

Report to:	Cabinet
Date:	10 June 2021
Title:	Recovery and Reset
Report of:	Robert Cottrill, Chief Executive
Cabinet member:	Councillor James MacCleary, Leader of the Council, Chair of Cabinet and Cabinet member for regeneration and prosperity Councillor Zoe Nicholson, Deputy leader of the Council and Cabinet member for finance and assets
Ward(s):	All
Purpose of report:	To update on progress of the Recovery and Reset Programme.
Decision type:	Non key
Officer recommendation(s):	To note the progress made with the Recovery and Reset Programme.
Reasons for recommendations:	The Recovery and Reset Programme provides a structured and accountable approach for delivering the level of significant organisational change needed to respond to current and future challenges.
Contact Officer(s):	Name: Jo Harper Post title: Head of Business Planning and Performance E-mail: jo.harper@lewes-eastbourne.gov.uk Telephone number: 01273 085049

1 Introduction

- 1.1 Cabinet will recall that the purpose of the Recovery and Reset programme is to tackle the financial, organisational and district-wide challenges we are facing. These challenges result from the Covid-19 pandemic, the resultant economic climate and the changing needs and demands of our residents, all of which need to be addressed in a sustainable way. The council faces a significant budget shortfall over the next four years (Medium Term Financial Strategy (MTFS) period). The Recovery and Reset Programme (R&R) will deliver changes in the way the council operates which are needed to meet these challenges and to oversee the council's response to the Covid pandemic.

- 1.2 As previously reported, R&R has four pillars; best use of digital, reshaping delivery, best use of assets, and restart. The progress that has been made in each of these areas is set out in the next section of the report.

2 Financial context

- 2.1 When the Recovery and Reset programme was established in the autumn of 2020, it was clear that significant savings would need to be delivered. To this end, Medium Term Financial Strategy (MTFS) set savings targets of £1,200k for 2021/22 and each year thereafter. However, an updated position was set out in as part of the annual budget setting process in February 2021 which has slightly amended this position. The table below sets out the current savings requirements of the programme.

2.2

	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
Original R&R savings target	1,200	1,200	1,200	1,200
Revised savings target as stated in Feb MTFS	600	1,830	1,830	1,830
Potential pay awards		250	250	250
Revised R&R savings target	600	2,080	2,080	2,080

3 Recovery and Reset Progress

- 3.1 Good progress has been made in delivering the Recovery and Reset plans which were agreed by Cabinet in the autumn of 2020.

We have identified and delivered, or projected delivery of, a range of savings against the R&R target, although further work is needed to ensure a balanced budget for 22/23 and beyond. This work will continue during the summer and as part of the usual business and financial planning process, reporting to Cabinet in the autumn.

R&R Portfolio Pillars	21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000
Reshaping Delivery				
RESHAPING TOTAL	121	275	275	275
CONTRACT AJUSTMENT TOTAL	100	200	200	200
Digital				
DIGITAL TOTAL		50	50	50
Assets				
ASSETS TOTAL	90	230	230	230
IDENTIFIED SAVINGS TOTAL	311	755	755	755
REVISED R&R SAVINGS TARGET	(600)	(2,080)	(2,080)	(2,080)
Shortfall - further savings to be identified	289	1,325	1,325	1,325

Some key outcomes of the R&R programme so far have been;

- The new system for 'taking payments at home' has been introduced to ensure safe and secure financial transactions with customers in all working environments.
- The Digital Democracy project is progressing and will deliver at least £50k within the current financial year.
- The project to explore a new Revenues and Benefits system has progressed to meeting with potential suppliers.
- The pilot to automate a number of processes has been a success and areas of search for additional automation are being explored.
- A digital strategy is being prepared to steer the council's use of digital technology in the future.
- A number of service reshaping exercises have been undertaken in different parts of the organisation which have delivered savings which in the current financial year will amount to over £100k and £275k in future years without degradation of service.
- A review of the capital programme was completed ahead of the annual budget process.
- An asset review has also been completed which has identified both savings and community wealth building opportunities.
- A review of the council-owned Companies has started and, again will result in proposals for Cabinet to consider in due course.
- The covid community hub helpline continues to operate, but has experienced a very low level of activity in recent months
- Positive feedback from staff has been received, through the staff wellbeing survey, to the new hybrid working style enabling a reduced office space requirement
- The council continues to focus on how it can support social and economic recovery going forward.

4 Community Wealth Building

- 4.1 A report elsewhere on this agenda provides a full update on the council's activities to progress community wealth building in the district. The R&R management team continues to ensure that community wealth principles are applied across all aspects of the R&R programme.

5 Consultation

- 5.1 There are no proposals in this report which require formal consultation to be undertaken.

6 Corporate plan and council policies

- 6.1 The proposals in this report support the councils' long term strategic aims as set out in the Corporate Plan and associated policies.

7 Financial appraisal

- 7.1 The table in section 3.1 of the report shows that progress is being made to meet the target savings. However, there is still a gap of £289k in the current financial year and over £1.3m in future years. It is essential that further savings are identified in order to ensure a balanced budget can be achieved in future years, and also that the current year remains balanced without having to draw on reserves.

8 Legal implications

- 8.1 This report is for noting only, and there are no legal implications arising directly from it.

Lawyer consulted 10.05.21

Legal ref: 09830-LDC-OD

9 Risk management implications

- 9.1 The risks within R&R are regularly assessed and managed as part of the R&R and project management activities. The identification and management of any significant risks in relation to the programme will be reported to CMT and the R&R Member Board, along with mitigation plans to address them.

10 Equality analysis

- 10.1 There are specific no proposals in this report which require an equality and fairness analysis to be undertaken. However, the Equalities Stakeholder Group for Lewes and Eastbourne is regularly updated on progress with the R&R programme and equality analyses are undertaken for all staff reshaping exercises.

11 Environmental sustainability implications

- 11.1 The proposals in this report do not adversely impact on the councils' long term carbon reduction aims, as set out in the LDC Climate Change and Sustainability Strategy.

12 Contribution to Community Wealth Building

- 12.1 See para 4 above.

13 Appendices

None

14 Background papers

None