

Rushcliffe Borough Council

Transformation Strategy and Efficiency Plan 2017/18 – 2021/22

Introduction

In 2010, the Council adopted a 4 Year Plan, a planned and measured approach to meeting the emerging financial challenges. The plan was written to identify cost efficiencies, increase income opportunities and develop transformational alternatives for the future delivery of services. The adopted approach aimed to reduce overall expenditure by £2.8m over the life of the Plan. This approach was reinforced in 2012 with the publication of our latest Corporate Strategy subtitled 'Proactively Preparing for the Future'.

The 4 Year Plan and Transformation Programme have successfully supported the delivery of over £3m in efficiencies. In making our savings, services to residents in some cases have been changed from universally free services towards chargeable choice based services. Other services have been streamlined, to be even more efficient and leaner. Costs have been reduced through rationalisation of assets and staff, with the sharing of both posts and key services (for example the Council's Monitoring Officer). Concurrently we have made it easier for customers to transact their business with us at a time and in a way that suits them. We have done all of this without significantly impacting on service quality or resident satisfaction. Our latest resident polling data shows us that 76% of residents are satisfied with the way the Council operates and 65% believe the Council provides value for money (2015).

This revised Transformation Strategy sets out the Council's approach to making further savings between now and 2021/22. It also explains our approach to identifying and working with partners, recognising and maximising opportunities, and leading the way in delivering high quality services that match the needs of residents. It is clear that as the organisation becomes leaner, it will become increasingly challenging to find further savings. Achieving the increased targets requires a bolder and more strategically focussed way of thinking.

Addressing the funding gap

While the Council has achieved significant savings via the 4 year plan and the first two years of the Transformation Programme, further savings are required to address the estimated funding gap. This revised Transformation Programme will form the basis of how the Council meets the financial challenge summarised in the table below.

Savings targets

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Gross Budget Deficit excluding Transformation Plan	1,338	1,559	1,814	1,705	1,461	
Cumulative Savings in Transformation Plan	728	907	981	1,085	1,085	
Gross Budget Deficit/(Surplus)	610	652	833	620	376	
Transfer to/(from) reserve	(610)	(150)	150	420	0	(190)
Cumulative Transformation Target	0	502	983	1,040	376	2,901

In order to deliver a balanced budget for 2017/18 the Council has looked to constrain Council spend and increase income (particularly as it encourages growth). The Council continues to review how it delivers its services, (for example, our collaboration agreement with both Newark and Sherwood and Gedling councils. Other arrangements exist with neighbouring authorities such as the Building Control partnership with South Kesteven and creating social enterprises such as Streetwise). The Council continues to identify innovative ways of delivering its services more economically, efficiently and effectively.

Moving forward, this momentum must continue and the Council's key transformation projects need to be reviewed on an on-going annual basis. While the Council has identified a range of projects that can be used to deliver the anticipated savings required, this will still be a challenging exercise. As can be seen in the table above a further £1m is to be identified by 2020/21. The current transformation projects which will be worked upon for delivery from 2017/18 are given at **Appendix B**. Some of the more significant projects include:

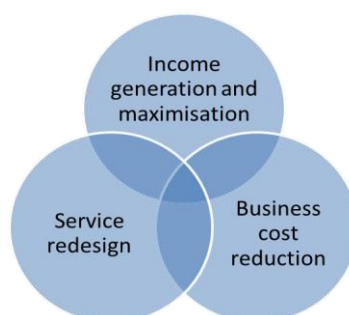
- Bridgford Hall development;
- Leisure and accommodation strategy;
- Edwalton Golf Course;
- Development of a Property Investment Strategy and potential companies with a view to both providing more housing in the Borough and an income stream for the Council. The Council has an Asset Investment Strategy and Investment Fund of £10.5m to develop schemes that will deliver a return;
- Cyclical reviews of all service areas; and
- Reviewing fees and charges.

It should be noted there is statutory guidance on the capitalisation of transformation costs where an income stream is generated. It relates to set-up and implementation costs not on-going savings. These should be reported through the Efficiency Strategy (for Rushcliffe this is the Transformation Strategy). The Efficiency Strategy can be revised at any time by Full Council and as part of our Treasury Strategy

reporting we must show the impact on our prudential indicators. No such capitalisation is currently planned.

Rushcliffe's core operating principles

Rushcliffe has three core principles which underpin its approach to transformation – income generation and maximisation, business cost reduction and service redesign. Transformation has been achieved to date by focusing on a 'one' Council approach and great teamwork between Members and officers to limit the impact upon residents. However, we recognise to be successful in bridging the remaining funding gap it will be necessary to consider and implement large scale transformational change which can generate a large fiscal impact.

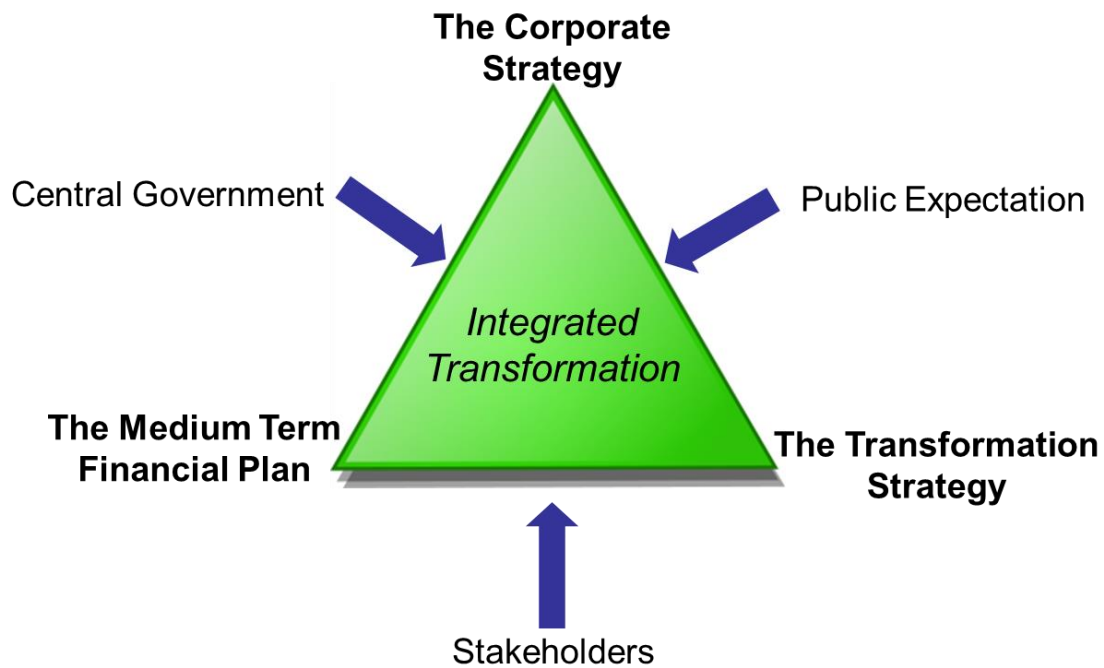


The Transformation Strategy is an evolving document and although it essentially covers the next five years it should not be bound by time or scope. To this end and within the emerging complex environment, three partnership models have been identified to provide a framework to generate further efficiencies. These are covered in more detail in **Appendix A**.

An Integrated Approach to Transformation

This Strategy formalises the Council's integrated approach to transformation. It highlights the work that has been done in the last four years to deliver over £3m in efficiencies and formalises the Council's principles of partnership working (detailed at Appendix A). At a strategic level it highlights the important relationship between:

- The Council's Corporate Strategy – which provides the overall direction of the Council, its core values and its three key priorities,
- The Medium Term Financial Plan – a defined plan of how the authority will work towards a balanced budget and maintain viability,
- The Transformation Strategy – a document providing direction in respect of the strategically focussed streams of work to meet the financial targets whilst fulfilling the Council's corporate priorities.

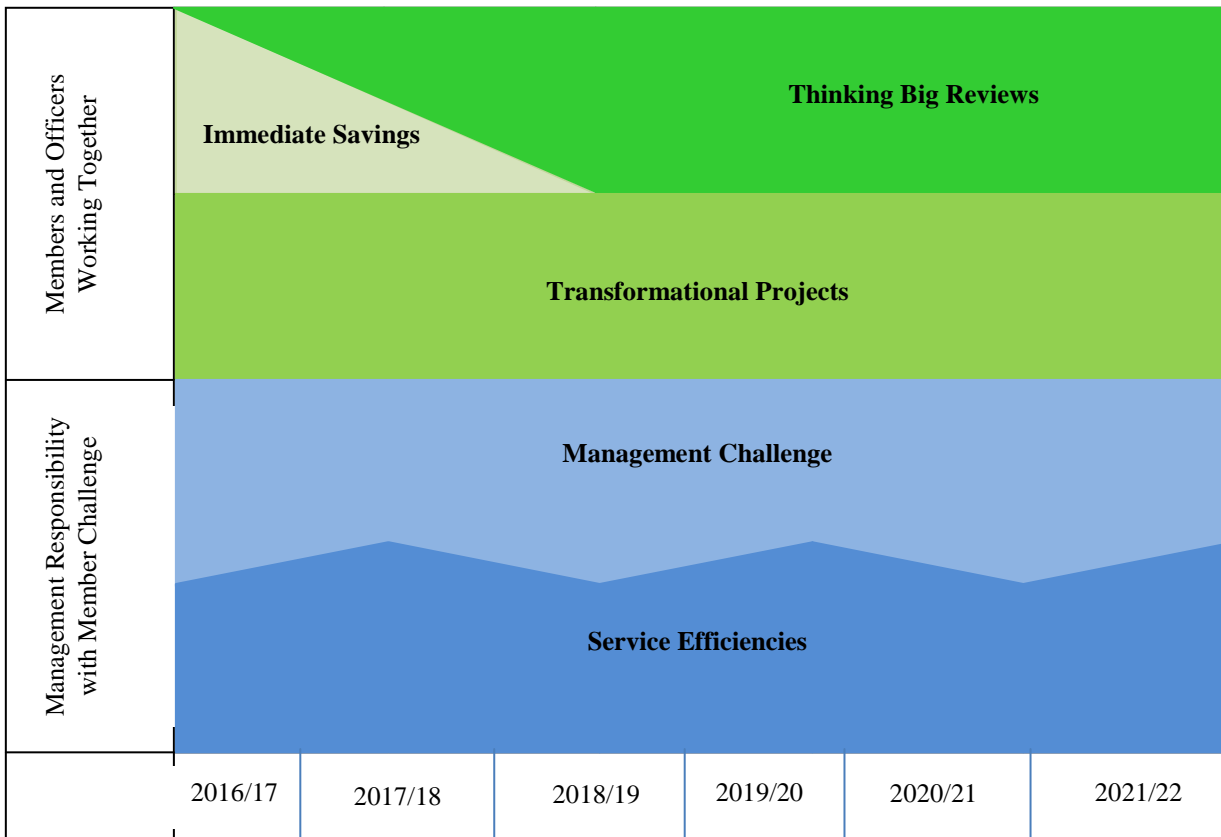


Rushcliffe's Integrated Approach to Transformation

The diagram above also shows how this trio of documents can be influenced by external factors such as central government, public expectation and other stakeholders.

The Transformation Strategy

This document details the different areas of work officers and Members will focus upon to meet the stretching financial targets set whilst continuing to fulfil our corporate priorities. The diagram below highlights the different work streams and shows how they fit together over the next five years.



Management Responsibility with Member Challenge

Each year, officers undertake an internal programme of investigations looking specifically at improving efficiency through different ways of working. We also challenge our budgets every year to drive out further savings whilst minimising the impact of front line services. We have a strong leadership focused on corporate priorities using weekly performance clinics to manage performance and budgets. We also ensure that every large scale project (where there is deemed to be a significant impact on residents, staff or budgets) has its own project board and governance structure. Activities are challenged through Leader and Portfolio Holder briefings, and constituted and established processes such as Member Groups. Reports on policy changes are passed through the Cabinet, and our Performance Management Board and Corporate Governance Groups regularly scrutinise review findings. Additional Member Groups are created by Cabinet where required.

Service Efficiencies

The culture at Rushcliffe has been to ensure different services are reviewed regularly to make sure they are as focused upon the customer and as streamlined as possible, any identified waste is removed from the system and where appropriate services are moved online. The way the service is delivered is also investigated and consideration is given to potential partnership opportunities or alternative methods of delivery to protect the services that residents value without a pre-determined view.

Headline efficiency targets have been identified for each area of the Council and these are illustrated at **Appendix B**.

Management Challenge

The Service Efficiencies are strengthened by on-going management of the services through regular performance clinics and a management challenge as part of the annual budget setting process – each Executive Manager is charged with scrutinising their budget to identify and remove any additional savings or unused budget. Again, top level targets have been identified for each area of the Council and these are illustrated in the table at **Appendix B**.

Members and Officers Working Together

The upper area of the diagram above focuses on activities where Members and officers work together to identify further savings and different ways of working. These aspects of the Strategy have been arrived at through our budget proposals which have continued to be radical and challenging as we look at ways of bridging the financial gap by 2021/22. Budget workshops, incorporating Members from all political groups, have looked at what has been achieved so far, policy changes that can be made immediately to save money in the coming year, different ways of delivering services in the future, and more long-term at a set of ‘Thinking Big’ options that could significantly change the face of the Council and the services it delivers.

Immediate savings

Each year, Members are presented with a number of policy changes which hit one or more of our core principles of income generation and maximisation, business cost reduction or service redesign. These operational changes form part of the budget setting process each year and generally result in savings or additional income for the following year.

Thinking big reviews

As part of the budget setting process for 2017/18, Members discussed a number of potential ‘Thinking Big’ reviews. These will primarily focus on gathering information upon which Members can base decisions which could potentially change the face of the Borough in the future. These are the ideas that previously would not have been considered necessary and, therefore, would have been unlikely to have reached formal discussion. Members have indicated that they wish to fully establish the options with regard to a small number of selected key projects in an attempt to preserve the highly valued services our residents need. These ‘Thinking Big’ ideas have the potential to contribute significantly to bridging the funding gap we are experiencing without reducing frontline services but they are not decisions to be taken lightly which is why further investigations will be undertaken. Examples include the Edwalton Golf Course strategic review and projects to relocate the Depot.

Transformational Projects 2017-2022

As has already been mentioned above, this Strategy is a continuation of the Council's original Transformation Programme and as a consequence a number of key projects which influence service delivery and finances over the next few years are already in progress. The Council remains committed to these projects and the outcomes they can deliver.

Leisure Strategy Activation

Since 2006, the Council's Leisure Strategy has highlighted the authority's ambition to rationalise leisure facilities in West Bridgford to one site – Rushcliffe Arena. In October 2013 Cabinet supported the development of formal proposals for a new leisure centre at the Arena. In January 2017 this decision came to fruition with the opening of the new civic offices and Arena leisure centre and the closure of Rushcliffe leisure centre. The successful completion of this phase of the Leisure Strategy will generate significant revenue savings for the Council.

Collaboration

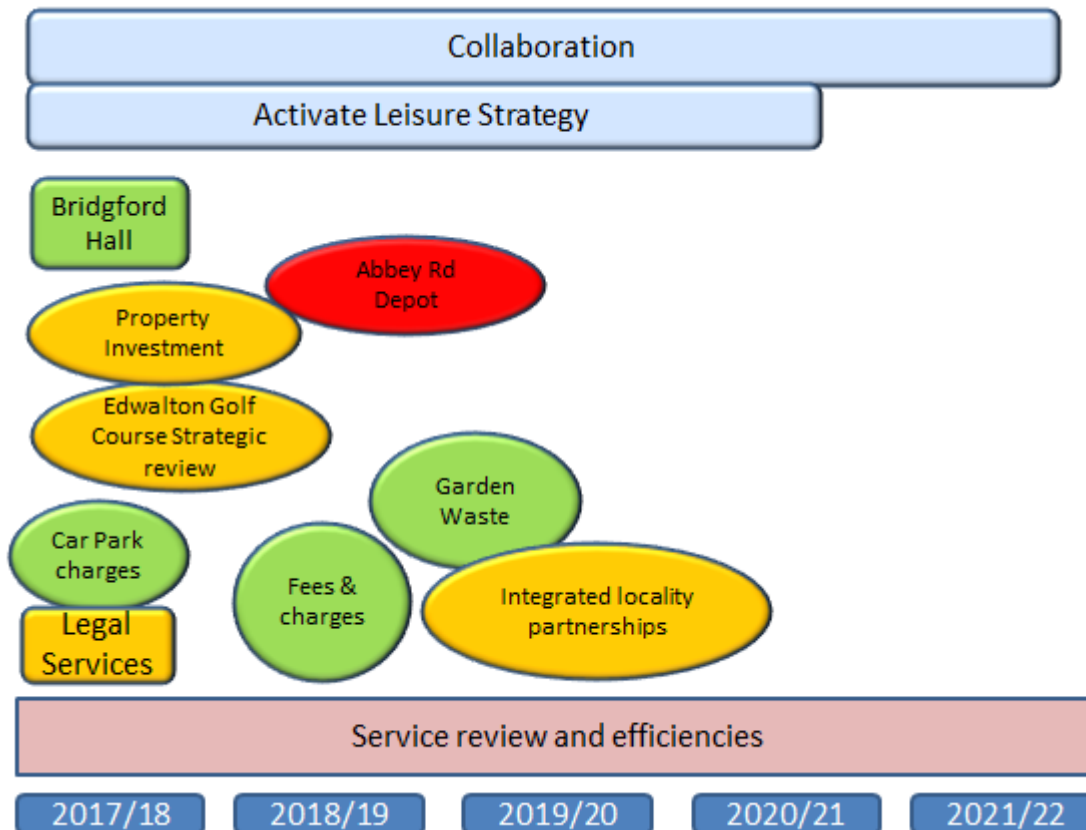
In December 2013, the Cabinet supported the Collaboration Agreement between Rushcliffe, Gedling Borough Council and Newark and Sherwood District Council. The Agreement sets out the benefits of a preferred partner approach and how the three councils plan to work together to save money, protect service standards and take advantage of future sharing opportunities. They determine the priorities in collaboration with each of the Chief Executives, who take responsibility for deciding the methods of delivery and for monitoring the work plan. This is not an exclusive arrangement and partnerships with other councils will continue where they provide synergy. For example, in December 2015, the Cabinet supported the recommendation into a collaboration partnership with Broxtowe Borough Council in relation to the sharing of the Monitoring Officer post and to investigate the feasibility of shared service arrangements for legal services, elections, constitutional services and human resources.

Transforming the way we work

The activation of the leisure strategy has also provided another opportunity. The Council has for some years been looking to vacate the Civic Centre on Pavilion Road. Changing staff numbers and different ways of working mean the Council needs less physical space to run its services. In December 2014, Cabinet supported the business case to locate office space within the updated Rushcliffe Arena with the view of vacating the Civic Centre in December 2016. This frees up the Civic Centre to be disposed raising valuable income for the Council. It also provides an opportunity for the Council to fully review the way it works, including introducing more electronic solutions, more flexible working patterns, and a better work life balance for our staff. A new building will also mean lower energy costs.

Summary of the Transformation Strategy Work Programme

The diagram below summarises the Transformation Strategy Work Programme for the next five years and provides a framework within which the required efficiencies will be delivered. The traffic light system below signifies progress against the various projects (green being more progress/complete).



Governance

The original version of this strategy (2013) established a framework and time frame for the individual projects within the programme. While in general these have been achieved, arrangements have been flexible to allow for unforeseen circumstances and to redirect resources to maximise opportunities as they have arisen. It is anticipated that these same principles of agile working will apply to the 2017-2022 rolling Transformation programme.

Each project within the programme has appropriate governance arrangements depending on the size, complexity and risk. Overall, monitoring of the Strategy will take place quarterly by the Chief Executive and his Executive Management Team. Where it is required by individual projects, consultation and engagement with members of the public will take place.

The following risks have been identified and will be monitored accordingly.

Risk	Probability	Impact	Mitigation
Reviews do not achieve anticipated savings	Probable	>£250k	Individual reviews where there is underachievement may be offset by others with higher savings.
Programme slippage	Possible	>£250k	Monitoring of programme and taking early corrective action
Insufficient capacity to undertake the programme	Possible	>£250k	Procure extra resources – i.e. consultancy
Insufficient interest from alternative providers	Possible	Negative	Find appropriate savings from direct service provision by quality reduction (probably)

Conclusion

The above sets out Rushcliffe's plans over the next four years and the Council's commitment towards delivering these plans. This plan supports the Council's MTFS and is the vehicle upon which the Council will achieve a balanced budget.

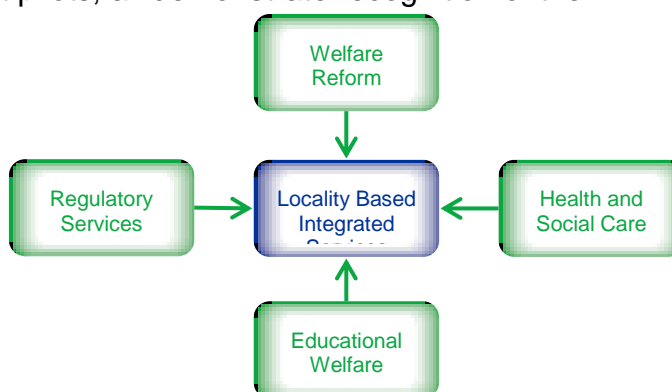
Rushcliffe's Accepted Models of Partnership Working

1. Localised Integrated Working Partnerships

These types of integrated delivery partnerships involve working with other agencies and organisations whose services are delivered to Rushcliffe borough residents. These partnerships are aimed at improving the connectivity of public services, public regulation, reducing the need to cross-refer people and issues.

The Government has recognised and begun to embrace the value of partnerships of scope and is increasingly looking to realise both financial and customer benefits from these. Central Government policies around community safety, health outcomes, welfare reform and community budget pilots, all demonstrate recognition of the importance of different agencies working together in a single locality to benefit their residents.

Rushcliffe is a pioneer in this area. The successful development of the Rushcliffe Community Contact Centre bringing together joint customer services for the Police, Job Centre plus, voluntary sector, South Nottinghamshire College and other services has been recognised nationally. This approach has been supported by our ability to work in other locations on a remote access basis. The service has recently been expanded into Bingham where an integrated delivery service model has been deployed and is being delivered from the new Health Centre.



There are also a range of projects underway involving our locality partners, which embed these principles and take services out into the community, including Positive Futures, Rush for Health, Lark in the Park and Business Partnership events.

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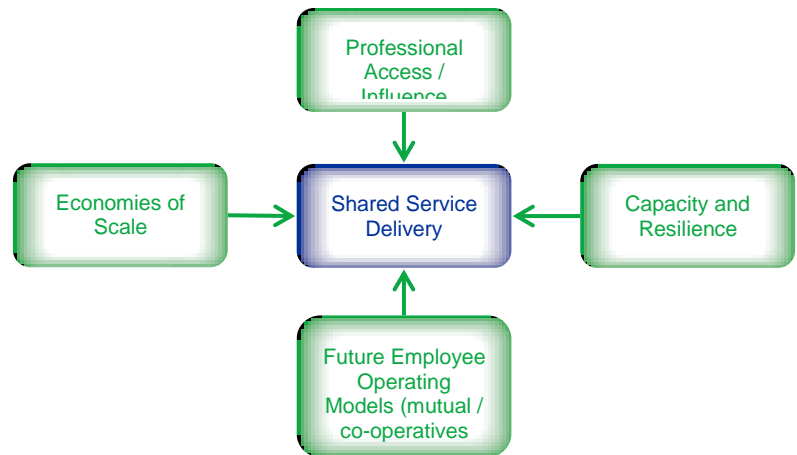
2. Partnerships of Scale

This term describes two or more organisations joining together largely to benefit from economies of scale. These partnerships can, like localised integrated working partnerships, drive efficiencies but unlike scope partnerships they may not, in themselves, directly improve the way in which the service is delivered to Rushcliffe Borough residents. Opportunities exist in this area to share back office services, reducing costs and removing duplication whilst maintaining and improving capacity and resilience.

If scale partnerships are to be successful, previous experience has shown that there is a greater chance for success if they cover a broad range of services but are focussed and aligned on a small number of culturally similar and willing partners. It is possible to develop these partnerships organically – that is, as opportunities arise – and this has been our approach to date following the unsuccessful attempt to enter a partnership with Liberata and Charnwood Borough Council.

As mentioned above, to date partnerships of scale have developed organically – the Council has been successful in developing a number of such partnerships, of which the following, mostly back office services, have come to fruition: payroll services (Gedling), ICT (Broxtowe, Newark & Sherwood), building control (South Kesteven), procurement (Gedling), homelessness (Gedling) and emergency planning (Nottinghamshire County Council).

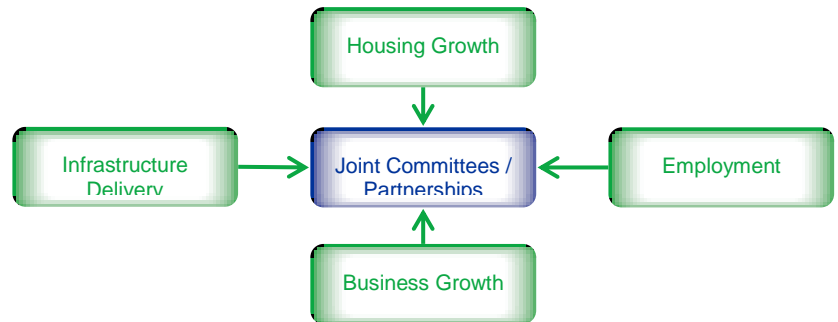
Following continued encouragement from Central Government, there has been an increased willingness and determination from the Leaders within Nottinghamshire to forge closer partnerships of scale (Waste Collection and Management). In addition, the leadership of Gedling and Newark and Sherwood Councils have indicated they would be willing to develop a close working relationship across a broad range of services with Rushcliffe building upon a history of working proactively and positively together. This was formalised following the Cabinet decision on 3 December 2013 and the publication of a Collaboration Agreement in which all three authorities have agreed to work together using a preferred partner approach to maximise capacity, reliance and efficiency where it makes business sense. Closer working between these authorities could both exploit the partnership of scale opportunities whilst also contributing to meeting all three Councils’ future aspirations.



3. Partnerships for Governance

There has been a growth of place-based and themed partnership arrangements. These have largely been designed to implement and administer arrangements within defined areas focussed upon common objectives including: The Joint Planning and Advisory Board (Nottingham City, Nottinghamshire County Council, Broxtowe BC, Gedling BC, Erewash DC and Rushcliffe BC).

However, the emergence and growth of other forums has restricted the representation and influencing role of individual districts. The Health and Wellbeing Boards and Local Enterprise Partnerships are prime examples where representation is restricted to one district or borough council.



Therefore, to combat this, it is likely there will be an increase in the number of joint committee arrangements. These will be focused upon agreeing joint objectives, allocating resources and monitoring outcomes which impact regionally and nationally. For example, in January 2014, the Cabinet supported the establishment of the City of Nottingham and Nottinghamshire Economic Prosperity Committee to drive future investment in growth and jobs in the City and County.

If these do grow, there will be an increasing reliance upon forging relationships which can influence outcomes for Rushcliffe residents; for example, agreeing key infrastructure requirements which benefit not only Rushcliffe but neighbouring boroughs and districts.

These models of partnership working provide a framework within which officers can be swift to take advantage of opportunities as they arise. They build upon our existing core principles model highlighted above and provide a clear map for the future.

Appendix B

Transformation Programme 2016/17 - 2021/22	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Service Efficiencies & Management Challenge	1,528	1,721	1,722	1,753	1,751	1,751
Thematic Reviews - With Potential Savings						
Bridgford Hall	0	53	108	108	108	108
Council Publications and Promotion	9	9	9	9	9	9
Grants and Support	50	50	50	50	50	50
Leisure Strategy	145	332	424	457	457	457
Travel costs	50	35	56	56	56	56
Burial Provision	23	23	23	23	23	23
Printing for Member Meetings		5	5	5	5	5
Total Thematic Reviews	277	507	675	708	708	708
Income Reviews						
Wheeled bin charges for new houses	10	10	10	10	10	10
Fees and charges Generally	94	160	170	180	180	180
Street Trading Licences	5	5	5	5	5	5
Car Park – Increase Charges	87	174	174	174	174	174
RCP – Compulsory Charging	20	20	20	20	20	20
Increase Charging on Green Bins	0	152	152	152	258	258
Planning Pre-Application Advice	30	30	30	30	30	30
Total Additional Income	246	551	561	571	677	677
Total Savings	2,051	2,779	2,958	3,032	3,136	3,136

Appendix B

Transformation Programme 2016/17 - 2021/22	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<i>Difference to previous year</i>		728	179	74	104	0
<i>Cumulative Difference</i>		728	907	981	1,085	1,085
Gross budget deficit excluding Transformation Plan		1,338	1,559	1,814	1,705	1,461
Cumulative Savings in Transformation Plan		728	907	981	1,085	1,085
Gross Budget Deficit/(Surplus) as per Appendix 2		610	652	833	620	376
Transfer (to)/from reserve		(610)	(150)	150	420	0
Cumulative Transformation Target		0	502	983	1,040	376
<u>Potential Schemes - Savings to be determined</u>						
Integrated Locality Working						
Property Development and Investment						
Review Rushcliffe Community Contact Centre						
Review Business Support Unit						
Review Depot Location						
Review and Expansion of Garden Waste Service						
Edwalton Golf Course						
Review of Community Halls						
Review of Community Events						
Collaboration - Legal, Constitutional Services, HR						

CAPITAL PROGRAMME 2017/18

Ref	Scheme	2016/17		2017/18	2018/19	2019/20	2020/21	2021/22
		Original Estimate	Latest Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate
		£000	£000	£000	£000	£000	£000	£000
	Transformation							
	Civic Centre Enhancements	0	50	0	0	0	0	0
	Colliers Way Industrial Units	0	20	0	0	0	0	0
	Bridgford Hall Refurbishment	1,410	2,192	0	0	0	0	0
1	Cotgrave Regeneration & MSC	5,200	2,913	2,920	0	0	0	0
	Cotgrave Employment Land	0	2,642	0	0	0	0	0
2	Land North of Bingham	2,800	2,800	2,800	0	0	0	0
3	Highways England Footbridge A46	0	0	1,700	0	0	0	0
	Eaton Place Toilet Improvements	33	33	0	0	0	0	0
4	RAF Newton	0	0	750	0	0	0	0
5	The Point	0	0	25	0	0	0	0
	Nottinghamshire Broadband	83	83	0	0	0	0	0
6	Arena Car Park Enhancements	0	0	500	0	0	0	0
7	New Depot	0	0	0	2,500	0	0	0
8	Manvers Business Park	0	0	0	100	0	0	0
9	Information Systems Strategy	107	301	165	110	396	308	300
	Sub total	9,633	11,034	8,860	2,710	396	308	300
	Neighbourhoods							
10	Wheeled Bins	60	60	70	60	60	60	60
11	Vehicle Replacement	981	553	20	380	615	600	210
	Support for Registered Housing Providers	250	659	250	250	250	200	0
12	Hound Lodge Enhancements	0	0	40	0	0	0	0
	Assistive Technology	0	12	0	0	0	0	0
	Discretionary Top Up Grants	0	130	0	0	0	0	0
	Disabled Facilities Grants	521	475	375	375	375	375	375
	Sub total	1,812	1,889	755	1,065	1,300	1,235	645

CAPITAL PROGRAMME 2017/18

Ref	Scheme	2016/17		2017/18	2018/19	2019/20	2020/21	2021/22
		Original Estimate	Latest Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate
		£000	£000	£000	£000	£000	£000	£000
	Communities							
	Capital Grant Funding	48	128	48	48	48	48	48
	Nottinghamshire Cricket Club Grant	90	90	0	0	0	0	0
13	Play Areas - Special Expense	50	50	50	50	50	50	50
	West Park Fencing and Drainage	34	34	0	0	0	0	0
14	West Park Car Park, Access Road, MUGA	0	0	25	0	0	0	0
15	West Park Public Toilet Upgrade	0	0	0	20	0	0	0
16	West Park Sports Pavilion	0	0	0	40	0	0	0
17	West Park Julien Cahn Pavilion	0	0	0	40	0	0	0
18	Gresham Pavilion	0	0	0	35	0	0	0
19	Lutterell Hall	0	0	0	35	0	0	0
20	RCP – Car Park	0	0	90	0	0	0	0
21	Gamston Community Centre	0	0	30	0	0	0	0
	Community Partnership Reward Grants	0	25	0	0	0	0	0
	Sub total	222	327	243	268	98	98	98
	Finance and Corporate Services							
	Rushcliffe School Contribution	90	90	0	0	0	0	0
	NCCC Loan	0	1,300	1,400	0	0	0	0
22	BLC Improvements	165	215	130	159	147	55	10
23	CLC Pool Handling Ventilation System	0	0	0	100	0	0	0
	EGC Upgrade Facilities	0	75	0	0	0	0	0
	Asset Investment Strategy	0	500	3,000	1,800	0	0	0
	Arena Car Park Enhancements	55	55	0	0	0	0	0
	Arena Redevelopment	6,555	10,865	500	0	100	0	0
	Car Park Machines	60	60	0	0	0	0	0
24	West Bridgford Car Park Lighting	0	0	50	0	0	0	0

25	Car Park Lighting Upgrade 18/19	0	0	0	110	0	0	0
26	Bridgford Road/Car Park Resurfacing	0	0	0	220	0	0	0
	Contingency	150	240	190	100	100	100	100
	Sub total	7,075	13,400	5,270	2,489	247	155	110

PROGRAMME TOTAL		18,742	26,650	15,128	6,532	2,041	1,796	1,153
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