



<b>Subject:</b>	SP&R Transformation and Efficiency Workshop March 2026
<b>Date:</b>	20 February 2026
<b>Reporting Officer:</b>	Trevor Wallace, Director of Finance Sharon McNicholl, Deputy Chief Executive and Director of Corporate Services
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<b>Restricted Reports</b>	
<b>Is this report restricted?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Please indicate the description, as listed in Schedule 6, of the exempt information by virtue of which the council has deemed this report restricted.</b>	
Insert number	<input type="text"/>
<ol style="list-style-type: none"><li>1. Information relating to any individual</li><li>2. Information likely to reveal the identity of an individual</li><li>3. Information relating to the financial or business affairs of any particular person (including the council holding that information)</li><li>4. Information in connection with any labour relations matter</li><li>5. Information in relation to which a claim to legal professional privilege could be maintained</li><li>6. Information showing that the council proposes to (a) to give a notice imposing restrictions on a person; or (b) to make an order or direction</li><li>7. Information on any action in relation to the prevention, investigation or prosecution of crime</li></ol>	
<b>If Yes, when will the report become unrestricted?</b>	
<b>After Committee Decision</b>	<input type="checkbox"/>
<b>After Council Decision</b>	<input type="checkbox"/>
<b>Sometime in the future</b>	<input type="checkbox"/>
<b>Never</b>	<input type="checkbox"/>

<b>Call-in</b>	
<b>Is the decision eligible for Call-in?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

<b>1.0</b>	<b>Purpose of Report</b>
1.1	To remind Members of the agreements to date emerging from the SP&R Transformation and Efficiency workshops to date and agree the date and focus of the next workshop.

<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Agree the proposed date, 27<sup>th</sup> March 2026, and focus of the next SP&amp;R Transformation and Efficiency workshop.</li> </ul>
<b>3.0</b>	<b>Main Report</b>
3.1	<p>Four workshops have now been held with elected Members to establish a process for ensuring the most efficient use of council resources, minimise the rates burden on householders and businesses and create a sustainable medium term financial strategy and plan.</p>
3.2	<p>These workshops have engaged Members, CMT and the wider Senior Leadership Team in a data-based exploration of council spend and income, the impact of the operating environment and the need to meet extensive and growing need for investment and service delivery within a constrained resource envelope.</p>
3.3	<p>Members have asked for a programme of work to be established which allows them to have a line of sight on how the council is:</p> <ul style="list-style-type: none"> <li>• maximising value from its spend on people, assets, services, events and community investment;</li> <li>• maximising income;</li> <li>• embedding a culture of responsible and effective resource management.</li> </ul>
3.4	<p>It is therefore necessary to organise plans and processes to make this happen and to prioritise and resource this work.</p>
3.5	<p>Members highlighted the following points that need to be reflected in the programme of work.</p> <ul style="list-style-type: none"> <li>• The principle that efficiency does not equate to the loss of jobs in the council, rather flexibility in the design of jobs that allows optimal resource allocation as priorities, demand and technical innovations change.</li> <li>• Linked to this effective workforce planning, structure that enables delivery and operates within an effective control environment.</li> <li>• Performance improvement across key services.</li> <li>• A line of sight on financial and performance data that allows scrutiny of effectiveness</li> <li>• Strategic approach to income maximisation, including growing the rates base, exploiting funding opportunities and innovative finance.</li> <li>• The need to maximise value from assets – this includes social as well as financial benefit.</li> <li>• Capital programme development – informed by strategic analysis of key service elements e.g. community provision, sports and leisure provision, waste disposal, events spaces, cremation and burial provision, OSS.</li> </ul>

	<ul style="list-style-type: none"> <li>• Digital transformation, integration of innovative practices and managed implementation of AI.</li> <li>• Recommendations that are realistic and deliverable.</li> </ul>
3.6	<p><b>Proposed Approach</b></p> <p>It is proposed that Members are supported in this work by a Transformation and Efficiency Board at officer level chaired by the Chief Executive. Based on discussions with Members, the Board will agree the high level programme of work and programme support and management arrangements to be presented at the next SP&amp;R workshop at the end of March.</p>
3.7	<p>The Transformation and Efficiency Board will sit on a monthly basis, overseeing a programme of work generated and implemented by the following workstreams/ project boards.</p> <ul style="list-style-type: none"> <li>• Assets</li> <li>• Finance</li> <li>• People</li> <li>• Digital</li> <li>• Service Improvement</li> <li>• Data/Governance</li> </ul>
3.8	<p>This will be folded into the Corporate Planning process and the forward agenda setting process of the SP&amp;R Committee, including the planned SP&amp;R Transformation and Efficiency meetings that will take place every second month.</p>
3.9	<p><b>Resources (initial arrangements)</b></p> <p>To be effective, transformation and efficiency work requires dedicated resource, this needs to be informed by an initial assessment of the scale and scope of the programme.</p>
3.10	<p>In the first instance the following steps are proposed in order to agree high level portfolio of work and management arrangements by March.</p> <ul style="list-style-type: none"> <li>• Map and mobilise currently available project management/corporate support resource to create initial PM arrangements/templates and support completion.</li> <li>• Create programme business case for any additional resource.</li> </ul>
	<p><b>Financial &amp; Resource</b></p>
3.11	<p>As above, to be further developed.</p>
	<p><b>Equality or Good Relations Implications / Rural Needs Assessment</b></p>
3.12	<p>To be considered at each stage of programme development.</p>
	<p><b>Communications Implications</b></p>
3.13	<p>Internal communications key dependency throughout.</p>

<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None