

## Executive 23<sup>rd</sup> December 2021

<b>Report Title</b>	<b>Transformation Plan and Progress</b>
<b>Report Author</b>	Lisa Hyde, Director of Transformation
<b>Executive Member</b>	Cllr Lloyd Bunday, Executive Member for Finance and Transformation

<b>Key Decision</b>	<input type="checkbox"/> <input checked="" type="checkbox"/> No
<b>Is the decision eligible for call-in by Scrutiny?</b>	<input type="checkbox"/> <input checked="" type="checkbox"/> No
<b>Are there public sector equality duty implications?</b>	<input type="checkbox"/> <input checked="" type="checkbox"/> No
<b>Does the report contain confidential or exempt information (whether in appendices or not)?</b>	<input type="checkbox"/> <input checked="" type="checkbox"/> No
<b>Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972</b>	N/A

### List of Appendices

**Appendix A** – Transformation Strategy 2021/23

**Appendix B** – Transformation Plan 2021-23; projects and benefits

**Appendix C** – Disaggregation timetable 21/22 - 22/23

**Appendix D** – Transformation Project Proposal Plan 2022-25

### 1. Purpose of Report

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- 1.1. Present North Northamptonshire's transformation progress and context since 1<sup>st</sup> April 2021.
- 1.2. Define the Transformation Plan aims, objectives and benefit themes, which will shape future plans.
- 1.3. To present the Transformation Project Proposal Plan 2022-25.
- 1.4. To set out the timetable for consultation and engagement.

## 2. Executive Summary

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- 2.1 This report provides the background context to the transformation activity which has and is being prioritised across the Council in 2021/2022 and sets out the transformation plan to deliver against the Council's commitments as outlined in the Corporate Plan.
- 2.2 It is for members to note the progress to date in relation to the three transformation programmes areas which are represented within **Appendix A - 'Transformation Strategy 2021/23'** and the associated benefits realised and in progress as outlined within **Appendix B – Transformation Plan 21-23; Projects and Benefits**
- 2.3 This report presents the Transformation Project Proposal Plan 2022-25, cocreated with the service areas and Finance, to contribute to the transformation of the organisation and its financial sustainability. The Transformation Project Proposal Plan is a living document and will be under constant review to ensure the organisation is meeting its priorities in delivering fundamental improvement where most needed for our customers and the council.
- 2.4 Transformation activity does not occur in isolation, this report looks to demonstrate the key strategic linkages across the council, specifically in relation to supporting the delivery of the Medium-Term Financial Plan (MTFP).

## 3. Recommendations

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- 3.1. It is recommended that the Executive:
- a) Note the Transformation Programme progress to date
  - b) Approve the five Transformation Benefit Themes as set out in section 5.3 that will drive and focus the Transformation Plan 2022-25
  - c) Endorse the draft Transformation Project Proposal Plan 2022 – 25, as set out in Appendix D
  - d) Approve the proposed timetable for consultation as set out in section 7.5.4 of the report

### 3.2. Reason for Recommendations –

- The option proposed aligns with local government reform and transformation outcomes
- Proposed recommendation aligns and is consistent with the transformational activity and assumptions reflected within the Medium-Term Financial Plan
- The Council and its customers will receive the maximum benefit from the option proposed

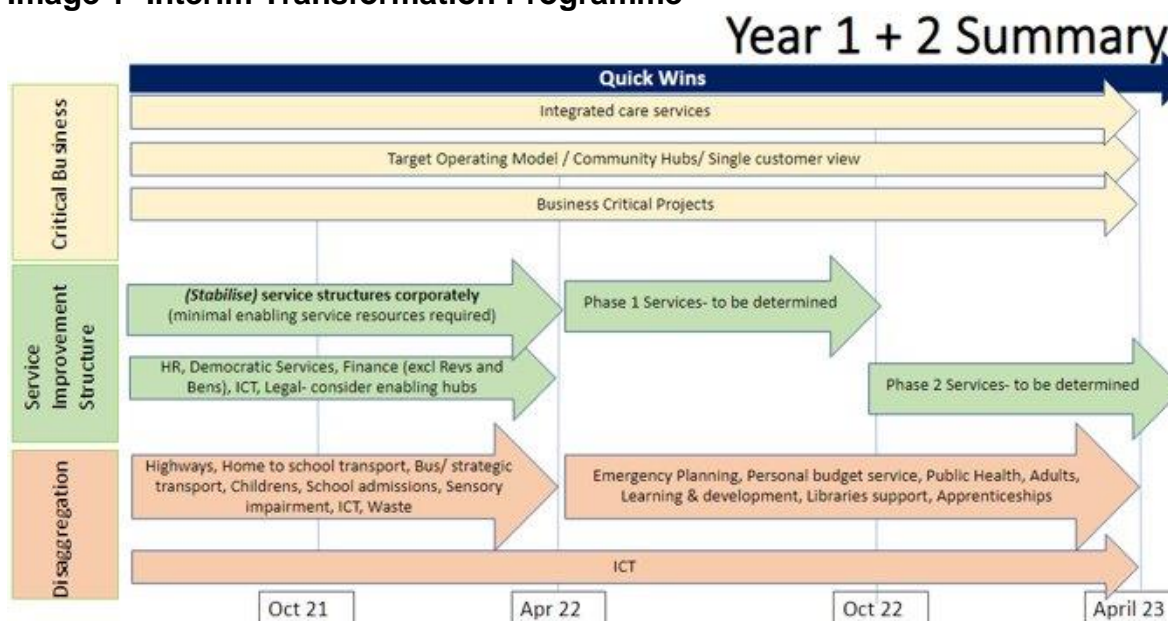
## 4. Report Background

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- 4.1. A key strategic driver of the Local Government Reorganisation (LGR) process across Northamptonshire was the chance to reimagine local government, the way it provides services and its relationship with the community, as well as being more efficient and financially stable through transformation savings. LGR was reset and reprofiled to April 2021 following the outbreak of the global COVID 19 pandemic to be 'Safe and Legal Plus' for Vesting Day on 1<sup>st</sup> April 2021. This meant transformation activities were reprioritised and some carried over to be completed after Vesting Day, this includes disaggregation of previously county-wide services which is following an agreed timetable (**see Appendix C - Disaggregation timetable 21/22 -22/23**).
- 4.2. In February 2021 at Shadow Executive, a set of Service Design Principles was agreed by the Transformation Task and Finish Group (see Background Papers), which have formed the basis of the Transformation Programme.
- Ensure there is one stop customer resolution
  - Be co-designed with partners involved in service modelling
  - Always use quality data and information (to support business cases)
  - Decision making should be made with and around the residents and may not always be cost cutting
  - Be supported and aligned with ICT investment
  - Ensure that ICT systems are integrated
  - Use the most appropriate method of communication, digital and face to face.
- 4.3. Transformation can, over time, deliver significant savings which supports the Council to inform and deliver a robust Medium-Term Financial Plan (MTFP), however at the core of North Northamptonshire Council's transformation activity is a drive for ambitious improvements which ensures our customers and residents experience accessible services they want and need efficiently and effectively.
- 4.4. From April 2021 an interim Transformation Programme 2021-2023 was developed with three programme areas. The Transformation team resource are working across these programmes alongside colleagues from service areas:

- 4.4.1. **Disaggregation** - Working with our counterparts in West Northamptonshire Council to manage and coordinate the operational realities of disaggregating over 20 services over the next 2 years.
- 4.4.2. **Service Improvement Structures** - Supporting the critical work to stabilise services, this includes prioritising the “enabling functions”. These are the corporate services, namely, Human Resources, Finance, Legal & Democratic, ICT, Accommodation and Communications.
- 4.4.3. **Critical Business** - There are several projects which were either inflight when the unitary was formed or needed to be delivered within 2021/22, due to key dependencies, such as, statutory obligation, contract period or legal requirement.
- 4.5. Below *Image 1* shows the interim Transformation Programme 2021-23 that was endorsed by the Member Transformation Board on 28th June 2021. The strategy on a page (**Appendix A**) has been the guiding document whilst the Council develops the Transformation Plan further around these three key programmes.

**Image 1- Interim Transformation Programme**



- 4.6. What the Council has already achieved and has been working on can be seen in **Appendix B**. This highlights the variety of activity, the non-cashable benefits, the scale of the work completed, and what is currently underway.
- 4.7. **Transformation Plan**
  - 4.7.1. The development of the North Northamptonshire Council’s Corporate Plan and associated Service Plans and Strategies, means that the Council is now at the phase where it can scope, design, and create the

Transformation Plan 2022-2025 for the Council, establishing the short, medium, and long-term opportunities to support services.

4.8 As referenced within the Budget Strategy Process 2022/23 report which was approved at Executive on 18<sup>th</sup> November 2021; when the 2021/22 budget was set, there was an indicative financial gap over the three years 2022/23 to 2024/25 as set out in the MTFP; covered in the finance report (agenda item for this meeting). There is always a need to improve efficiency and review existing budgets, and service transformation is a critical element in setting and delivering a balanced budget.

4.9 This will require the Council to identify where business processes can be made more efficient and to establish opportunities to increase income. Transformation is about reducing costs, reimagining, and designing the delivery of effective and efficient services, doing different things, and also identifying how the Council can optimise opportunities to deliver modern public services.

#### 4.10 **Vision**

4.11 The corporate vision; *“North Northamptonshire: A place where everyone has the best opportunities and quality of life”* and the Council’s six Key Commitments (referenced in section 7.3.1) underpin all the transformation activity. The Council defines transformation; as a process of improving the customer journey and council’s business activities through the modifications of policies, procedures, and processes, to move the council from an “as is” state to a “to be” state.

4.12 Transformation is important to the organisation and the Council’s aim is that it will enable the Council to: Embrace growth, innovate, improve, drive, and deliver great public services which are valued by residents, whilst remaining financially sustainable. It is not just about doing things differently; it is about doing different things.

#### 4.13 **Our objectives**

- Innovative and efficient services which are valued by our residents
- Maximised use of our assets, skills, knowledge, and technology to drive growth and improve services
- Support the organisation in delivering 'modern public services' and meeting the service area objectives through transforming together
- Supporting a financially sustainable organisation fit for the future

## **5 Issues and Choices**

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### **5.1 Transformation Plan 2022-25**

5.2 As referred to within the Budget Strategy Process 2022/23 report. It is important that budget managers continue to scrutinise their budgets and

transformational activity to ensure that services are delivered as efficiently and effectively as possible.

- 5.3 The Transformation Plan and project activity focuses on supporting the delivery of benefits, both cashable and non-cashable. The following five Transformation Benefit Themes will be used to articulate and demonstrate where benefits are either being realised and/or where services have an opportunity to explore innovative solutions to improve service delivery.

<b>Benefit Theme</b>	<b>Definition</b>	<b>Example</b>
<b>Income Optimisation</b>	Maximising opportunities to deliver new or increased income	<ul style="list-style-type: none"> <li>• Trading existing skills &amp; resources</li> <li>• Revising Fees &amp; Charges</li> </ul>
<b>Rationalisation</b>	Reducing and/removing multiple entities / processes	<ul style="list-style-type: none"> <li>• Corporate asset reduction</li> <li>• Streamline processes</li> </ul>
<b>Service Improvement / Design</b>	Innovating and reimagining service delivery for the benefit of the customer	<ul style="list-style-type: none"> <li>• Digitalisation of process</li> <li>• Community Hubs</li> </ul>
<b>Service Structures</b>	Ensuring the right resource, skill set, and tools are operating with the desired culture	<ul style="list-style-type: none"> <li>• Centres of excellence</li> <li>• Implementation of the 'How we Work Strategy'</li> </ul>
<b>Disaggregation</b>	Splitting former county council services as per the task and finish timeline (see <i>Appendix C</i> )	<ul style="list-style-type: none"> <li>• IT, Digital &amp; Technology</li> <li>• Public Health</li> <li>• Highways &amp; Transport</li> </ul>

- 5.4 See **Appendix D** for the transformation project proposal plan that will contribute to the financial sustainability of the Council as referenced within the MTFP. As well as improve and transform the customer journey. More work on developing the options and business cases for the proposed projects will be undertaken to inform the ongoing review of the MTFP.

- 5.5 It is for Members to note that project proposals are required to follow a business case development and governance process prior to being considered as approved saving / improvement contributions.

#### 5.6 **Consultation**

- 5.7 The Transformation Service Design Principles were agreed by Executive on 15<sup>th</sup> July 2021, which has informed the approach (see background papers).

- 5.8 Internal governance processes have been followed across all Council services from September to November 2021 to inform the budget setting process. Opportunities for transformation activities going forwards have been identified as part of this process. The outcomes from these sessions are helping inform and cocreate the Transformation Plan 2022-25.

- 5.9 Alongside the Transformation Plan the Council will develop a Communication Plan to ensure it consults, engages, and informs all key stakeholders. There will be opportunities to work with members of the public, councillors, partners, and businesses to co-create services as the Council transforms.
- 5.10 To ensure the Transformation Plan aligns to the Budget setting process it will follow a similar timeline of consultation.
- 5.11 Transformation Plan 2022-25 Consultation / Engagement Timetable:

23 <sup>rd</sup> December 2021	Transformation Plan & Progress report to Executive
January / February 2022	Member Transformation Sessions
28 <sup>th</sup> February 2022	Transformation Programme 2022-25 presented for consideration to the Service Delivery, Performance and Customers Executive Advisory Panel
17 <sup>th</sup> March 2022	Transformation Programme 2022-25 presented for approval to Executive
Quarterly	Members Transformation Update Newsletter

## **6. Next Steps**

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- 6.1 It is imperative that the formation of the Transformation Plan 2022-2025 aligns and is integrated within setting the budget on an ongoing basis. This will result in the Transformation Plan 2022 – 2025 returning to the Executive on 17<sup>th</sup> March 2022 for approval.

## **7 Implications (including financial implications)**

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### **7.1 Resources and Financial**

- 7.1.1 The implementation of the Transformation Plan will require multiple funding streams; however, it is not proposed at this stage to consider these in any detail (aspects have been identified through the budget setting process). All decisions on transformation projects resulting from the Plan will require robust business cases. These project business cases will detail the financial implications and follow the required corporate governance process. In addition, benefits identification, estimation, and realisation will also be captured, monitored, and reported against delivery.
- 7.1.2 The Transformation Team has an establishment resource of 35 FTE employees, all of whom are assigned to enable and support transformational activity across the Council. Therefore, in the main transformation resource requirement for the proposed Transformation Plan will be met from within existing budgets. Where resource requirement exceeds the capacity of the service (be that in terms of skill set or resource capacity) the case for

additional resource will be set out within the specific project business case. It is acknowledged that demand on the 'enabling support' services may go above 'business as usual' and this will be monitored in relation to capacity.

- 7.1.3 Due to capacity and resource constraints, there may be a requirement throughout the delivery of the transformation plan to consider suitable prioritisation, where this is to be considered it will be reported and approved via the required internal governance process.

## **7.2 Legal and Governance**

- 7.2.1 There are no direct legal implications arising from the proposals contained within this report. Legal implications for each transformation project will be considered as part of the business case alongside other 'enabling resource'.

## **7.3 Relevant Policies and Plans**

- 7.3.1 As set out in the Corporate Plan, which was agreed at Executive on 18<sup>th</sup> November 2021, the corporate vision; *"North Northamptonshire: A place where everyone has the best opportunities and quality of life"* and the Council's six Key Commitments; 1. Active, fulfilled lives, 2. Better, brighter futures, 3. Safe and thriving places, 4. Greener sustainable environment, 5. Connected communities and 6. Modern public services, have set the backdrop of our transformation aims and objectives, which are outlined in 4.12 and 4.13
- 7.3.2 The project proposals included within the Transformation Plan 2022–25 (Appendix D) have been developed in collaboration with service areas and aligns to the relevant service area plans and priorities.
- 7.3.3 As part of the business case development for individual projects there is a requirement to set out the alignment to corporate policies and plans which are relevant to the matter, as well as set out clearly the anticipated benefits, both cashable and non-cashable.
- 7.3.4 Having a clear and robust Transformation Plan will contribute to the Councils financial stability and ensuring we provide high quality modern public services that are efficient and effective for our communities.

## **7.4 Risk**

- 7.4.1 There is the risk the Transformation Plan is over ambitious for the resources available. This will be monitored regularly through the highlight reports and reported to the Members Transformation Board if changes are required to reset / reprofile the programme. Where there is a budgetary impact, this will be reported to the Director of Transformation, associated Executive Director and the Section 151 Officer.



7.4.2 There is a risk that the Plan does not meet the expected savings and deliver the fundamental change. The Transformation Plan has strong governance and will be monitored regularly through the Officers and Members Transformation Board. It is a live document and is agile, enabling it to be reprofiled and reviewed to ensure we deliver on the priorities and contribute to the financial sustainability of the Council.

7.4.3 Covid19 could still pose a risk in delivering the Transformation Plan, in relation to the availability of resources, supplies, and services and other external influences. Regular monitoring, risk reporting and project governance is in place to manage this.

## **7.5 Consultation**

7.5.1 Consultation is contained within the report.

## **7.6 Consideration by Executive Advisory Panel**

7.6.1 It is proposed that the Service Delivery, Performance and Customers Executive Advisory Panel will consider the Transformation Programme on 28<sup>th</sup> February 2022, prior to the Transformation Programme 2022-25 being considered at Executive for approval.

## **7.7 Consideration by Scrutiny**

7.7.1 As part of the budget consultation process the Finance and Resources Scrutiny Committee will consider the savings, which the Transformation Plan will contribute to delivering, as part of their scrutiny process. This will feed back into the Transformation Plan.

## **7.8 Equality Implications**

7.8.1 None directly from this report. All transformation projects will consider the equality implications and the nine protected characteristics, to ensure the aims of the General Equality Duty is adhered to. Where required an equality impact assessment will be completed.

## **7.9 Climate Impact**

7.9.1 The environmental impact on any transformation activity will be highlighted through the business cases. Where there are opportunities to reduce our impact on the planet, we will pursue these, and they will be captured in the benefits realisation.

## **7.10 Community Impact**

- 7.10.1 Impact analysis will be completed for each business case to identify the community impacts from the transformation activity.

## **7.11 Crime and Disorder Impact**

- 7.11.1 None directly from this report. Projects will consider the crime and disorder implications arising from any recommendations that are proposed.

## **8 Background Papers**

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- 8.1 Task and Finish Group - Meeting of North Northamptonshire Shadow Executive on Wednesday 3<sup>rd</sup> February 2021 - North Northamptonshire Council ([modern.gov.co.uk](http://modern.gov.co.uk))
- 8.2 Budget Strategy Process 2022/23 report. Item 6 Agenda for Executive on Thursday 18<sup>th</sup> November 2021, 9.00 am - North Northamptonshire Council ([modern.gov.co.uk](http://modern.gov.co.uk))
- 8.3 Corporate Plan Item 13 Agenda for Executive on Thursday 18<sup>th</sup> November 2021, 9.00 am - North Northamptonshire Council ([modern.gov.co.uk](http://modern.gov.co.uk))