

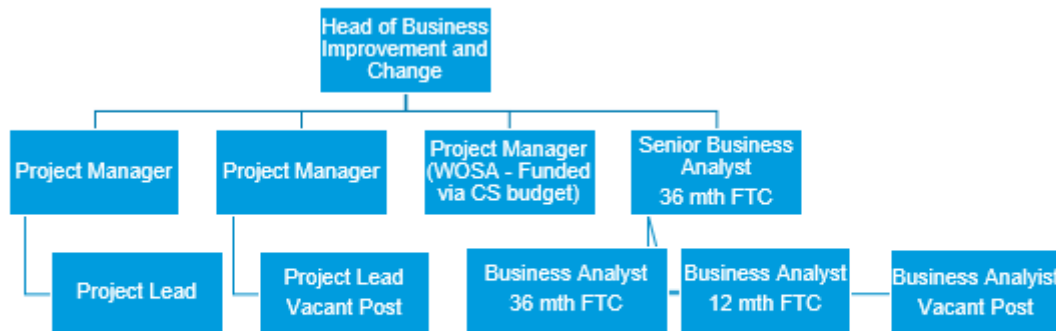
Budget Monitoring – Q2 – Business Improvement and Change

Question:

Business Improvement Team – what are the costs of this and what benefits and cost savings have been delivered by the Team - Matthew Fairclough-Kay/Cllr Carter

Response:

The Business Improvement and Change Team structure is set out below:



Information and Benefits

As a result of a direct recommendation from an LGA Peer Review and using best practice models from other Councils and Local Government Bodies the Council established a Transformation Team in 2016. The original remit of the team was to manage projects and programmes that delivered savings, and/or generated income for the Council. Since its inception the team have enabled multi-million-pound savings for the Council.

In 2020, the Councils 'Transformation Team' was refocused to become the 'Business Improvement and Change Team' - this change took place as it was recognised that the team was being asked to prioritise critical work across the organisation to improve outcomes and service delivery (for example the Children's improvement journey).

As such, the Business and Improvement Change Team's current remit is to strategically manage, lead, and broadcast the delivery of a diverse range of improvement and change initiatives across all departments within the Council.

Examples of the projects that the team are currently managing are as follows:

- Children's Services
 - Improvement Journey
 - Family Hubs
 - Safety Valve
 - Youth Investment Fund
 - Written Statement of Action (WOSA)
 - Liquidlogic reconfiguration
 - Sufficiency Strategy
 - One Children's Services
- Whole Council Redesign
 - Implementation of new CRM (***Please see additional information as below on the CRM programme and the projected benefits of this***)
 - Business Process Re-engineering – being carried out across all services within the Council
 - Future Ways of Working – Including the Town Hall Review
 - Our People Project

- Develop and implementation of an ‘Our People Strategy’ including an Organisational Development Plan, People Management Framework and Workforce Planning.
- Implement a new Applicant Tracking System
- Implement a new staff onboarding system
- Our Organisation Project
 - Our Offer: Define the services that the Council provides, and those which it does not; empowering and enabling residents, businesses and communities to act.
 - Our System: Streamline and standardise the processes by which the Council delivers cost effective services, becoming digital by default.
 - Our Gateway: Provide an effective, efficient and responsive gateway to Council services and external services.
 - Our Performance: To provide and embed a robust, well understood and well used whole council approach to performance and risk management.
- Our Communities Project
 - Engaging: Drive how the Council acts as a community leader, ensuring that as an organisation and as individuals (both members and officers) we reconnect with our community.
 - Enabling: Enable people and communities to more easily access support, information and influence and to act for themselves.
 - Influencing: Raise the profile of Torbay Council, and Torbay as a whole, by taking our ‘seat at the table’ and confidently expressing our asks and offers
- Planning, Housing and Climate Emergency – Service of the future project
- Council Structures Review
- Community Safety Case Management System - Procurement and Implementation, or integration into CRM
- Print – Service of the future project
- Corporate Travel Solutions – Procuring and implementing a staff business travel system and community use opportunities

Budget

The current budget for the Business Improvement and Change Team is **£346,000** (Please note this budget figure is just for the posts identified in the structure chart above – two other members of Council Staff are also paid for from this cost centre although they are not part of this team, therefore figures published elsewhere will be higher – circa £476,000).

The current forecasted annualised costs for the Business Improvement and Change Team are:

| | |
|--|--|
| Staffing (Business Improvement and Change Team only) | £329,900 |
| Agency/Recruitment costs incurred to date (BPR) | £22,120 |
| Miscellaneous costs (mobile phones, expenses etc) | £1,000 |
| Total: | £353,020 |
| Professional Fees | -£10,000 (budget not forecasted to be spent) |
| Grand Total: | £343,020 |

Savings

| Financial Savings for the Business Improvement and Change Team | | | |
|--|-----------------------------------|---------|---------|
| Initiative | 2023/24 | 2024/25 | 2025/26 |
| PLEASE NOTE: Savings/Income opportunities are tracked departmentally except for numbers 1, 2 and 3 as below. | | | |
| 1. CRM Break Even (Saving for project to be achieved over 8 years – total 939,552) | 117,444 | 117,444 | 117,444 |
| 2. Unallocated Redesign Savings | 120,000 | | |
| 3. Transformation Income Target | No Saving | | |
| 4. Parking Redesign | 100,000 | | |
| 5. Payments | 25,000 | | |
| 6. Housing Benefit Administration | 10,000 | | |
| 7. Revenues and Benefits | 50,000 | | |
| 8. Revenues and Benefits – Paperless Billing | 25,000 | | |
| 9. Printing (NB Overspend avoidance is £250,000 pa but this cannot be classified a saving as there is no budget to save against) | 100,000 target 22/23 62,500 | 62,500 | 62,500 |
| 10. Cross Council Performance Resources | 50,000 – Achieved | | |
| 11. New ways of Working (Travel Savings) | 106,900 | | |
| 12. Register of Electors | 10,000 – Achieved | | |

Budget Monitoring – Q2 – Business Improvement and Change – CRM

Question:

CRM – there are substantial risks around CRM, what savings are expected – Matthew Fairclough-Kay/Cllr Carter

Response:

Background

Torbay Council, like other councils, continues to face the ongoing challenge of austerity and is rapidly realising that the opportunities for making savings are diminishing. Within this context, the Council has needed to consider bigger and bolder transformation opportunities to build a sustainable operating model for the 21st century, post COVID-19 whilst also delivering a range of financial and non-financial benefits.

As such the Council's transformation plan (approved at Cabinet in September 2020) set out how we will bring a coherent, joined-up approach to change, that meets the council's priorities as set out in our Community and Corporate Plan, and how we would support the delivery of financial targets in the Medium Term Resource Plan – this programme is called the 'Council Redesign Programme'.

The main objective of the Council Redesign Programme is as follows:

To modernise, simplify and standardise how we work so we can support the communities of Torbay and build a resilient council fit for the future.

To enable us to achieve this objective, it was identified that the Council needed to procure an improved Customer Relationship Management (CRM) system.

A CRM system is an effective and efficient tool which provides an interface with its customers across several delivery channels (face to face, telephone, internet websites, texting and emails). This CRM system will enable customers to receive the same level of service, regardless of how they contact the Council (in person, by phone or by e-mail for example), and it should also mean they do not have to understand the internal workings and structure of the Council in order to get their query actioned. The CRM will include, but not be limited to, delivering an enhanced web portal, a proactive approach utilising a 360 degree view of the customer, a reduction in duplication, and significant improvements in performance reporting.

Savings

The CRM business case was built on a break-even outcome, enabling improvements to customer service without increased cost to the tax payer. It was identified that to break even the CRM project will have to enable **£117,444** of savings per annum (Total to be achieved over 8 years as from 2022– total £939,552).

Savings will come from several areas where the system will provide opportunity, including but not limited to:

- Faster digitalised processes to increase income per year;
- Reduction in resources required for specific processes;
- Ability to detect anomalies and reduction in failure demand costs;
- Reduced duplication cost;
- Fewer licensed software products required to deliver outcomes.

Immediate savings have included £20,000 per annum for iCasework. The current license fee will be replaced by the support and functionality provided to iCasework by the CRM. This represents a £160,000 saving over the 8 year contract duration.

Likewise, £11,100 per annum will be saved for Find My Nearest, totalling £88,800 over the 8 year contract duration.

Other long-term, annual savings will be achieved by retaining or replacing current modules and software, which are to be identified on a case-by-case basis and supported by robust business cases, as approved in the business case.

Our service review activities are identifying and providing us with these opportunities already, even though we are still in BETA discovery. We have identified a potential saving of £200,000 per annum by using the iCasework functionality as a case-management system to replace another case management system currently in use. Civica have confirmed that it is used by some LA's for this purpose – we are currently in the process of exploring this possibility further. This is a prime example of the opportunities that can be found by applying a broad technology capability across our organisation. As can be seen, this saving alone would put us in cost positive position against a break-even business case.