

1 Programme Brief - Vision

- To deliver savings in the region of £3 million by 2019.
- To reduce reliance on Central Government funding by 2019.
- To provide efficient, sustainable, purpose built office accommodation from which the Council and partners can operate from in an effective manner.
- To provide a significant income stream to the Council, which will support the continuation of the current high level of service delivery that are important to Spelthorne residents.
- To provide much needed affordable housing in the Borough through innovative channels.
- To align service delivery to the Council's priorities and corporate plan.

2 Background Information

The Council is facing significant financial pressures over the next four years and needs to save in the region of £3million which represents almost 25% of the Council's overall budget.

To enable Spelthorne to rise to this challenge and set the Council on a path to becoming a self-funding Council; not reliant on dwindling Revenue Support Grant funding, 'The Towards a Sustainable Future (TaSF) Programme' has been developed.

3 Programme Definition

- To provide a firm foundation for 'The Towards A Sustainable Future' (TaSF) Programme
- To give direction and scope of the programme and forms the 'contract' between the project teams and corporate management.
- Any significant change to the material contained in the Programme Brief will thus need to be referred to corporate management team for consideration.

This programme will review the way the Council delivers services including the organisational structure of the Council so that Spelthorne can be more efficient and cost-effective, deliver real savings, align more resources to the Council's priorities and make better use of synergies between some of the services we provide. The Council wishes to develop income streams to reduce reliance on government funding as well as fulfil the need for more affordable housing in the Borough.

The three work-streams have been identified are:

- Use of Assets
- Knowle Green Programme
- Structural Review

3.1 Objectives

The overall objective of this programme is to review the way the Council delivers services including the organisational structure of the Council so that Spelthorne can be more efficient and cost-effective, deliver real savings, align more resources to the Council's priorities and make better use of synergies between some of the services we provide. The Council wishes to develop income streams to reduce reliance on government funding as well as fulfil the need for more affordable housing in the Borough.

- To provide, control and deliver all elements of the programme by utilising Spelthorne's Project Management methodology.
- To respond rapidly, and appropriately, to any issues and risk which may provide threat to the programme timeline and objectives.
- To ensure that the relevant parties remain adequately informed for the duration of the programme.

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- To deliver, administer and ensure continued maintenance of any/all policies, processes and procedures which shall be implemented as a result of improvements and opportunities identified as providing on-going benefit and realisation of the sustainability objectives.

3.2 Scope

3.2.1 Included in Scope

The current work-streams, identified as:-

- Use of Assets portfolio of projects, currently including:-
 - Bridge Street
 - Riverside car park
 - Staines Upon Thames Promotional document
 - Ashford Multi-storey
 - Local Housing Company
 - Local Lettings Agency
 - Airport Parking
 - Short Lane
- Knowle Green Programme, which includes:-
 - Knowle Green Relocation
 - Knowle Green Redevelopment
 - Electronic Document Management System (EDMS)
 - Agile Working
- The Structural Review
 - Alternative Delivery Models (ADM)
 - Structural review
 - Democratic review

3.2.2 Excluded from Scope

- Treasury Management Investment – Finance will be responsible for this area of work.

3.3 Outline Benefits/Desired Outcomes

- Create substantial ongoing income stream
- Reduced reliance on central government funding
- Reduced ongoing revenue costs
- Reduced ongoing maintenance costs
- Reduced carbon foot print
- Create more affordable homes made available to Spelthorne residents

3.4 Constraints and Assumptions

Constraints

There are a number of constraints that will impact the programme:

- Appointment of consultants to deliver the Knowle Green Relocation and Redevelopment work-streams may be different and will require additional resources to manage effectively.
- Key decisions require 4 months notice on Council's forward plan and as such, project managers' will need to ensure careful planning to avoid challenge
- Budget constraints may require growth items outside budget setting cycle.
- Procurement regulations require transparent and open process which may impact on key dates
- Resource issues may not be sufficient to deliver all tasks at appropriate times.

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Assumptions.

- On-going support and approval from the relevant governing boards, including MAT, Cabinet, Leaders Task group, Overview and Scrutiny etc.
- All costs should be identified at start of project so as to deliver the programme as per the agreed schedule and target date.
- All resources required to deliver the programme, and its workstreams, shall be made available at all times so as to achieve the key milestones and ultimate target date.
- Technical solutions shall remain consistent to meet the requirements of all elements of the programme and for the duration of its delivery.
- Appropriate measures to meet/manage any “future proofing” shall be considered and progressed as required.

3.5 Dependencies

There are a number of dependencies that the programme has. These may be a dependency on the delivery of another project, or they may be other projects that are dependent on the successful delivery of this programme:

- Knowle Green Relocation project is dependent on the success of:
 - EDMS
 - Agile working
 - Redevelopment of Knowle Green
 - Suitable alternative accommodation at a price the Council can afford
 - Alternative accommodation can accommodate the Council's vision on ICT
- Knowle Green Redevelopment is dependent on the success of:
 - EDMS
 - Agile working
 - Relocation of Knowle Green
 - Appropriate planning permission for change of use
 - Suitable interest in site at price Council can agree upon
- Structural review
 - Staff and Unison consultation on proposed long term structures may delay recruitment process.
 - Suitable internal candidates selected for positions may impact start date for delivering efficiencies and savings.
 - Impact of Alternative Delivery Models on core council functions may affect business case and viability of ADM

Pension and redundancy costs may be prohibitive or impact on savings targets.

3.6 Interactions – critical paths

There will be interactions with a number of areas including:

- Assets
 - Identification and cost of suitable property
 - Identification of suitable sites for Local Housing Company
 - Planning restrictions
- ICT
 - requirements and lead in times
 - Hardware requirements

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- Infrastructure and telephony requirements
- Resource issues
- Success of EDMS and Agile working streams
- Legal / Procurement
 - Acquisition of new premises
 - Sale and development of Knowle Green
 - Contract management of ADM, local housing company, lettings agents etc
- Stakeholder engagement including:
 - Staff
 - Councillors
 - Senior managers
 - Unison
 - Residents

3.7 Key Stakeholders

- MAT
- Cabinet
- Overview and Scrutiny
- Heads of Service
- Staff
- Unison
- Residents
- Ward Councillors

4 Outline Business Case

- To deliver savings in the region of £3 million by 2019.
- To reduce reliance on Central Government funding by 2019.
- To provide a significant income stream to the Council, which will support the continuation of the current high level service delivery that are important to Spelthorne residents.
- To provide much needed affordable housing to the Borough through innovative channels.
- To align service delivery to the Council's priorities.
- To deliver TaSF programme comprising of:

Use of Assets

- Create income streams through the sale or redevelopment of Council Assets including:
 - Bridge Street
 - Riverside car park
 - Staines Upon Thames Promotional document
 - Ashford Multi-storey
 - Local Housing Company
 - Local Lettings Agency
 - Airport Parking
 - Short Lane

Knowle Green Relocation

- To co-ordinate move with redevelopment of Knowle Green site
- To relocate the required number of staff to another suitable location(s) within the borough
- Assess impact on other Council owned buildings
- Facilitate agile working and community hubs (e.g. community centres, depot etc.)
- Review equipment required in new premises and/or hubs

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- Review contract requirements for tenants, partners and Council assets
- Review hardware and infra-structure requirements across relevant locations
- Review document management requirements across relevant locations.

Knowle Green Redevelopment

- Secure the most appropriate redevelopment/conversion of the Council for residential
- Reach a decision on whether the site should:
 - focus on increasing the private rented sector
 - provide affordable rented accommodation on the site or elsewhere (3) accommodate private housing for sale
 - focus in delivering a vibrant integrated community
- Reach a decision on whether the Council should:
 - sell the site for a capital receipt and re-invest that money to provide an on-going income stream
 - enter into a partnership or joint venture to provide a secure and consistent on-going income stream
 - undertake the whole development itself
- Reach a decision on the level of investment that the Council wishes to make
- Undertake an OJEU procurement process for the appointment of property advisors, to make a decision on the most appropriate method of tendering and to make that appointment prior to moving to the delivery project

EDMS

- Work with Heads of Service and Managers to agree a service by service approach to transitioning to paper light offices.
- Conduct a review of the marketplace for suitable EDMS systems.
- Working with IT to review current hardware and software capacity and identify any additional requirements.
- Working with the suppliers and the service areas, install, configure and test the preferred solution. This includes :
 - Idox
 - Civica
 - Sharepoint
- Gather costs for bureau back scanning of existing paperwork.
- Ascertain the requirement (if any) for offsite document storage
- Consider any data migration requirements
- Hand over to business as usual

Agile Working

- To deliver a mobile solution that will provide practical support for staff enabling them to perform tasks as efficiently as if they were in the back office.
- Reduce the need for staff to return to a central location and to have real time information available.
- Give staff more control over their working time and allow them to apply their skills more productively.
- To ensure any solution works on a wide range of council devices or networks.
- Enable staff to work off line even if there is a loss of signal/internet.
- Ensure seamless back office integration.
- Ensure any system security will meets the Council's CoCo requirements.
- Provide robust management information.
- Protect lone workers.
- Taking the service to our more vulnerable customers

Structural Review

- Alternative delivery models
- Structural review to create savings, efficiencies and resilience
- Democratic review to align portfolios with Corporate priorities and be more accountable to residents.

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Still to be ratified.

Baseline	Amount

8. Governance

The TaSF Programme reports directly to MAT as the Senior Responsible Group.

It is the responsibility of the Project Office and in particular, the Programme Support Officer to prepare quarterly reports for:

- Corporate Risk Group
- MAT
- Cabinet
- Overview and Scrutiny

Any changes to the programme require approval by MAT and where appropriate Cabinet and change control methodology including version control must be followed to ensure the programme is delivered in a transparent and logical way.

It is the responsibility of the Programme Support Officer to maintain the following documents and ensure the TaSF area on Spelnet is regularly updated with the latest documents and links:

- Project Register
- Benefits realisation plan
- Programme risk register
- Stakeholder Engagement strategy
- Communications plan
- Highlight reports
- TaSF dashboard