

EXECUTIVE

14th April 2022

Report Title	Transformation Plan 2022-25 – Inspiring Improvement
Report Author	Lisa Hyde, Director of Transformation
Lead Member	Cllr Lloyd Bunday, Executive Member for Finance and Transformation

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

List of Appendices

Appendix A – Transformation Plan 2022-25; Inspiring Improvement

Appendix B – Transformation Plan 2022-25 Guidance

1. Purpose of Report

- 1.1. To update Members on the progress to date following the endorsement of the draft Transformation Project Proposal Plan 2022 – 25 at Executive on 23rd December 2021 (*see section 8.1 Background Papers*)
- 1.2. To present and seek approval of the Transformation Plan 2022-25 – Inspiring Improvement.

2. Executive Summary

- 2.1 This report presents the 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 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

- 3.1. It is recommended that the Executive approve the Transformation Plan 2022 – 25 – Inspiring Improvement, as set out in **Appendix A**.

- 3.2. Reasons 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.

- 3.3 Alternative Options Considered:

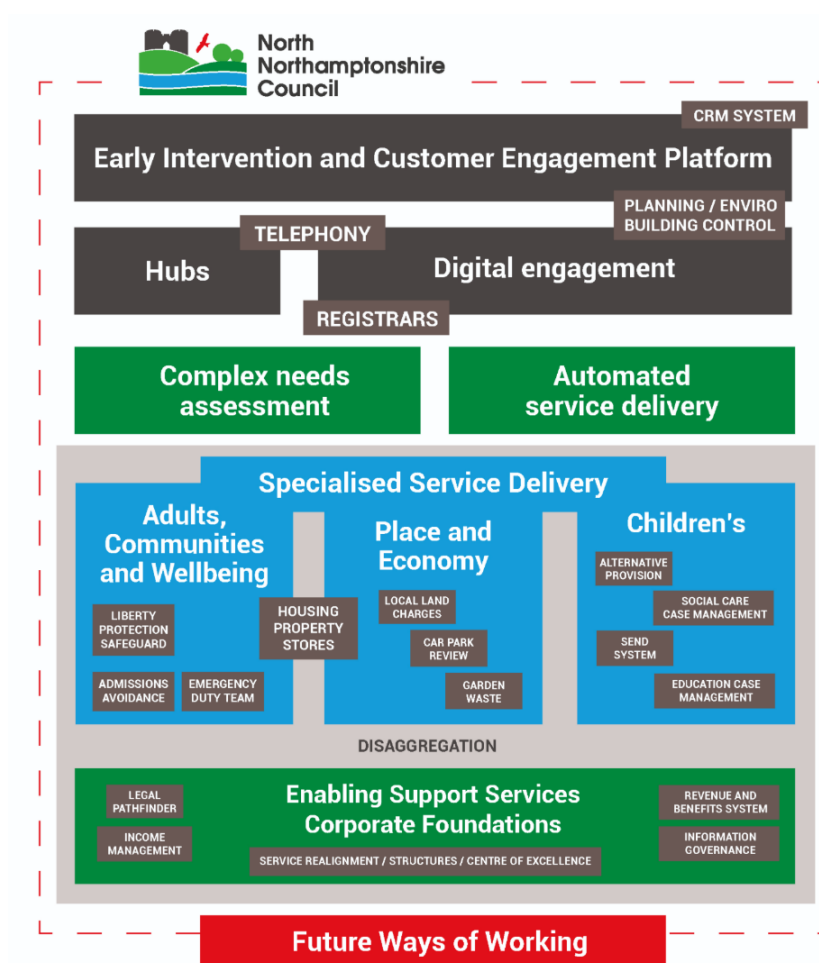
- By not approving the Transformation Plan, the Council would be less able to deliver financial sustainability or realise the benefits that the plan will contribute towards.
- As part of the development of the Plan, there was a range of transformation projects that were considered for prioritisation. During this process officers and members were engaged and consulted, to co-create the final plan presented here. Consideration on the length of the Transformation Plan. It was thought useful to have the plan over three years to provide future direction, pipeline projects and align with the MTFP process. The plan is agile and flexible and will be monitored regularly through the monthly Officers and Members Transformation board where changes can be requested and reviewed

4. Report Background

- 4.1. On 23rd December 2021, the Transformation Project Proposal Plan 2022-25 was presented to and endorsed by Executive (see 8.1 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, which can be seen on the Plan within the column titled 'Priority 22/23', Member workshops were held on 9th and 10th March 2022 to review the draft Plan focussing on the benefits (column titled 'Benefits') the projects and activity will deliver, not the projects themselves. In addition, the Executive Advisory Panel - Service Delivery, Performance and Customers were also presented with the draft Plan for consideration on 21st March 2022.
- 4.4. The plan has taken into account the output of the Scrutiny Conference which took place on 9th October 2021 and subsequent Work Programme which was approved by the Scrutiny Commission on 23rd November 2021 (See section 8.5 Background Papers). Where projects noted on the Transformation Plan are referenced within the Scrutiny Work Programme relevant service areas will proactively utilise the progress, learning and development of the specific projects to update and inform the Scrutiny Commission.
- 4.5. The Plan has also taken into account the MTFP position, which was approved on 10th February 2022 by Executive and ratified on 24th February 2022 by Council (see 8.2 background papers). Where savings have been identified which require the support of Transformation to deliver, these are identified within the Transformation Plan 2022-25 and are highlighted via the associated 'efficiency indicator' on the plan (see **Appendix B** - Transformation Plan Guidance).
- 4.6. The feedback and output following these activities has shaped and developed the Plan presented within **Appendix A** - Transformation Plan 2022-25 – Inspiring Improvement. Image 1. below maps out the projects which have been prioritised for 2022/23 against the backdrop of the organisation. The corporate foundations and enabling support functions sit across the bottom and provide the infrastructure and operational stability, the central area depicts the specialised support services and how they interact with our residents and customers along the top. It is for Members to note the vast array of activity planned across the organisation both in terms of scale and scope.

Image 1 – Transformation Plan 2022/23 - Mapping



- 4.7. The Transformation Plan sits alongside the individual service area Service Plans, which detail the ‘business as usual’ activity and service improvement where Transformation resource is not required. It is important we look holistically at what service areas are delivering across these plans.
- 4.8. 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.

4.9 Vision

The corporate vision; *“North Northamptonshire: A place where everyone has the best opportunities and quality of life”* and the Council’s six Key Commitments underpin all the transformation activity (See section 8.6 Background Papers).

4.10 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 make a fundamental change in the way we provide services, moving the Council from an "as is" state to a "to be" state. Ensuring collaboratively designed services, with the customer at the heart to ensure good service delivery.

4.11 Transformation is important to the organisation and the 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.

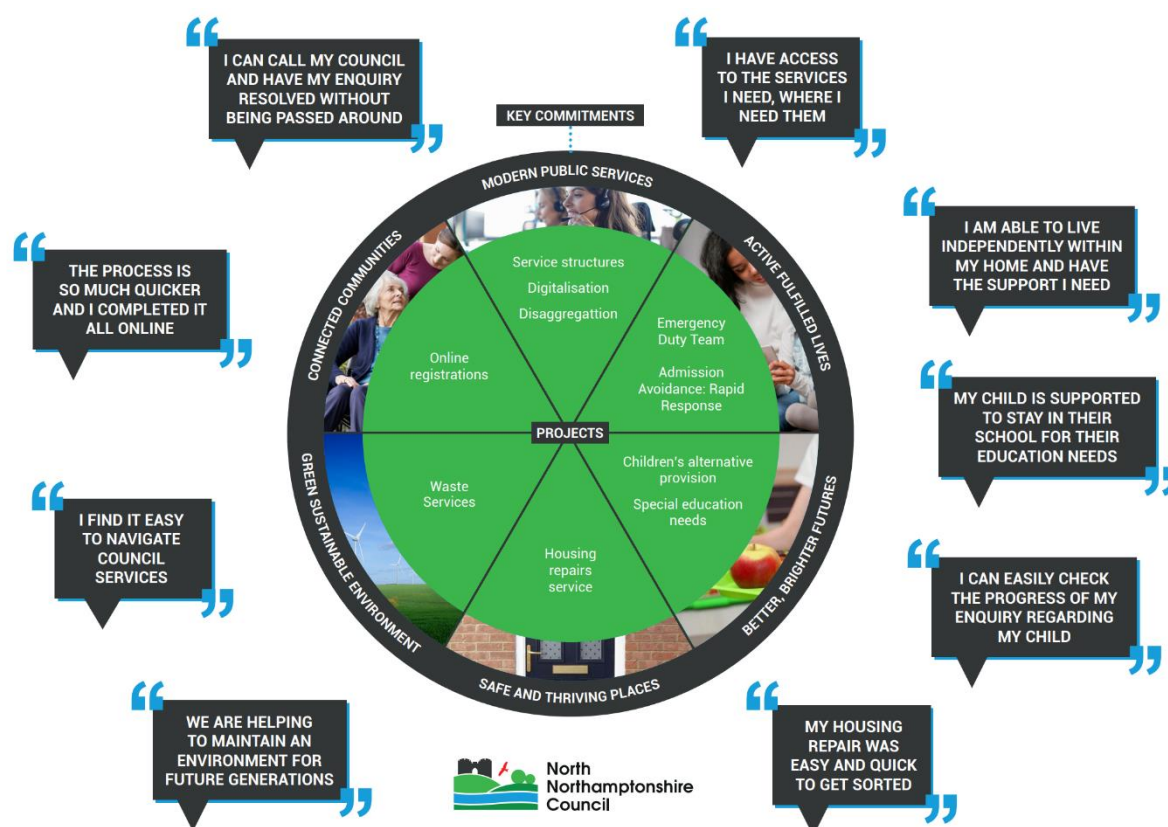
4.12 **Transformation Plan 2022-25 – Inspiring Improvement**

4.13 By delivering this transformation plan the council will change and improve. By 31st March 2023 some of the improvements will include:

- The customer service offering, and customer journey is improved through implementing a single system to manage enquiries and new telephony
- The Council will operate its own services through disaggregating the hosted service areas
- Housing repairs and maintenance for our tenants is improved through property stores processes, suppliers, and operatives merging
- Schools' networks will work together with schools to support children to stay in school through extra provision of support
- Special education needs requests will be processed quicker and communication will be better with parents
- Customers will be able to book online ceremony registrations seamlessly, improving the customer experience
- We will have a consistent approach for all NNC (North Northamptonshire Council) residents on garden waste collection services
- We will be a Council with strong foundations, discovering and designing Transformation for the future
- We will have aggregated systems, processes, and people to be more efficient and effective

4.14 Image 2 below depicts some of the projects represented on the Transformation Plan within 2022/23, how they align to the relevant North Northamptonshire Key Commitments and the anticipated benefit to be realised for our residents. As projects progress and are 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 2



- 4.15 As recognised within the Transformation Plan (**Appendix A**) and set out above there are multiple benefits anticipated from delivering the Plan. It is vital both non-cashable and cashable benefits are appropriately aligned. There has been considerable work corporately and with members to establish this plan to take forward. The Service areas have been instrumental in prioritising their projects and then corporately a holistic view to ensure we deliver the main prioritise for the council as a whole and its communities for 2022/23 onwards.

5 Issues and Choices

- 5.1 As referred to within the Budget Strategy Process 2022/23 report which was approved at Executive on 18th November 2021 (see 8.3 Background Papers), 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.
- 5.2 The Transformation Plan 2022 – 25 and project activity focuses on supporting the delivery of benefits, both cashable and non-cashable, using the five benefits approved by Executive on 23rd December 2021 and noted Efficiency Indicators (**Appendix B** – Transformation Plan 2022-25 Guidance).
- 5.3 The Transformation Plan 2022-25 directly contributes to the financial sustainability of the Council as referenced within the MTFP, as well as

improving and transforming the customer journey. The Plan, along with benefits anticipated and delivered, will be reviewed regularly alongside, and inform, the MTFP.

- 5.4 It is for Members to note that the projects included within the Transformation Plan 2022-25 will be subject to the development of option appraisals and business cases. Projects will require individual approval prior to delivery and/or spend commitment following corporate governance as set out within the Council's Constitution.

6 Next Steps

- 6.1 It is imperative that the formation of the Transformation Plan 2022-25 aligns and is integrated with setting the budget on an ongoing basis. Progress, benefit realisation, risks and choices regarding the noted projects will be presented and considered via the Council's Members Transformation Board and Shared Services Joint Committee where appropriate. A quarterly update on the Transformation Plan 2022-25 will be set out within the Transformation Update Newsletter which is issued to Members.

7 Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 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 Plan 2022-25 aims to support and contribute to the financial sustainability of the Council. Whilst detailed clarity on these benefits will be developed and scrutinised through the project process, 'Efficiency Indicators' have been assigned to each of the prioritised projects within the Plan to have a high-level financial impact understanding. It is for Members to note the following indicator categories referenced (see **Appendix B** for guidance).

- 22/23 Savings noted in the MTFP
- Cost Increase
- Cost Neutral
- Invest to Save
- Income Generation

- 7.1.3 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.
- 7.1.4 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.

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'.
- 7.2.2 The strategic direction of the authority is an Executive function however individual decisions on projects within the Plan will follow the relevant governance process.

7.3 Relevant Policies and Plans

- 7.3.1 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.
- 7.3.2 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.
- 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 Council's financial stability and ensure 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 that 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.
- 7.4.2 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.
- 7.4.3 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.

7.5 Consultation

- 7.5.1 As set out in section 4 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.

7.6 Consideration by Scrutiny

- 7.6.1 As part of the budget consultation process, as timetabled and referenced within the Budget Strategy Process 2022/23 Report presented to Executive on 18th November 2021 (see 8.3 background papers) the Finance and Resources Scrutiny Committee has considered the savings, which the Transformation Plan will contribute to delivering, associated projects can be identified within the Plan.
- 7.6.2 The Transformation Plan was presented to Scrutiny Commission on 29th March 2022, this focussed on the benefits, acknowledging the alignment across areas of focus within the Transformation Plan and areas within the Scrutiny Work Programme where relevant. By way of example and where these synergies exist, such as assets rationalisation and Special Education Needs and Disability (SEND), relevant service areas will update Scrutiny on the outputs being achieved.

7.7 Equality Implications

- 7.7.1 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.

7.8 Climate Impact

- 7.8.1 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.

7.9 Community Impact

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

7.10 Crime and Disorder Impact

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

8 Background Papers

- 8.1 Transformation Plan and Progress Update [Item 7 – Agenda for Executive on Thursday 23rd December, 2021, 10.00 am – North Northamptonshire Council \(moderngov.co.uk\)](#)
- 8.2 [Executive - Thursday 10th February, 2022 10.00 am](#) and [Budget Council, Council - Thursday 24th February, 2022 10.00 am](#)
- 8.3 Budget Strategy Process 2022/23 report. Item 6 [Agenda for Executive on Thursday 18th November, 2021, 9.00 am - North Northamptonshire Council \(moderngov.co.uk\)](#)
- 8.4 Corporate Plan Item 13 [Agenda for Executive on Thursday 18th November, 2021, 9.00 am - North Northamptonshire Council \(moderngov.co.uk\)](#)
- 8.5 Scrutiny Commission Work Programme [Scrutiny Commission - Tuesday 23rd November, 2021 7.00 pm](#)

8.6 North Northamptonshire Council Corporate Plan; [Our vision, values and key commitments](#)