

Appendix D - Transformation Project Proposal Plan 2022-2025 (DRAFT)

- Corporate Plan Priorities
1. Active Fulfilled Lives – Helping people live healthier, more active, independent and fulfilled lives
 2. Better Brighter Future - Caring for our young people, providing them with a high quality education and opportunities to help them flourish
 3. Safe and Thriving Places - Support a thriving and successful economy and a great place to live, learn, work and visit
 4. Green Sustainable Environment - Taking a lead on improving the green environment, making the area more sustainable for generations to come
 5. Connected Communities - Engaging and empowering our communities so they are able to shape their lives and area where they live
 6. Modern Public Services - Providing efficient, effective and affordable services that make a real difference to all our local communities

Benefit Theme	Directorate	Project proposal / Project Grouping	Corporate Plan Priorities	Customer Benefits	Other financial/non-financial benefit(s), including climate
Disaggregation	Adults	Adults Personal Budget Service (PBSS)	1, 6	Providing a full locally based advice and support service to recipients of Direct Payments including adults, children and families	Compliance to statutory requirements
Disaggregation	Adults	Community Liaison	1, 6		
Disaggregation	Adults	Deprivation of Liberty Safeguards (DOLS)	1, 6	More efficient and timely service through process changes following disaggregation	Potential to reduce time and resources to reduce costs/ reallocate
Disaggregation	Adults	Director of Public Health	6	NNC singular provision of the DPH role, which is Accountable for the Public Health Grant, which requires stringent adherence to specified conditions - ensuring that services best meets the needs of the local population.	Compliance to statutory requirements
Disaggregation	Adults	Learning, Independence, Volunteering and Employment (LIVE)	1, 6	Locally based teams will reduce customer need for current and future intervention and specialist services and increase customers' economic and financial independence through gaining paid employment.	Better resource management; NNC service area gain an enhanced understanding of the community it serves
Disaggregation	Adults	Libraries Support Services	1, 2, 6	Localised support services focused on supporting delivery of a comprehensive and efficient library service and enabling a community hub focus	
Disaggregation	Adults	Public Health Management, Commissioning & Admin	6	Localised service tailored to local demographics to ensure better life outcomes for customers	Compliance to statutory requirements
Disaggregation	Adults	Public Health Provider Services Wellbeing	6	Localised service tailored to local demographics to ensure better life outcomes for customers	Compliance to statutory requirements
Disaggregation	Adults	School Swim Service	2, 6	Provision of a service to schools to allow them to provide statutory swimming and water safety elements of national curriculum	
Disaggregation	Adults	Visual Impairment Services	1, 6	Once disaggregated the service can review and improve processes for the customers	
Income Optimisation	Adults	Business Plan - Gallery, Library and Museum (GLaM)	1, 3, 5	Wider and improved service offering, visitor / tourist destination. Improved delivery of community & cultural offer	Efficient and effective offer. Income generation opportunities realised. Supports Kettering Town Centre regeneration and provision of a visitor destination within Northants. Attractor of wider investment into the unitary area
Income Optimisation	Adults	Debt recovery- Recovery of monies owed	6	Skills for independent living. Use of public money	Recovery of money through financial contributions.
Service Improvement / Redesign	Adults	Care Home Review	1, 6	Better customer experience and service	Reduction in longer term costs - cost avoidance
Service Improvement / Redesign	Adults	Disability Facilities Grants review	1, 3, 5, 6	Improved service delivery and reduction in time accessing support	Maximises the utilisation of the grant and supports cost avoidance
Service Improvement / Redesign	Adults	Extracare review	1	Quality of life. Maintaining independence	Cost avoidance- to reduce higher cost health service demand
Service Improvement / Redesign	Adults	Front door diversion- Increasing VCS partnership working	1	Maximising independence and control	Cost avoidance
Service Improvement / Redesign	Adults	Future operating model for day services	1, 6	Better customer experience and service	Reduction in longer term costs - cost avoidance

Service Improvement / Redesign	Adults	Rapid Response - providing support following falls in the home to reduce hospital admissions and likelihood of long term social care.	6	Better customer experience and service. Reduction in the need to visit hospital	Cost avoidance - to reduce higher cost health service demand
Service Improvement / Redesign	Adults	Transformation of Adults pathways and processes to ensure focus on client outcomes	1	Best practice approaches reduce delays and better customer experience	Better decision making, reduce spend
Service Improvement / Redesign, Rationalisation, Income	Adults	Future delivery model for delivery of Leisure Services	1, 2, 3, 5, 6	Improved facilities and leisure offer, improved accessibility and health and wellbeing	Health and Wellbeing, more resilient communities, reduction in demand in health and care services. Inform Council decision making on future operating models for leisure services which could result in cost reductions and increased income opportunities
Service Improvement / Redesign, Rationalisation, Income	Adults	Integrated IT - Housing services	3, 6	Consistency of offer and service across the two HRA areas, improved and efficient use of resources and management of information	Single contracts, single view of housing management, improved housing income management, improved performance information and monitoring
Service Improvement / Redesign, Rationalisation	Adults	Anti-social behaviour (ASB) review and restructure of Community Safety services (aggregation)	1, 2, 3, 5, 6	Clearer expectations of how ASB cases are managed, consistent best practice, right resources in right place at right time	Reduction in crime and ASB
Service Improvement / Redesign, Rationalisation	Adults	CCTV infrastructure and service delivery	3, 5, 6	Improved perception of safety, improved service delivery through consistency, cameras being in the right place, effectively monitored by qualified and experienced staff	Reduction in crime and ASB, reduction in revenue costs through invest to save programme
Service Improvement / Redesign, Rationalisation	Adults	Housing Property Stores review	3, 6	Improved service to tenants. Reduced time and economies of scale.	Improved service to tenants. Reduced time. Shared procurement
Service Improvement / Redesign, Rationalisation	Adults	Housing Revenue Accounts aggregation	3, 6	Consistency of offer and service across the two HRA areas, improved and efficient use of resources	The savings are not so much from bringing the Accounts together but from how the services they fund are aggregated for future delivery
Service Improvement / Redesign, Rationalisation	Adults	Housing Strategy and Solutions Service (aggregation)	1, 3, 6	Consistency of offer and service across North Northants, reduction in rough sleeping, homelessness and delays in processing housing applications for vulnerable residents	Potential rationalisation of management levels
Service Improvement / Redesign, Rationalisation	Adults	Review and align Out of Hours services for Housing services	5, 6	Improved service delivery and reduction in time accessing support	Bringing both services in house, contract savings, upgrade to infrastructure, reduced maintenance costs and staff time
Service Structure	Chief Executive's Office	Service realignment, harmonisation, streamlined structures	6	Single point of contact for all staff of North Northants regardless of former council area	Economies of scale, resource efficiencies
Disaggregation	Childrens	Childrens and Adults Transport Services	2, 6		
Disaggregation	Childrens	Childrens Education Safeguarding	2, 6	Localised and accountable coordination of services to ensure that children are kept safe and their welfare is promoted	Robust provision of statutory service
Disaggregation	Childrens	Childrens Education Sensory Impairment	2, 6	Localised provision of specialist support for children with hearing, visual or multi-sensory impairments	Robust provision of statutory service
Disaggregation	Childrens	School Admissions	2, 6	Localised service to coordinate admission to primary, junior, and secondary schools, delivered in accordance with statutory national timescales within the School Admissions Code.	Robust provision of statutory service
Disaggregation	Childrens	Special Education Needs and Disability Strategy (IASS)	2, 6		
Rationalisation	Childrens	Review of Alternative Provision placements	2	Better customer experience and service	To be reviewed as part of the discovery/ options appraisal
Service Improvement / Redesign	Childrens	Back on Track Programme implementation	2	Better customer experience and service	To be reviewed as part of the discovery/ options appraisal
Service Improvement / Redesign	Childrens	Case Management System; Review & Management	2, 6	Better customer experience and service	To be reviewed as part of the discovery/ options appraisal
Service Improvement / Redesign	Childrens	Special Education Needs and Disability (SEND): System wide review early intervention & prevention	2, 6	Better customer experience and service	To be reviewed as part of the discovery/ options appraisal
Service Structure	Childrens	Service realignment harmonisation, streamlined structures	6	Single point of contact for all staff of North Northants regardless of former council area	Economies of scale, resource efficiencies
Service Improvement / Redesign	Corporate	Community Hub (Across Organisation)	1, 2, 3, 5, 6	Accessible services where residents require them (physically or online)	Opportunities for efficiencies - joined up working and streamlined processes (i.e. internal referrals)

Service Improvement / Redesign	Corporate	Implementation of How We Work strategy	4, 6	Consistent and clear 'one Front Door' to access Council service. Supports customers able to access services how they want, when they want.	Efficiencies in relation to working methods which could reduce operation costs of council, employer of choice, modern delivery of council services. Reduction in carbon footprint of operations
Service Structure	Corporate	Centres of Excellence (Across Organisation)	6	Reduction in single point of failure, improve service accessibility	Resource efficiencies, reduction in duplication and centralising expertise
Rationalisation	Finance	Revenues and Benefits aggregation (staff structure)	6	Single point of contact for all residents of North Northants regardless of former council area	Economies of scale, single view of all customers
Service Improvement / Redesign	Finance	Revenues and Benefits (single IT system)	6	Single point of contact for all residents of North Northants regardless of former council area	Economies of scale, single view of all customers
Disaggregation	HR, Legal & Democratic	HR Advisory Service- Childrens	6	Support to local education providers that is more attuned to local needs	Non statutory service
Disaggregation	HR, Legal & Democratic	Learning and Development	6	Greater efficiency in managing learning and development needs of public sector workers that in turn results in council wide improvement in competency and service delivery to customers	
Income Optimisation	HR, Legal & Democratic	Registrars- service maximisation	6	Service improvement and experience	Potential to increase income
Rationalisation	HR, Legal & Democratic	Elections print contract	4, 6		Economies of scale when purchasing for one council instead of four separate contracts
Rationalisation	HR, Legal & Democratic	Elections software merge (Xpress)	6	Seamless registration process	Economies of scale e.g. software licences and mailing costs
Rationalisation	HR, Legal & Democratic	Print Room services harmonisation	4, 6	Internal customer improved service and experience	To be reviewed as part of the discovery/ design
Service Improvement / Redesign	HR, Legal & Democratic	Information Governance Case Management System	6	Timely and efficient service response	Potential to review automation of the processes where possible to be more efficient
Disaggregation	Place	Country Parks	6	Single point of contact for all staff of North Northants regardless of former council area	Financial benefits unknown until service redesign process starts
Disaggregation	Place	County Traveller Unit (CTU)	6		No Proposals to Disaggregate existing NTU small team of 2.5 FTE at this current time
Disaggregation	Place	Development Management- adoptions team highways	6	Ensures that new developments are planned and regulated in accordance with local standards	
Disaggregation	Place	Emergency Planning	6	Locally based team focusing on NNC risks/priorities	Team of 9 FTEs as per BIA (85% disagg model) as agreed by CLT delivering saving of £161k against base budget
Disaggregation	Place	Highways Projects	6	Service focused on local needs to ensure identification, design and delivery against local priorities	
Disaggregation	Place	Highways Services Contract Management	6	Robust management of high profile Highways services used by virtually all of the Council's customers and that support the local economy.	
Disaggregation	Place	Network Management	6	Localised management of the highways network to ensure works are coordinated, standards of works are met and disruption is kept to a minimum	
Disaggregation	Place	Parking and Bus Lane enforcement	6	Ensures that safety and accessibility is maintained on the local highways network	Estimated income from Wellingborough Bus Gate, less estimated increase to budget from on and off street parking enforcement costs as part of the hosted service
Disaggregation	Place	Transport Planning, Travel Choices and Public Transport	6	Ensures that local transport policies and provisions meet the needs of local communities	
Disaggregation	Place	Waste Disposal	4, 6	Single team providing and managing waste disposal services, allowing services to be tailored to Council priorities and local needs	Economies of scale
Income Optimisation	Place	Development Sites (Capital Opportunities)	3, 4, 6	Service improvement / social return on investment opportunities realised which supports other areas of the council / service offering	Maximises use of council-owned assets with opportunity for capital receipt gain and/or service offer improvement
Income Optimisation	Place	Review implementation of LED Streetlighting - revenue income/ capital investment	4	Modern, low-maintenance and reliable lighting	Lower running costs and reduced CO2 emissions
Rationalisation	Place	Implementation of Assets Rationalisation strategy	6		Reduce asset-related running costs and CO2 emissions. Capital receipts

Rationalisation	Place	Temporary closure of office buildings	6		Reduction of running costs for underused buildings, energy saving opportunities and refocusing of resources
Rationalisation	Place	Way We Work (relocation to NNC area from One Angel Square)	6	All NNC staff based in North Northants area, more accessible when face to face	Cost pressure 2022/2023 - Modifications to buildings / IT
Service Improvement / Redesign	Place	Corporate Landlord Model (Across Organisation)	3, 4, 6	Single point of contact for all landlord functions/ services	Consistent approach to management, economies of scale, efficient realisation of opportunities
Service Improvement / Redesign	Place	Planning / building control end to end (digitalisation)	5, 6	Single point of contact for all residents of North Northants regardless of former council area	Economies of scale, single view of all customers
Service Improvement / Redesign	Place	Car Parking- review of charging across NNC	4, 6	Standardised approach, simplified for visitors and residents regardless of town	Encourages users to consider alternative methods of transport and supports commitment to reducing car emissions.
Service Improvement / Redesign	Place	Garden Waste - review subscription charging across NNC	4, 6	Standardised and harmonised approach for all residents, regardless of town/village of residence	
Service Structure	Place	Service realignment harmonisation, streamlined structures (regulatory, assets and environment and waste only)	6	Single point of contact for all staff of North Northants regardless of former council area	Economies of scale, resource efficiencies
Disaggregation	Transformation	IT - IT Digital	6	Services are automated more making them quicker, easier and more accurate, reducing customer effort	Potential cost saving/ cost avoidance/ resource reallocation through efficiencies in processes and automation
Disaggregation	Transformation	IT Service Delivery	6	Customers can easily access services	Reduction in environmental impact through using the 'cloud' and reducing servers
Service Improvement / Redesign	Transformation	Single View of the Customer; Telephony / Customer Relationship Management System	5, 6	Streamlined access (single point of entry) - consistent and clear identification of support required. Response times improved. Improved services	Resource efficiencies, improved infrastructure and improved management of customers