

SCRUTINY COMMISSION

29th March 2022

Report Title	Draft Transformation Plan 2022 – 2025; Inspiring Improvement
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Relevant Executive Member	Cllr Lloyd Bunday, Executive Member for Finance and Transformation

List of Appendices

Appendix A – Draft Transformation Plan 2022-25- Inspiring Improvement

Appendix B – Transformation Plan 22-25 Guidance

1. Purpose of Report

- 1.1. To report on the development of the Draft Transformation Plan 22-25- inspiring improvement, linked back to the Council Corporate Plan.
- 1.2. To present the Draft Transformation Plan 22-25 inspiring improvement to the Commission.

2. Executive Summary

- 2.1 This report presents the Draft Transformation Plan 2022-25, cocreated with the service areas, to contribute to the ongoing transformation and financial sustainability of North Northamptonshire Council.
- 2.2 The Transformation Plan is a 'living' document and will be under constant review to ensure the organisation remains agile and responsive to meeting the service priorities and delivering fundamental improvement where most needed for our customers and the Council.
- 2.3 The Draft Transformation Plan identifies the projects where the Transformation Team will support and enable the service areas to deliver their priority projects. It is important to remember each service area also has its own Service Plan, linking back to the Corporate Plan delivering a range of Business as Usual as well as service improvement.

2.4 Transformation activity does not occur in isolation, this report looks to demonstrate the key strategic benefits and linkages across the Council.

3. Recommendations

3.1 It is recommended that the Scrutiny Commission:

- a) Note the Draft Transformation Plan 22-25 inspiring improvement
- b) Note the development of the plan and benefits it will deliver

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

4.1 On 23rd December 2021, the Transformation Project Proposal Plan 2022-25 was presented to and endorsed by Executive (see 7.1 Background Papers), along with the timetable for further consultation and engagement to refine and develop the Plan to present back to Executive – which this report seeks to conclude.

4.2 Since December, the Transformation Team have worked closely with service areas to review, define, and prioritise the projects in consideration with the Council-wide resources, disaggregation requirements and critical business need.

4.3 Following the prioritisation exercise with service areas and corporately; Member workshops were held on 9th and 10th March 2022 to review the draft Plan, focussing on the benefits not the project themselves. In addition, the Executive Advisory Panel - Service Delivery, Performance and Customers were also presented with the draft Plan for consideration on 21st March.

4.4 Project selection and prioritisation is crucial to the effectiveness of delivering transformation across the organisation. The approach and processes to develop this plan have had a clear focus, prioritising projects within four categories agreed with Corporate Leadership Team: In Budget Savings, Critical Business Need, Disaggregation and Political. It is not possible to include all projects in year 1 within limited resources and time. All areas of the Council are involved in supporting the delivery of transformation and therefore the plan needs to be manageable and remain flexible. We believe we have achieved this; however, it is for Members to note, each project scope is currently unknown, and changes made be required as we understand the scale and scope further.

- 4.5 The Transformation Plan also sits alongside the Service Plans which detail the business-as-usual activity and service improvement where Transformation resource is not required. It important we look holistically at what service areas are delivering across these plans.

5. Issues and Choices

- 5.1 Like the Scrutiny Workplan the Transformation Plan has gone through considerable consultation; working with service areas, members transformation board, leadership team and members sessions.
- 5.2 The Draft Plan presented, now includes 75 projects, of which 46 have been prioritised for year 1, these vary in scope and scale. 39 projects are due for delivery this 2022/23, with seven in discovery and design. This is broken into; 18 disaggregation, six service structures, seventeen service improvement/ redesign and five rationalisation/ income generation. Not all the projects requested by the Directorates can be delivered within the Transformation resources available in year 1.
- 5.3 Members workshops were held on 9th and 10th March, with 28 Members in attendance. They were given 26 prioritised projects; excluding disaggregation, service structures and inflight/ critical projects (non-negotiables), such as pay and grading and income management. Members were asked to consider the anticipated outcome / benefit of each project, as well as the aligned corporate key commitment and associated priority category, and then prioritise the top 10 and order them 1–10, with 1 being the highest priority. Whilst the purpose was not for them to decide on which projects should be aligned resource, it sought to gain an understanding of member view and support to influence a suggested further prioritisation of projects.
- 5.3.1 The six projects allocated a '1' (the highest priority) were: Customer Relationship Management (CRM), Community Hubs, Children's case management system, SEND (Special Education Needs and Disability) system wide review, Debt recovery and Transformation of Adults pathway. The conversation around Debt recovery was not regarding the actual project but around the collective approach we should be taking to debt recovery and reducing the risk to people getting into further debt recognising the current and future anticipated economic climate. The projects that got six votes- SEND system wide review. Projects that got 5 votes- CRM and Admissions avoidance. Projects that got 4 votes- Assets Rationalisation Strategy, Debt recovery and Telephony. Projects that got no votes- Deprivation of Liberty Safeguards (DoLS) and Learning, Independence, Volunteering and Employment (LIVE) service reviews and Car Parking
- 5.3.2 All the above have been included in year 1 (2022/23), except: Debt recovery: this was a wider discussion on the nationally increasing cost of living and impact of the external factors that may affect wellbeing of our residents. Community Hubs and Transformation of Adults pathway are reprofiled to year 2 (2023/24), if resources become available through the year 1, this can be considered and reprofiled to commence earlier. Assets rationalisation strategy implementation- is profiled for year 2 as in year 1 the service area will be focusing on the development of the strategy.

- 5.3.3 It should be noted that at this stage we have not conducted a full review of wider enabler resource support allocation, however we will be socialising the draft plan with the Enabler Working Group and have discussed the draft plan with ICT. It is important to also note that we are not assessing resource against Service area capacity – of which all projects will require.
- 5.4 If at any time Transformation resource is deemed critical or requiring prioritisation, we will seek to reprofile / reassess allocation and approval of such will follow the agreed governance route as a Change Control. This will ensure we can remain agile to organisational need.
- 5.5 Image 1. below depicts some of the projects represented on the Draft Transformation Plan within 22/23, how they align to the relevant North Northamptonshire Key Commitments and the anticipated benefit to be realised for our residents. As projects progress and further detailed this can be expanded on to fully represent the overall Transformation Plan, it will also help to inform, monitor, and evaluate the non-cashable benefits realised in future.

Image 1: Transformation Benefits



6. Implications (including financial implications)

6.1 Resources, Financial and Transformation

6.1.1 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.

6.1.2 The Transformation Team has an establishment resource of 36 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.

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

6.2 Legal and Governance

6.2.1 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.'

6.3 Relevant Policies and Plans

6.3.1 As set out in the Corporate Plan, which was agreed at Executive on 18th 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.

6.3.2 The project proposals included within the Transformation Plan 2022–25 (Appendix A) have been developed in collaboration with service areas and aligns to the relevant service area plans and priorities.

6.3.3 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.

6.3.4 Having a clear and robust Transformation Plan will contribute to the Council's financial stability and ensure we provide high quality modern public services that are efficient and effective for our communities.

6.4 Risk

6.4.1 There is the risk the Transformation Plan is overambitious for the resources available. This will be monitored regularly through the Highlight Reports and reported to the Members Transformation Board and Shared Services Joint Committee (where relevant) 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.

6.4.2 There is a risk that the Plan does not deliver the fundamental change and contribute to financial savings. 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 which contribute to the financial sustainability of the Council.

6.4.3 Covid19 or other external influences such as Ukrainian Refugee support could 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.

6.5 Consultation

6.5.1 As set out within this report, relevant consultation has taken place in the form of Service Area cocreation, Member workshops dated 9th and 10th March 2022 and endorsement of the Executive Advisory Panel - Service Delivery, Performance and Customers on 21st March 2022. The output of which has informed and shaped the proposed Transformation Plan 2022-25.

6.6 Equality Implications

6.6.1 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 complete

6.7 Climate Impact

6.7.1 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.

6.8 **Community Impact**

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

6.9 **Crime and Disorder Impact**

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

7. Background Papers

7.1 Transformation Plan and Progress Update [Item 7 – Agenda for Executive on Thursday 23rd December, 2021, 10.00 am – North Northamptonshire Council](#) (modern.gov.co.uk)