

Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member of Resources)	Executive Cabinet	25 March 2021

Chorley Council Transformation Strategy

Purpose of report

1. To present the Transformation Strategy 2021 – 2024 for Executive Cabinet approval.

Recommendation(s)

2. To approve the refreshed Transformation Strategy 2021 – 2024.

Executive summary of report

3. This report presents the refresh of the 2016 Transformation Strategy which realigns the strategy and programme with the current context and future priorities.
4. The purpose of the Transformation Strategy is to be the framework through which overarching change programmes for the Council will be effectively co-ordinated and managed.
5. The key themes of this strategy are around how the Council is reshaping the workforce, workplace and ways of working to achieve sustainability, making the best use of technology to deliver efficiency and inform service delivery with the aim of being in the best position to take advantage of commercial investments and income generation opportunities to support the financial base.

Confidential report Please bold as appropriate	Yes	No
--	-----	-----------

Key Decision? Please bold as appropriate	Yes	No
--	-----	-----------

Reasons for recommendation(s) **(If the recommendations are accepted)**

6. To approve the refreshed Transformation Strategy 2021 – 2024.

Alternative options considered and rejected

7. To continue using the Transformation Strategy 2016. While many of the themes of the 2016

strategy remain, the context around these themes has changed, and without this refresh the strategy would fail to realign the priorities and programme of work with the current context.

Corporate priorities

8. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy homes and communities		An ambitious council that does more to meet the needs of residents and the local area	x

Background

9. The established transformation programme has been crucial to bridging the budget gap and has so far delivered over £4m in savings and additional income since 2014/15. While delivering cashable savings and supporting the Medium-Term Financial Strategy has been a key driver for transformation at Chorley, delivering organisational change and behaviour change is becoming a greater focus.
10. There is an existing Transformation Strategy which was formulated in 2016. Many of the themes of the 2016 strategy remain, such as sustainability, financial uncertainty, public service integration and providing efficient services for our residents. However, the context has changed, and this refresh of the strategy aims to realign the priorities and programme of work taking into account the impact of the pandemic, peer review and wider lessons learned including improving communication around change.
11. The Council continues to face financial uncertainty and challenges to balance the budget. There is significant uncertainty regarding the level of retained business rates income and the fair funding review and a key challenge around responding to LCC budget cuts. There remains a forecast £1.7m budget gap by 2023/24 and transformation strategy seeks to address this through a programme of budget savings and additional income generated through capital investments.
12. The COVID-19 pandemic has also served to catalyse and accelerate organisational changes to Council operations and services including opportunities for agile working, the use of the Council's assets and further increasing digital take up of council services.

The Transformation Strategy

13. The role of transformation is to bring together all the different elements of change such as culture, systems, people, core processes, leadership and strategy to deliver improvement. Overall, this change aims to position the Council to be sustainable, deliver the aims of the Medium-Term Financial Strategy and the corporate priorities.
14. The purpose of the Transformation Strategy is to be the framework through which overarching change programmes for the Council will be effectively co-ordinated and managed.
15. The key themes of transformation at Chorley will be around how we are reshaping the workforce, workplace and ways of working to achieve sustainability, making the best use of technology to deliver efficiency and inform service delivery with the aim of being in the best position to take advantage of commercial investments and income generation opportunities to support the financial base.

16. The strategy sets out the following six goals have been identified to demonstrate what the Council will achieve over the next three years:
- Deliver an improved customer experience.
 - Enable greater efficiency across the Council.
 - Improve availability and integration of data to improve service provision and targeted work with our communities.
 - Deliver commercial investments and opportunities to generate income and support the financial base.
 - Deliver improved internal communications especially around change.
 - Develop and enhance organisational culture including empowering leadership at all levels and developing a strong agile culture.
17. To achieve these goals there are key actions, key projects that form the transformation programme and key governance mechanisms; all of which will enable the Council to deliver transformation and change over the next three years. It will be crucial across all aspects to engage the Council's staff, utilise internal communications and develop staff to ensure the transformation strategy and programme is embedded and the Council's workforce are equipped to deliver it.

Implications of report

18. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	x	Policy and Communications	

19. Key risk would be that the current strategy would fail to realign the priorities and programme of work with the current context if the refreshed strategy is not approved.

Comments of the Statutory Finance Officer

20. As outlined in the report one of the purposes of the Transformation Strategy is to enable the council to deliver the aims of the Medium-Term Financial Strategy. The council has possible savings targets of over £1.7m by 2023/24.

Comments of the Monitoring Officer

21. There are no comments.

Chris Sinnott
Deputy Chief Executive

Report Author	Ext	Date
Rebecca Aziz-Brook	5348	10.03.2021