

To: Finance Panel (Panel of the Scrutiny Committee)

Date: 29th March 2017

Report of: Head of Financial Services

Title of Report: Fundamental Service Review Programme 2016/17

Summary

Purpose of report: To update the Finance Panel on the Fundamental Service Review (FSR) Programme 2016/17.

Key decision No

Executive lead member: Councillor Ed Turner, Board Member for Finance, Asset Management and Public Health

Report author: Nigel Kennedy, Head of Financial Services

Introduction

1. The Finance Panel requested a briefing from the Head of Financial Services on the outcomes from the first year of the four-year Fundamental Service Review (FSR) programme that commenced in 2016/17 (Appendix A).
2. The first year programme of Fundamental Service Reviews included reviews of:
 3. Policy & Partnerships
 4. HR & OD
 5. Leisure Management
 6. Building Services
 7. Waste & Recycling
 8. Procurement & Payments
 9. Community Housing & Housing Needs
 10. Legal Services

FSR Approach

11. An FSR Board was established to provide scrutiny and challenge at each stage of the review process and encourage innovative thinking.
12. Each review commenced with an analysis of base data including budget, performance, customer satisfaction and benchmarking data captured within a standard template as well as the application of standard analysis tools such as SWOT (Strengths, Weaknesses, Opportunities, Threats).
13. The data captured within the templates was presented to the FSR Board by the lead Service Head and used to inform initial discussions of the FSR Board and drive innovative thinking on areas of greatest opportunity for improvement, efficiencies and potential service development over the next four year period including options for alternative service delivery models.
14. Once the areas of focus had been agreed by the FSR Board, multi-disciplinary project teams convened to undertake further research and progress the identified opportunities and make recommendations back to the FSR Board on those ideas that were likely to bring about the greatest benefits to future service delivery.
15. For those recommendations that were approved by the FSR Board, progress was monitored and a final stage meeting held to assess progress against the expected outcomes.
16. The outcomes of the FSR programme form part of the Councils annual budget setting process.

FSR Outcomes

17. As expected given the varying nature of the services within year one of the FSR programme, the opportunities identified are equally varied in nature and at varying stages of benefits realisation.
18. A summary of the key outcomes approved by the FSR Board for each review together with the expected impact on budget is shown at Appendix B. As seen at Appendix B, the cumulative positive budget impact arising from the year one FSRs over a four-year period is forecast at £645k.
19. Further detail of individual reviews is shown at Appendices C – H as indicated in the summary table.

Next Steps

20. The FSR Board continues to monitor implementation of recommendations and benefits realisation from the completed service reviews.
21. The second round of the FSR Programme will be initiated during April for initial sessions with the FSR Board to commence in May (Appendix A).

Name and contact details of author:-

Name: Jan Heath

Job title: Business Development & Support Manager

Service Area / Department: Business Improvement

Tel: 01865 252324 e-mail: jheath@oxford.gov.uk

List of background papers: None

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