25	2025-26	2026-27
Garden Waste Chargeable Service	John Kellett	Implementation Jan-24			
Creation of Waste Strategy	Rosa Tanfield	Draft strategy to E&S Panel Mar-24	Full council sign-off by Oct-24		
Delivery of Waste Strategy	Rosa Tanfield			Implementation ongoing	
Business Waste Service Expansion	Rosa Tanfield		Implementation		

- Garden Waste Scheme: New revenue from subscription fees 2024/25 - £955K; 2025/2026 - £103K
- Business Waste Service: New revenue from increased business 2024/25 - £100K
- Creation and Delivery of Waste Strategy: 2026/27 - £1M

# Environment Stream: Waste Programme

SRO: Rosa Tanfield

<b>Project</b>	<b>Garden Waste Chargeable Service</b>		<b>John Kellett</b>
<b>Description</b>	A new opt-in chargeable garden waste service was launched in January 2024 as part of our Fit for the Future programme to bring in additional year on year income to the help close the budget gap. The new service has brought efficiencies within the service by rolling out a full wheeled bin collection for all residents, instead of the previous mix of sacks and bins. Not only do the wheeled bins bring collection efficiencies, but also aims to reduce staff sickness due to muscular/skeletal injuries and therefore a reduction in agency costs. In addition, financial support was provided to those that need it most, through a discount scheme for residents in receipt of Local Council Tax Support.		
<b>Planned Activity</b>	Continue to develop and delivery further self-serve options, such as ‘Home Move’ and ‘My bin is lost/broken’		
<b>Key Milestones</b>	<p>Launch of Garden Waste scheme 15-Jan-24</p> <p>Price review 2025/26, autumn/winter 2024</p> <p>Renewals for existing residents, March/April 2025</p>		
<b>Staff Impact</b>	The previous garden waste service used 5.25 trucks and crews. With the new paid for service, three crews will be used, later expanding to four if needed. Some of the remaining trucks and crews will be used to help with flat collections, where there's a lot of work. The rest of the crews, initially two and later one, will be moved to fill empty jobs in the team, replacing temporary workers if necessary. The Council has job openings for Senior Operatives and Team Leaders, and the plan is to put these crews into those positions, reducing the need for redundancies.		
<b>Investment Requirement</b>	Capital budget has already been approved for purchase of vehicles and wheeled bins.		
<b>Risks and Mitigation</b>	<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>-Reputational risk: “garden tax”</li> <li>-Operational delivery challenges</li> </ul>	<p><b>Mitigation:</b></p> <ul style="list-style-type: none"> <li>-Clear and comprehensive communication plan</li> <li>-Data-led and best practice informed decision making</li> <li>-Whole-Council approach to project delivery, with risks and issues logs to manage and mitigate through robust project planning, management and delivery</li> </ul>	
<b>Financial Outcomes</b>	<ul style="list-style-type: none"> <li>• £955K net revenue <b>increase</b> 2024/25</li> <li>• £103K net revenue <b>increase</b> 2025/26</li> </ul>	<b>What does this mean?</b>	<p>2024/25 - This is made up by additional (gross) income of £1.246m from the new scheme. This additional customer and client receipt income is calculated on the basis of £1.896M, less £650K (of which £50K is attributed to a reduction in credit claim income under Grants and Reimbursements)</p> <p>2025/26 - This is based on additional income on the base budget for further potential new customers, if existing customers renew)</p>

# Environment Stream: Waste Programme

SRO: Rosa Tanfield

<b>Project</b>	Creation and Delivery of Waste Strategy		Rosa Tanfield
	<b>Waste Strategy for Colchester</b>		
<b>Description</b>	The development and delivery of a new Waste Strategy for Colchester, in response to central government guidance, the Environment Protection Act, the Environment Act 2021, the 25-year Environment Plan and other relevant legislation, strategies and policies. The aim is to deliver value for money, provide a safe, compliant, and resilient service, have a community asset based approach and minimise the impact on the environment. Running alongside this, waste reforms emerging from the Environment Act 2021 will see all residents and businesses being required to be consistent in the way they present recycling and waste materials for collection, and the way that Councils are funded to deliver waste collection services will change.		
<b>Planned Activity</b>	Review what we currently do and how we do it; draft a new Waste Strategy in winter/spring 2024; prepare for waste reform changes coming from the Environment Act 2021 imminent/April 2026 (flat food waste collections).		
<b>Key Milestones</b>	<ul style="list-style-type: none"> <li>• March 2024: Draft Waste Strategy for Colchester at Environment &amp; Sustainability Panel</li> <li>• Summer 2024: Public consultation on Waste Strategy</li> <li>• Autumn/Winter 2024: Ratification of Waste Strategy for Colchester</li> <li>• Winter 2024 onwards: Implementation of Waste Strategy for Colchester</li> </ul> <p>There will be also be major changes to food waste, plastic films and flexible plastics collections through the Waste reforms, Environment Act 2021.</p>		
<b>Staff Impact</b>	Additional internal capacity (project management) to deliver the strategy and changes will be needed. There is likely to be further staffing required at the launch of changes to support operational delivery. Some of this may be funded from DEFRA. Staffing levels and roles will be reviewed to deliver the strategy and waste reform aims and objectives.		
<b>Investment Requirement</b>	The strategy and option modelling will clearly set out the investment requirements of any proposals. This is still to be determined and will be dependent on the option agreed. Additional one-off funding will be needed to provide capacity to launch the changes. DEFRA have indicated new capital burden funding for the Waste reforms, Environment Act 2021 but the Council is requesting a review of the allocation to better reflect the operational need/requirement. Funding will be capital for new equipment, transitional to help with the launch and ongoing.		
<b>Risks and Mitigation</b>	<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Reputational risk from the public on the changes being made to their waste collections</li> <li>• Inability to launch the changes to the timeframe</li> <li>• Significant capital investment required</li> </ul>	<p><b>Mitigation:</b></p> <ul style="list-style-type: none"> <li>• Effective communication strategies will be vital, as can already be seen through the results of the communication strategy with the garden waste changes. Additional mitigation will be determined as the strategy is drawn up.</li> <li>• Additional one-off funding will be needed to provide capacity to launch the changes</li> <li>• Seek advice from experts to minimise spend and risk</li> <li>• Data-led and best practice informed decision making</li> <li>• Whole-Council approach to project delivery, with risks and issues logs to manage and mitigate through robust project planning, management and delivery</li> </ul>	
<b>Financial Outcomes</b>	Aim for £1M net revenue <b>decrease</b> in budget 2026/27	<b>What does this mean?</b>	This could result in the way that residents put out recycling and waste material and the frequency that they do this being different. Fleet and service roles may also change.

# Environment Stream: Waste Programme

SRO: Rosa Tanfield

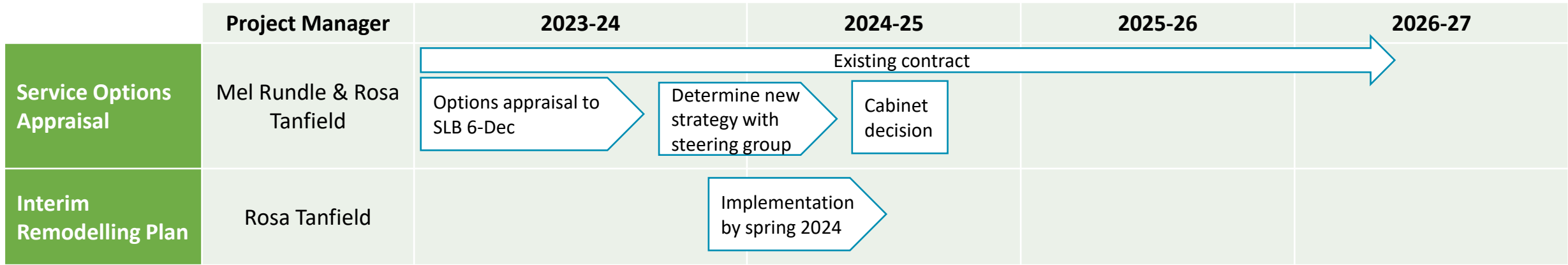
Project	Business Waste Service Expansion		Rosa Tanfield
<b>Description</b>	Waste reforms emerging from the Environment Act 2021 will see all businesses being required to be consistent in the way they present recycling and waste materials for collection. These changes and with the opportunity to build on the existing Business Waste Service, it is proposed that a business plan is created to expand the current service to enhance local businesses' waste management options, support compliance and to provide enhanced income and commercial opportunities.		
<b>Planned Activity</b>	Development and ratification of business plan spring / summer 2024		
<b>Key Milestones</b>	Spring/Summer 24: Ratification of Business Waste service proposal Autumn/Winter 24: Launch of extended Business Waste service		
<b>Staff Impact</b>	An additional crew will be required to service the new routes which will be funded from the new service offer by the additional income generated. The sales and process changes will require capacity from existing staff that will need to reprioritise other work unless additional capacity can be found. Commitment will need to be provided from our Marketing and Comms team to push the promotion of the service.		
<b>Risks and Mitigation</b>	<b>Risks:</b> -Public Perception -New vehicles is not available for operational launch -Inability to launch to timeline -Operational challenges	<b>Mitigation:</b> -Clear and comprehensive communication plan -Data-led and best practice informed decision making -Whole-Council approach to project delivery, with risks and issues logs to manage and mitigate through robust project planning, management and delivery	
<b>Investment Requirement</b>	Capital funding has already been agreed for new vehicle		
<b>Financial Outcomes</b>	Aim for £100K net revenue <b>increase</b> 2025/26	<b>What does this mean?</b>	We expect to see the current Business Waste Service expand and increase income generation and commercial opportunities

# Greening & Street Care Programme

	24-25	25-26	26-27
Income Target	N/A	N/A	N/A
Savings Target	£100K	£150K	£750K
Investment	TBC	TBC	TBC

**Owner: Mel Rundle & Rosa Tanfield**

**Description:** Reviewing what we do and how, in relation to functions and activities to do with grounds maintenance and street care and safety across the whole Council, and to consider and agree new ways of working, at the end of the current grounds maintenance contract, that achieve the objectives as set out below.



## Programme Objectives

- Ensure functions, initiatives and activities (particularly those that are statutory), are affordable and delivered within the allocated financial budget
- Deliver fit for the future services that match the changing needs of Colchester
- Work with partners and communities in a different way going forward

# Environment Stream: Greening & Street Care Programme

SRO: Mel Rundle & Rosa Tanfield

Project	Interim Remodelling Plan		Mel Rundle/Rosa Tanfield
<b>Description</b>	<p>Create and deliver a service plan for the next 2-3 years that runs concurrently to the review of our approach to maintaining our streets and green spaces (set out on the next page), to realign the service for any possible agreed changes, whilst also ensuring that during that period the service:</p> <ul style="list-style-type: none"> <li>• Delivers within the financial envelope – ensure all street care and safety initiatives and services are executed within the allocated financial resources. This could mean reducing operating costs by reducing service standard, removing Council assets that need to be maintained, changes to contracted work, and staffing reductions, as well as improving commercial income.</li> <li>• Proactiveness – Proactively address street care issues before they escalate, promoting a cleaner and safer environment. This means identifying efficiencies and could mean prioritising cyclical and urgent work over non-urgent tasks.</li> <li>• Partnerships – collaborate with various stakeholders to enhance the efficiency and effectiveness of street care services. This could extend to private sector partnerships, such as that already in place with Waste Investigations Support and Enforcement (WISE).</li> <li>• Communities – foster a sense of community pride and engagement through clean and safe public spaces. This could mean greater focus on increasing volunteer activities, e.g. our existing Litter Warrior scheme.</li> <li>• Environmental impact – minimise the environmental footprint of street care operations and contribute to sustainability goals. This could mean looking a route optimisation, electrification of fleet and equipment, and reducing landfill for example.</li> </ul>		
<b>Planned Activity</b>	Staff consultation currently underway with Sweeper drivers on 1 full time equivalent staffing reduction, and agreement already given to reducing 1.4 full time equivalent Operative roles.		
<b>Key Milestones</b>	Review what we currently do, who and how we do it, and benchmarking against others in winter/spring 2024; talk to our stakeholders in spring 2024; launch spring/summer 2024; Subject to any changes to job descriptions and staffing numbers or consultation required, this will launch spring/summer 2024		
<b>Staff Impact</b>	Circa 60 staff are employed by CCC; Planned activity currently is underway to reduce the overall team by 2.4 full time equivalents. Further exploration and plans for service delivery could consider contracting works and/or reducing service standards, requiring less directly employed staff over the 2-3 year period, as well as seasonal only contracted staff. Staff impact cannot be fully determined until finalisation of the plan.		
<b>Investment Requirement</b>	Investment requirement cannot be determined until the final service plan has been agreed.		
<b>Risks and Mitigation</b>	<p>All risks will be measured through the exploration of the service plan and will be presented in detail as part of the final proposal, but could include:</p> <ul style="list-style-type: none"> <li>• Changes to how parts of our city will look over the year</li> <li>• Reputational risk from the public regarding public spaces and how they are managed and maintained</li> <li>• Potential redundancy costs</li> </ul>	<p>Mitigation could include</p> <ul style="list-style-type: none"> <li>• A contingency plan will be developed to address unforeseen challenges, including a phased implementation approach to minimize disruptions.</li> <li>• Communication and behaviour change activity will be key to success.</li> <li>• Training and redeployment options will be explored</li> <li>• Seek advice from experts to minimise spend and risk</li> </ul>	
<b>Financial Outcomes</b>	<p>Aim for £100K net revenue <b>decrease</b> 2024/25            Aim for £150K net revenue <b>decrease</b> 2025/26</p>	<b>What does this mean?</b>	We expect to see some redesign of staff structure and roles including a possible reduction, an increase in some income generation, and changes to our contracted spend.

# Environment Stream: Greening & Street Care Programme

SRO: Mel Rundle & Rosa Tanfield

Project	Service Options Appraisal	Mel Rundle/Rosa Tanfield
<b>Description</b>	<p>Reviewing what we do and how, to determine the skills required to take a new approach to maintaining our streets and green spaces. Instead of having resource in CCC, contractors, and CBH the intent is to have multi-skilled operatives and align service delivery across the whole city in the most efficient way. This could be a variety of models, which could include a community-enabling approach in some areas and will ensure a more sustainable service that is fit for the future. This may impact how parts of our city will look over the seasons, with longer periods between grass cuts for example but we will continue to work hard to ensure the city looks welcoming for residents and visitors.</p>	
<b>Planned Activity</b>	<p>Review what we currently do and who does it in spring 2024; different service delivery options exploration in spring/summer 2024; talking to our stakeholders in summer/autumn 2024</p>	
<b>Key Milestones</b>	<p>Options appraisal: Committee review and recommendations to Cabinet – Sep/Oct 2024            Detailed proposal: Cabinet and council sign-off – by December 2024            Implementation plan: Implementation plan with phased timelines – delivered by October 2026</p>	
<b>Staff Impact</b>	<p>Circa 40 staff employed by the contractor (TUPE implications), circa 60 staff at CCC but ultimately the staff impact cannot be determined until the final service option decision has been reached.</p>	
<b>Investment Requirement</b>	<p>Investment requirement cannot be determined until the final service option decision has been reached however some capital investment for tools and machinery will be required for any in-house service as well as investment in some CCC owned sites to ensure they are fit for purpose.</p>	
<b>Risks and Mitigation</b>	<p>All risks will be measured through the exploration of the service options and will be presented in detail as part of the final proposal, but could include:</p> <ul style="list-style-type: none"> <li>• Changes to how parts of our city will look over the seasons</li> <li>• Reputational risk from the public regarding public open spaces and how they are managed and maintained</li> <li>• TUPE implications as well as potential redundancy costs</li> <li>• Potential significant capital investment, subject to the final service option decision</li> </ul>	<p>Mitigation could include</p> <ul style="list-style-type: none"> <li>• A contingency plan will be developed to address unforeseen challenges, including a phased implementation approach to minimize disruptions.</li> <li>• Communication and behaviour change activity will be key to success.</li> <li>• Training and redeployment options will be explored</li> <li>• Seek advice from experts to minimise spend and risk</li> </ul>
<b>Financial Outcomes</b>	<p>Aim for £750K net budget <b>decrease</b> 2026/27</p>	<p><b>What does this mean?</b>            We expect to see a reduction in contract spend, a redesign of staff structure and roles including a possible reduction and income generation opportunities</p>

# Culture & Heritage Programme

	24-25	25-26	26-27
Income Target	£100K	TBC	TBC
Savings Target	£120K	TBC	TBC
Investment	TBC	TBC	TBC

**Owner: Frank Hargrave**

**Description:** Provide a more efficient and entrepreneurial museum service

	Project Manager	2023-24	2024-25	2025-26	2026-27
<b>Delivery Model Review</b>	Frank Hargrave	Options analysis/ consultation to reach agreement by Oct-24 or accept cultural exemption			
<b>Hollytrees</b>	Frank Hargrave		Options analysis		
<b>Natural History Museum</b>	Frank Hargrave	Options analysis and consultation	NLHF application – May '24	Development phase to RIBA 4 (if NLHF successful)	NLHF Round 2 app and delivery

- Delivery model options are being considered to achieve the savings target; however, these may have other implications and costs.
- Other options such as Cultural Exemption on admissions at the castle may achieve similar savings more swiftly and without investment/significant risk
- Charging for admission at Hollytrees - estimated £100k income based on 20k visitors initially at £5 per head, (estimating an initial 50% drop) will be special offers as part of Castle entry and for returning customers.
- NLHF funding application being made in May 2024 with the aim of delivering a c.£5m redevelopment of the Natural History Museum.



# Leisure & Economy Stream: Culture & Heritage Programme

SRO: Frank Hargrave

Project	Museums Delivery Model Review	Frank Hargrave
<b>Description</b>	Review exploring a new independent organisation, Charitable Trust/CIC or similar. Savings need to be balanced with new and additional governance and accounting requirements of a Trust. The new Trust would require time and investment to setup however it would provide further opportunities for fundraising and greater flexibility.	
<b>Planned Activity</b>	Production of a delivery model options appraisal including cultural exemption. Consultation with key stakeholders including Ipswich Council for finalisation of delivery model proposal.	
<b>Key Milestones</b>	Complete options appraisal Decision on delivery model Consultation with Ipswich Museums Staff consultation Cabinet Oct-2024	
<b>Staff Impact</b>	There are 65 FTE across Colchester and Ipswich museums. No change in staffing levels for museum service is expected but possible TUPE to new Trust as well as a review of skills and training needed.	
<b>Investment Requirement</b>	Investment requirement cannot be determined until the final service option decision has been reached	
<b>Risks and Mitigation</b>	<b>Risk:</b> <ul style="list-style-type: none"> <li>Reputational damage, miscalculation of finances, break up of partnership with IBC and loss of ACE funding</li> </ul>	<b>Mitigation:</b> <ul style="list-style-type: none"> <li>Due planning and engagement of appropriate specialists. Consultation with partners/funders</li> </ul>
<b>Financial Outcomes</b>	£120K savings in 2025/26, if cultural exemption not taken up in 24/25	<b>What does this mean?</b> It is not anticipated that the model of museum delivery will impact the service

**Additional activity under this programme includes PwC being commissioned for:**

- Assessment of the viability of cultural exemption on Castle admissions. This would bring savings of ~£120K but would lower the VAT exempt threshold of the Council from c.£1.4m p.a. to c.£800,000 p.a. so has wider implications that need to be considered.
- Challenge HMRC on Non-Business Supplies, as was done for Leisure World. May take several years to complete but PwC estimate a potential rebate of more than £500K and future VAT savings.

# Leisure & Economy Stream: Culture & Heritage Programme

SRO: Frank Hargrave

Project	Hollytrees Admission Charging		Frank Hargrave
Description	Charging for admission to the Hollytrees Museum.		
Planned Activity	Pricing structure developed following benchmarking. Admission will start at £5 for an adult with family offers and joint ticketing options with the castle		
Key Milestones	Delivery by Apr-24		
Staff Impact	None		
Investment Requirement	Under review – c.£10k		
Risks and Mitigation	<p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>- Reduction of visitors to the museum following introduction of charges.</li> <li>- Reputational damage</li> </ul>	<p><b>Mitigation:</b></p> <ul style="list-style-type: none"> <li>- An estimation of income of between £80,000 to £100,000 p.a. (in part dependent on VAT exemption) is based upon the halving of visitor numbers from 40,000 p.a. to 20,000. Learning from the wider sector implies the impact to visitor numbers is the same irrespective of the charge so low entry charges would be inadvisable. In mitigation the team is improving signage and adding trails, dress-up activities etc to help improve the visitor offer.</li> </ul>	
Financial Outcomes	£100K revenue 2024/25	<b>What does this mean?</b>	Hollytrees Museum will no longer be a free resource for our communities.

# Active and Wellbeing Programme

	24-25	25-26	26-27
Income Target	TBC	TBC	£515k
Savings Target	£26K	TBC	£210k
Investment	-	£500k capital	-

**Owner: Rory Doyle**

**Description:** To transform the public sector sport and leisure model so that is financially sustainable and contributes to reduction in health inequalities and supports integrated working with system partners in relation to estate and service delivery.

	Project Manager	2023-24	2024-25	2025-26	2026-27
<b>Service Model Redesign</b>	Rory Doyle		Discovery to Sep-24	1-year Planning phase	Delivery phase
<b>Interim Transition</b>	Rory Doyle			Medium term transition	
<b>Gladstone</b>	Adam Britton		£20K savings 24-25		
<b>Digi Ticket</b>	Adam Britton		£6K savings 24-25		

- £26k of savings relate to contract negotiations for systems in use within the service with no service impact.
- A staffing restructure currently underway will provide the foundations for community health and wellbeing being at the heart of sports and leisure service delivery.
- The delivery of our new service model is a long-term multi-year programme. We will collaborate with communities to change how our services and teams serve our people, be less dependent on formal offers, and tackle health inequalities to ensure that active wellbeing becomes an integral and valued contributor to the wider health and care system.

# Leisure & Economy Stream: Active & Wellbeing Programme

SRO: Rory Doyle

Project	Sport and Leisure Service Review		Adam Britton
Description	As part of our ongoing development of sports and leisure services, we are implementing changes to our team structure to ensure the service is fit for future users and provide opportunity for additional income streams. These changes set the foundations for delivering a new service model to put community health and wellbeing at the heart of the vision and delivery of our sport and leisure service. This new approach increases our presence in the community, participation levels for all user groups in Colchester, greater partnership working with national governing bodies, community groups and schools. In addition, contract negotiations for systems currently in use within the service will deliver £26k savings with no service impact.		
Planned Activity	Staff consultation currently underway.		
Key Milestones	Implementation of new service structure, and recruitment to new roles – from April 2024 Procurement of new equipment – by April 2025 Installation of new equipment - 2025		
Staff Impact	The structure being implemented by April 2024 will largely provide the new roles anticipated for the next three years, however the new ways of working are likely to result in greater effectiveness and efficiencies. Services also may need to be reviewed and refined in response to customer need.		
Investment Requirement	There is a required capital investment in 25/26 of £500k, in addition to other grant monies already being pursued.		
Risks and Mitigation	<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>- Successful recruitment to team structure</li> <li>- Fluctuating energy and supplier costs</li> <li>- Not achieving income levels needed on memberships</li> </ul>	<p><b>Mitigation:</b></p> <ul style="list-style-type: none"> <li>- Upskilling where appropriate, use of agency workers</li> <li>- Use different suppliers where we can, aim for lower energy use</li> <li>- A specialist consultant has completed an income analysis with reasonable assumptions has been taken and confidence levels are high.</li> </ul>	
Financial Outcomes	£725k target net budget reduction for 26/27 (£515k income growth, £100k Premises savings from energy efficiencies, £60k employees, £50k between supplies/grants)	<b>What does this mean?</b>	We expect to see a reduction in system spend, a staff restructure which brings efficiencies and increase in income generation. This new health and wellbeing approach will help to tackle health inequalities in our city and mean we are a valued contributor to the wider health and care system.

# Housing Stream: HRA Review Programme

SRO: Lindsay Barker

Efficiency	Cuts	Income	Investment
✓			

Project	Housing Revenue Account Assessment	Lindsay Barker
Description	Review of our Housing offer and delivery model (to be planned in stages over 3 years)	
Planned Activity	Development of a long-term plan to ensure efficiency, effectiveness and the future sustainability of our housing offer, beginning with an assessment and reset of the future use of our Housing Revenue Account.	
Key Milestones	Strategic assessment of the HRA to be planned and commissioned by April 2024 to underpin future plan (timescales for completion TBD)	
Staff Impact (FTE)	No direct impact from the review, although there may be impacts arising from the review	
Investment Requirement	TBC	
Risks and Mitigation	Risk: That the HRA business plan is unsustainable	Mitigation: The review will identify mitigating actions
Financial Outcomes	The aim of the review is to result in a financially viable business plan for the management of our housing stock.	

# Housing Stream: Housing Provision Programme

SRO: Philip Sullivan

Project	Homelessness Prevention		Philip Sullivan
Description	Development of a long-term plan to ensure efficiency, effectiveness and the future sustainability of our housing offer, beginning with an assessment and reset of the future use of our Housing Revenue Account.		
Planned Activity	This is an emerging programme of transformation work with activity at various stages of development. The new Housing Board already established and chaired by Rory Doyle connects the Health and Well Being Alliance and will provide better governance and partnership working opportunities. The Housing Delivery Plan will generate additional projects that will be assessed by the new Board arrangements.		
Key Milestones	New approach to strategic oversight of housing functions determined from late Dec-23		
Staff Impact (FTE)	Staff impact currently being scoped as this involves staff across CBH and CCC		
Investment Requirement	TBC		
Risks and Mitigation	Risk: Further increased in homelessness	Mitigation: The review will identify solutions to further increases in homelessness	
Financial Outcomes	£200K savings 2026/27		

# Assets Programme

	24-25	25-26	26-27
Income Target	N/A	TBC	TBC
Savings Target	£300K	TBC	TBC
Investment	N/A	TBC	TBC

**Owner: Patricia Barry**

**Description:** Develop an Assets strategy aligned to strategic plan and business goals, ensuring property is maintained effectively and that regeneration, climate change and place-making objectives are realised, and commercial and income generation opportunities are promoted. Develop an asset strategy, policy and delivery model that ensure we make the most of our assets.

	Project Manager	2023-24	2024-25	2025-26	2026-27
<b>Asset Management Plan</b>	Patricia Barry		Cabinet decision	Delivery	
<b>Corporate Landlord Model</b>	Stephen Nash	TUPE		Service redesign	

- The focus of this programme is less on the assets themselves and more on identifying a clear plan that enables Colchester to understand and leverage the whole estate, making sound financial and risk-based decisions, in partnership with other organisations
- Heritage asset management – Colchester has a large portfolio for the size of the authority and is a huge liability.
- There is significant potential for capital receipts to enable broader organisational change and this will require investment.

# Assets Programme

## Savings or income breakdown and detail

- 2024/25 - £300k saving from the design of our Corporate Landlord service.
- Work with services (as part of other transformation areas) to identify savings or income generation relating to assets under those programmes according to the gap identified and in line with strategic approach.
- Plan for future years impact – work to begin immediately to understand discovery data and the following opportunities;
  - **Cut spend** – unlikely that this will be in relation to works due to annual under-investment, however:
    - Potential reduction in costs of borrowing if disposals of surplus/cost inefficient properties identified and capital receipt used for reinvestment rather than using capital borrowings
    - Efficiency programme for building usage to reduce/control running costs
    - Review vacant properties and strategic hold assets – there will be costs associated with security etc
    - Strategic investment in properties identified for long term retention to enable use of capital rather than use of revenue in ‘ad-hoc’ approach to spend
  - **Stop income loss:** investment in stock, particularly those that are generating income is essential. Also review marketing of vacant commercial portfolio
  - **Increase income (immediate and future opportunities):** review the use of access to capital in relation to the investment strategy e.g. opportunities for secure income stream from provision of facilities that support health provision – primary care, intermediate housing, community located health provision
  - **Use of capital:** does capital expenditure always support economic growth or lead to reduction in revenue?



# Assets Programme

## People - current and projected

- Complete picture of property related staffing numbers is unknown, but a forensic cost analysis of the ledger will identify all resources, including staff numbers, that are involved in estate matters
- The Corporate Landlord structure is in development

## Estimating Confidence levels

- High

## Key Risks

- The organisation does not consider the current and future risk and cost of the estate through the lens of the financial sustainability of the council (once the relevant data has been gathered and analysed)
- Competing political and operational drivers for capital investment or property related decisions
- Investment is not forthcoming to develop business cases for projects that are specifically linked to revenue reduction or income generation projects e.g. New Crematorium, Energy production - Heat Networks/Solar Farm, Town Hall
- Continuing volatility of the property market will affect assumptions around time, cost, and open market valuations for business cases therefore contingency will need to be included in all cases
- Speed of deterioration of the estate continues to impact on income, unexpected cost and reputational damage

# Assets Programme

Next Steps	Status
Implement Corporate Landlord – already approved at Cabinet	In progress
New governance structure to be established to ensure member engagement, transparency of decision making, strategic understanding and planning of the Estate	Implementation mid Feb
Service and organisational engagement regarding culture change that the Corporate Landlord will deliver	Ongoing
Forensic cost analysis of the ledger to provide accurate visibility of costs of the estate	Completion end Feb
Commercial estate analysis – risk and identification of opportunities	Completion end Feb
Detailed stock condition survey to include 15–20-year life cycle costings to support financial planning beyond the current MTFF	Complete end March
3-year action plan for the estate (developed under delegated authority due to timing of receipt of stock condition data)	Complete early March
Any new capital project that negatively impacts the financial liability of CCC, until approval of the Strategic Estate Plan must be exceptional, new gateway process following capital review must be strictly adhered to and wider strategic impact considered as part of the business plan	Ongoing
As per CIPFA recommendations, Estate Plan (Strategy/Policy) drafted, with submission to Scrutiny in February and Cabinet in March	In progress
Develop business cases where there are revenue reduction implications or income generation opportunities only	In progress
Further discussion with Health Care Alliance regarding use of council capital to support projects for secure revenue returns	Ongoing
Integrated working with Amphora events team in relation to the Estate Plan	In progress
Strategic review of all Heritage Assets to be undertaken following receipt of condition surveys	March start

# Corporate Stream: Shared Services

SRO: Richard Block

Efficiency	Cuts	Income	Investment
✓			✓

Building the resilience of our organisation through shared services. A joint Shared Services Executive Board has been established and a programme director is in place leading the work to fully maximise the benefits we know shared service working can bring. The programme has a clear vision to share 'back office' services across the three councils, including:

- HR
- Revs and Bens
- Finance
- ICT
- PMO (Project Management Office)



shared  
services

Braintree . Colchester . Epping



**Organisational resilience** – We all carry numerous vacant posts and find it difficult to recruit the right staff for the future. Working in partnership we can be more resilient by sharing services, sharing key posts, attracting the right people.



**Improving capacity and agility** – Specialists posts can be shared rather than a reliance upon agency staff and Suppliers. Peaks and troughs in workload can be dealt with through improved capacity and sharing of common processes and policies.



**Staff retention and development** – There is the opportunity to develop some bigger/challenging roles across the partnership that will underpin our ability to retain key staff. Investing in staff development will be a key part of service design.



**Aligning and developing best practice** – The co-design of services will enable us to build upon strengths, significantly improve common pain points and lead to a one-off change in delivery through the alignment towards shared service best practice.



**Service efficiency** – We will co-design more efficient services by designing out pain points whilst at the same time dealing with frustrations of staff with existing service delivery models.



**Shaping our own future in Essex** – Three strategically aligned partners can move quickly enough to co-design shared services now. This way we are in control of service delivery models.



**Improve the customer journey** – This programme presents us with a step-change (one-off) opportunity to co-design services around Customer needs.

# Corporate Stream: Shared Services

Efficiency	Cuts	Income	Investment
	✓		✓

Additional to the main programme

SRO: Richard Block

Project	Building Control		Andrew Tyrrell
Description	<p>Proposal for a shared management structure with one or more local authorities. Key enabler is to have a high-quality Team Leader beneath a shared Service Manager, freeing the manager to align service operations and best practices, customer relationships, income, budgets, workforce planning, training and development. The right Team Leader could reduce the degree of geographical dependency for this role as they would be engaged daily, locally. Shared management would benefit from shared policies, pricing, systems, and practices and be a key role to take best practices from each local authority and encourage a unified team.</p>		
Planned Activity	Team Leader role currently being advertised for Colchester		
Key Milestones	Recruitment of local Team Leader post		
Staff Impact (FTE)	0.5 FTE Service Manager post		
Risks and Challenges	<p>Risks:</p> <p>Success of shared service management is dependent on ability to recruit a sufficiently experienced Team Leader.</p> <p>Progression timeline dependent on Team Leader recruitment.</p> <p>The arrangement would make people highly desirable to other recruiters</p>	<p>Challenges:</p> <p>Market conditions are uncertain at present, affected by 1-Apr-24 Building Safety Regulator “Registration” requirements</p> <p>IT systems in place at participating authorities, whether cost, lifespan, functionality</p>	
Financial Outcome	£43K savings 2024/25		

# Corporate Stream: Future Workforce Programme

SRO: Jess Douglas

Our workforce will be critical to the delivery of the Fit for Future transformation portfolio. Our workforce will need/to be:

- Ready for significant change
- Lean but sustainable
- Inclusive leadership
- Diverse and inclusive
- Agile and resilient
- Highly skilled
- Model our core values and demonstrate personal leadership
- Embrace system working and shared services
- Digitally and data enabled



# Future Workforce Programme

SRO: Jess Douglas

Efficiency	Cuts	Income	Investment
✓			✓

**What this means:**

**Approach:**

**Sustainable**

Establishment is affordable within the council’s budget; work is achievable, fulfilling, and long hours are not the norm.  
 Core workforce, with ability to bring in additional interim capacity and expertise.  
 Staff are fulfilled, quality of work life is positive, and needs are being met.

- FFF Change Management Policy Review
- Change Management Leadership Programme
- Service workforce/organisational development plans

**Agile and Resilient**

Workforce will be supported to adapt and thrive in a constantly changing environment, by focusing on people’s wellbeing, physical and mental health  
 Utilising skills and sharing knowledge across the council, systems and partnerships.

- Wellbeing strategy
- Enabling more movement across the council to re-deploy staff where needed and support career aspiration
- Formal mentoring and buddying system

**Inclusive**

Increased diversity and good representation across the council against each protected characteristic.  
 Workforce reflective of our communities  
 EDI embedded in every workforce activity

- New EDI Strategy linked to LGA equalities framework
- Reverse mentoring
- EDI KPIs and monitoring

**Future Skills**

What changes are happening through the Fit for the Future programme to make sure we are living within our means and impact to services

- Skills taskforce to identify future skills
- Skills audit and gap analysis
- L&D plans linked to priorities
- Career pathways
- Digital skills

# Future Workforce Programme

SRO: Jess Douglas

## What this means:

### Leadership

Lead transformation positively and collaboratively understanding and managing the impact of change on people  
Continually model the council's core values  
Be committed to leading a diverse workforce and promoting inclusion

### System working /shared service opportunities

Build on existing and forge new partnerships, work collaboratively to realise the opportunities that shared services can bring; resilience, improving capacity, building relationships, retaining staff, service efficiencies and improved customer journey.

## Approach:

- Leadership development programme aligned to strategic priorities, core values and transformation
  - Future leaders' talent management programme
  - New leaders' induction programme
- 
- Introduce a framework to support the delivery of future shared services:
  - Business case development, models of delivery, culture development, change process, staff involvement and engagement plan.



# Corporate Stream: Digital Customer Programme

SRO: Mel Kemp-Salt

Efficiency	Cuts	Income	Investment
✓			✓

Project	Website Replacement Project		
Description	Replace existing extranet, intranet, and microsite platforms at Colchester City and Epping Forest District Council and deliver a platform that is readily usable and adoptable by further partners. Transform website content to provide clear, concise information and simple, consistent self-service options.		
Planned Activity	Project brief is with key stakeholders for contribution		
Key Milestones	Project timeline assessment is expected to deliver the project over 24 months. The expected path to a phased service by service implementation is: 03/2024 - Go out to procurement framework (budget/resources agreed) 05/2024 - Sign-off procurement and secure delivery partner 06/2024 - Develop project requirements and Statement of Works 07/2024 - Commence project deliverables		
Staff Impact (FTE)	No expected staff reduction however there may be efficiencies realised in related services.		
Investment Requirement	To be determined through project planning and procurement frameworks		
Risks and Mitigation	<b>Risk:</b> <ul style="list-style-type: none"> <li>Not able to provide a platform that underpins modern customer expectations</li> <li>If services are unable to engage with the new site redesign and content review then there will be delays in the project completion</li> </ul>	<b>Mitigation:</b> <ul style="list-style-type: none"> <li>Market research indicates this is low risk</li> <li>Early engagement, agreed web standards in line with, workshopping content, re-use of best practice content</li> </ul>	
Financial Outcome:	<ul style="list-style-type: none"> <li>Capital investment will be required to fund the project</li> </ul>	<b>What does this mean?</b>	Increased web accessibility, better navigation

# Corporate Stream: Digital Customer Programme

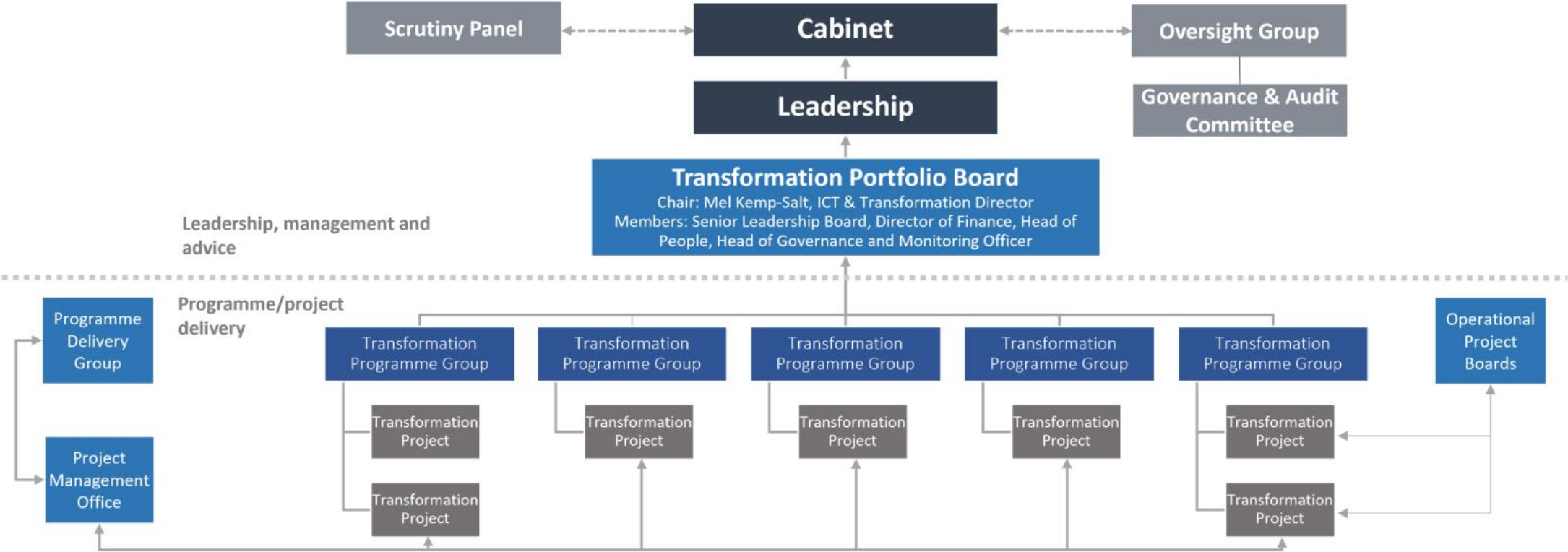
SRO: Mel Kemp-Salt

Efficiency	Cuts	Income	Investment
✓			✓

Project	Channel Experience with Contact Centre		Sam Preston
Description	Reviewing what we do and how we do it to adapt our service to make sure we're fit for the future and meet our customers' needs. This includes reviewing customer journeys to maximise channel shift, which would result in requiring less staff resource and create budget savings in 24/25. This may impact how customers perceive our contact service, with longer response times on the phone however we will work hard to provide better experiences across other digital channels. Future years' service improvement will be dependent on delivery of digital systems.		
Planned Activity	Iterative changes to rebalance the level of service provision across all channels in a test and learn approach, reducing telephony hours to allow better email and self-serve response times and service experience; exploring use of other more efficient digital contact channels; refocus performance indicators and targets away from time taken to first contact resolution; improved use of telephone messaging to direct customers to self-serve options; establish a relationship with Epping customer services to explore options/solutions together.		
Key Milestones	Iterative service adaptations – from January '24 Customer self-serve platforms in place - TBC Web improvements (delivered by the Website Replacement Project) - TBC Redesign the customer service delivery model and optimise alternative contact channels - TBC		
Staff Impact (FTE)	32.58 FTE currently, we expect a reduction of 3-4 FTE that will be achieved through natural attrition and end of fixed term contracts		
Investment Requirement	No specific investment expected, however there will be some dependency on wider projects within digital customer which will require investment		
Risks and Mitigation	<b>Risk:</b> <ul style="list-style-type: none"> <li>Reduced customer satisfaction</li> <li>Longer telephony wait times</li> <li>Urgent contacts unable to get through</li> <li>Inability to flex to unexpected demands</li> </ul>	<b>Mitigation:</b> <ul style="list-style-type: none"> <li>Adapt the changes being made based on customer feedback</li> <li>Reviewing call routing to prioritise more urgent contacts</li> <li>Service design will protect urgent service lines</li> <li>Re-prioritisation of call queues, customer comms as needed</li> </ul>	
Financial Outcomes	£100K net budget reductions 2024/25 achieved through salary savings	<b>What does this mean?</b>	Focusing resources where needed, and improving the experience of our residents interacting with our digital services

# Fit for the Future Governance Framework

The proposed governance structure is intended to ensure good governance, with decisions at the lowest level possible and with oversight from Members and Officers at the highest level. In addition to local governance, some programmes will report to other groups, e.g. North Essex Councils.



# Transformation Governance Bodies

Governance Body	Chair/Attendees	Purpose	Frequency
Leadership	Leader & Deputy Leader Portfolio Holders Senior Leadership Board	To oversee the delivery of the transformation portfolio and the achievement of its deliverables. Approve the initial portfolio and any additions (or deletions) from it.	TBC
Oversight Group	Group Leaders PfH Economy, Transformation and Performance, PfH Neighbourhoods and Waste, Chair Governance & Audit Committee, Senior Leadership Team	To build cross-party discourse, understanding and consensus on the portfolio of transformation programmes including management of risk. To be supported by the Director of ICT & Transformation.	TBC
Transformation Portfolio Board	Chair: Mel Kemp-Salt Vice Chair: Andrew Small, Jess Douglas Senior Leadership Board Andrew Weavers Programme SROs	To review progress on the portfolio and ensure issues and risks are addressed, to hold individual projects to account, provide support and guidance to programme project SROs, to recommend the addition and removal of initiatives from the transformation portfolio, and to ensure that the Council's transformation objectives are met. Also, to provide upward reporting to Members Committees and Groups. Streams/programmes/projects can be reviewed by exception however the Transformation Board may wish to review specific areas of concern or interest as needed.	Monthly
Transformation Programme Groups	Programme SRO Project Manager(s) Relevant Officers	Programme-level groups to identify and define potential transformation projects for further consideration and development.	As needed
Transformation Projects	Project Manager Project leads HR & Finance Business Partners	Set up following the identification of transformation opportunities to develop proposals and deliver projects. To be comprised of nominated project manager and leads for the project, along with HR and Finance Business Partners and support from the Project Management Office. To assess the viability of potential transformation projects with a view to establishing business cases and Project Initiation Documents for consideration by the Programme Delivery Board.	Weekly

# Transformation Governance Q1 2024

## Informal Officer Governance

### Senior Leadership Board

Monthly oversight of portfolio

## Informal Member Governance

### Leadership

### Oversight Group

Leader of the Council, Leader of the Labour Group, Leader of the Conservative Group, PFH for Resources, Chair of Scrutiny Panel, Chair of Governance and Audit Committee

## Formal Member Governance

Budget **Scrutiny** 23/01/24

Budget **Cabinet** 24/01/24

FFF **Scrutiny Panel** 13/02/24

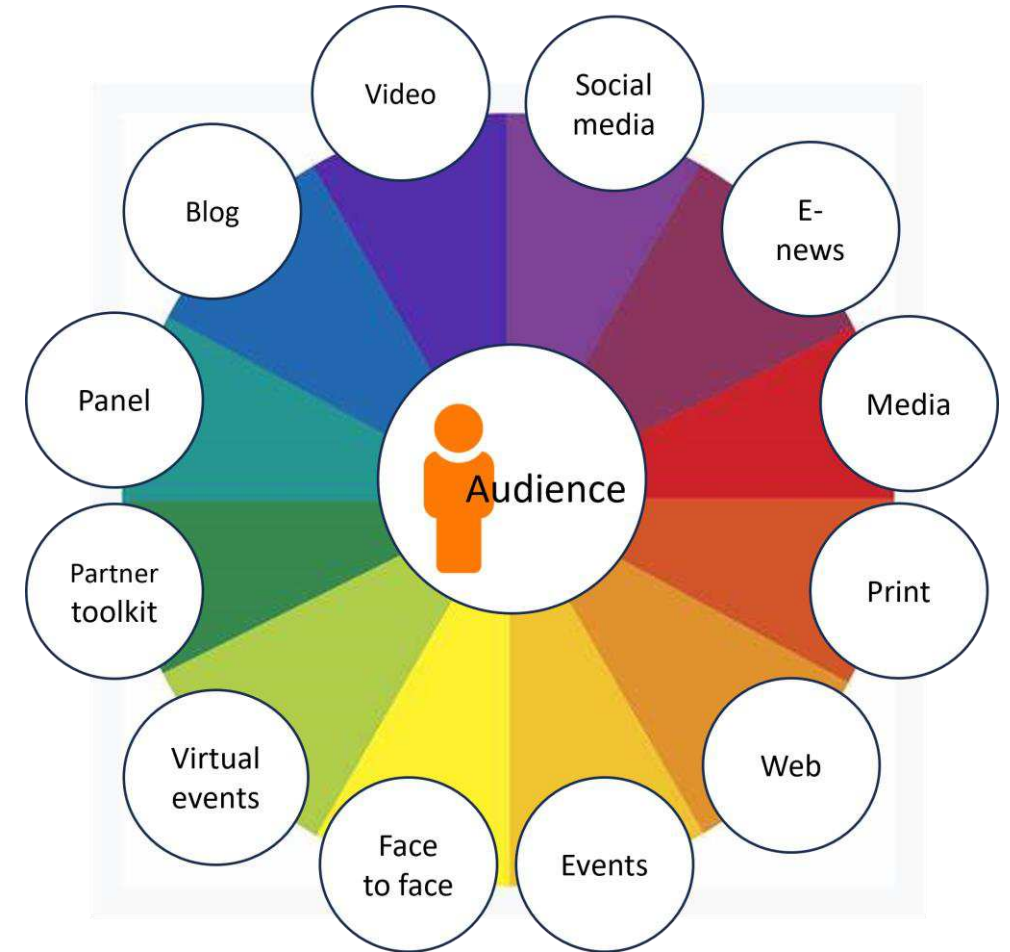
Budget - **Full Council** 21/02/24

FFF **Cabinet** 13/03/24

# Fit for the Future: Integrated Communications Strategy

Integrated communications will ensure we deliver consistent message across channels and to residents, staff, members and stakeholders to support the programme objectives, take people on the Fit for the Future journey with us and build trust and loyalty.

It includes who we are talking to, why we are talking to them, how and when we will talk to them, what form of communication the content should take and what channels we should use to share it.



# Fit for the Future: Integrated Communications Strategy

	Key Messages	Approach
External	The budget situation of the organisation, how we are acting through the Fit for the Future programme to make sure we are living within our means and make sure our services are fit for the future.	<ul style="list-style-type: none"> <li>• Full communications plan.</li> <li>• Mix of channels appropriate to message, including media, social media, e-news, website and residents’ panel.</li> </ul>
Internal	What changes are happening through the Fit for the Future programme to make sure we are living within our means, impact to services and staff, ensuring up to date / timely messages with the ability to ask questions and feed into the process and support for staff.	<ul style="list-style-type: none"> <li>• Full communications plan with monthly focus on work streams.</li> <li>• Mix of channels appropriate to audience e.g. desk based/frontline.</li> <li>• Clear feedback routes.</li> </ul>
Members	What changes are happening through the Fit for the Future programme to make sure we are living within our means, impact to services and residents, ensuring up to date and timely messages.	<ul style="list-style-type: none"> <li>• Mix of channels appropriate to audience, including networking events, new member induction, regular updates from CEO and Leader and toolkits.</li> </ul>
Stakeholders	What changes are happening through the Fit for the Future programme to make sure we are living within our means and impact to services.	<ul style="list-style-type: none"> <li>• In person stakeholder briefings for key partners to the council by SLB/SLT/Cabinet</li> <li>• Regular meetings already attended by SLB/SLT/Cabinet.</li> </ul>