



TRANSFORMATION DELIVERY PLAN

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Introduction

North West Leicestershire District Council is at a pivotal juncture where transformation is not merely an option but a necessity. This Delivery Plan outlines the imperative for change and sets the stage for a comprehensive transformation strategy. The Delivery Plan is designed to address the financial sustainability challenges identified by the Council, enhance service delivery, and ensure the Council's operations align with the evolving needs of the community.

The need for transformation within the Council is underscored by a combination of financial, operational, and strategic factors. The Council faces a projected funding gap, alongside the pressures of delivering high-quality services to the community. Transformation is not solely a financial imperative but is also about enhancing the efficiency, effectiveness, and overall performance of the Council to ensure better outcomes for citizens, customers, and stakeholders.

The Council's Delivery Plan sets out the priorities for the Council over a five-year period, emphasising financial sustainability, regeneration, housing improvements, and environmental commitments. The Delivery Plan will support these priorities by enabling more efficient resource allocation, fostering innovation, and ensuring that the Council's operations are aligned with its strategic objectives.

Reason for Transformation

The primary reason for the Council's transformation is to ensure financial sustainability over the medium term. With a significant funding gap looming and the uncertainty of the impact of a proposed business rates reset in 2026/27, the Council must act swiftly to secure its financial future. In setting the budget for 2024/25, the Council took several measures to address the funding gap, identifying a range of budget options which included general budget housekeeping, a Council wide challenge to find additional savings, maximising income where it was appropriate to do so and increasing Council Tax. This helped to halve the funding gap previously identified over the medium term. Moreover, transformation transcends fiscal consolidation; it is about reimagining how the Council operates to improve performance, efficiency, and effectiveness, ultimately delivering better outcomes for citizens, customers, and stakeholders.

Strategic Objectives

1. **Financial Stability:** Implement measures to close the funding gap and build a resilient financial framework that can adapt to future economic challenges.

2. Service Excellence: Enhance the quality and accessibility of services provided to the community, leveraging technology and innovative practices.

3. Community Engagement: Foster a collaborative environment where community input is integral to shaping the Council's policies and initiatives.

4. Organizational Agility: Develop an agile organizational structure capable of responding rapidly to changes in the external environment.

The intention will be to focus on the following:

CUSTOMERS	ORGANISATION AND PEOPLE	RESOURCE
Customer should have a positive experience of Council services whether that is face to face, on the telephone or digitally.	Leaders across the Council will lead by example.	The Council will be financially sustainable over the medium term.
The Council's website is easy to navigate and customer friendly.	Staff will feel trusted and valued.	The Council will have an appropriately skilled workforce.
The Council will be honest about what we can and can't deliver recognising that it can't do everything or support what everyone wants.	Staff will be empowered to serve customers well	Additional capacity will be provided to support transformational change.
Customer feedback will help improve services.	Staff will be given the tools to communicate effectively	Support functions will have the capacity to provide assistance when it is needed.
Customers will be signposted to the services they need.	Regular communication with staff will be provided.	Staff will be given appropriate training to deliver their roles.
	We will share and celebrate our successes.	The Council's workforce will be resilient.
		Investment will be provided where the outcomes improve the customer experience.

Key Initiatives

- Financial Review: Conduct a comprehensive review of the Council's financial operations to identify areas for cost optimisation and revenue enhancement.
- Digital Transformation: Invest in digital infrastructure to streamline processes, improve service delivery, and facilitate data-driven decision-making.
- Community Collaboration: Establish forums for ongoing dialogue with residents and businesses to align the Council's efforts with community priorities.

- Workforce Development: Equip Council staff with the skills and tools necessary to excel in a rapidly evolving public service landscape.

Implementation Plan

- Short-term (1-2 years): Focus on quick wins through process improvements and cost-saving measures.
- Medium-term (3-5 years): Implement digital transformation initiatives and develop new service delivery models.
- Long-term (5+ years): Embed a culture of continuous improvement and innovation within the Council.

Details of schemes identified for the first 12 months are summarised below with further detail included in Appendix Three:

- ICT contracts – rationalising the number of contracts to deliver best value and synergies in operational effectiveness across the Council.
- Procurement – delivering best value from contractual arrangements.
- Workforce support – reducing sickness absence and agency spend to ensure services operate effectively.
- Service Reviews – waste and parking are already in train.

To foster innovation and progress, services are being actively encouraged to submit project proposals that contribute to transformational change. This proactive approach is designed to identify and implement initiatives that can significantly enhance operational efficiency and effectiveness.

A Project Proposal Form, detailed in Appendix One, is required to be completed by the relevant service area or wider department. This form serves as the initial screening tool for the Transformation Steering Group, which plays a pivotal role in evaluating the potential impact and feasibility of each proposal. The Terms of the Reference for the Group are shown at Appendix Two. The Group's expertise and strategic oversight ensures that only the most promising projects, those with the potential to drive substantial improvements and deliver tangible benefits, are selected for implementation.

Project Management

The Council's adoption of the latest project management guidance and templates signifies a strategic move to enhance efficiency and accountability in managing organisation-wide projects. By implementing these updated resources, the Council is positioned to better track progress, monitor project milestones, and allocate resources effectively. This proactive approach not only streamlines project management processes but also ensures that all projects align with the organisation's goals and objectives, fostering a culture of continuous improvement and excellence. <https://nwleicestershire.sharepoint.com/services/Pages/Project-Office.aspx>

Monitoring and Evaluation

A robust monitoring and evaluation framework will be established to track the progress of the transformation initiatives, with regular reporting to Cabinet and Corporate Scrutiny Committee via its regular performance monitoring arrangements.

Conclusion

The transformation of the Council is a strategic imperative that requires a concerted effort across all levels of the organisation. By embracing the principles outlined above and committing to a path of continuous improvement, the Council can secure its financial position, deliver excellent services, and build a skilled workforce to support a thriving district.

Project Proposal for Transformational Change

This form is designed to provide the Transformation Steering Group with enough information to make informed decisions while remaining succinct enough to facilitate a quick review. It should be accompanied by any additional documentation that supports the proposal.

PROJECT TITLE:

Service:

PRIMARY QUESTIONS:

WHAT IS THE PROBLEM YOU ARE TRYING TO SOLVE?

WHAT IS THE VALUE TO THE CUSTOMER?

WHAT SUPPORT DO YOU NEED AND FROM WHOM TO DELIVER THIS PROJECT?

PROJECT SUMMARY:

PROJECT DEFINITION / OBJECTIVES

PROJECT SCOPE / DELIVERABLES

PROJECT BENEFITS / OUTCOMES – INCLUDING ZERO CARBON

PROJECT EXCLUSIONS / LIMITATIONS

PROJECT RISKS

ESTIMATED PROJECT COSTS

CHECKLIST:

Does this project contribute to the CDP priorities?	
Is the project mandate complete / robust i.e. are the needs of the business met?	
Have all the options been explored?	
Is the project affordable?	
Is the project realistic?	
Will it deliver Value for Money?	
Is the scope clear and unambiguous?	
Are the benefits correctly anticipated?	
Are the risks correctly anticipated?	

PROJECT MANAGER / OWNER:

PROJECT MANAGER	
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Transformation Steering Group Terms of Reference

Objectives

The Transformation Programme aims to improve the performance, efficiency and effectiveness of the Council. It may involve redesigning processes, systems and structures, as well as changing the behaviours and skills of the workforce aligning with the values of Council i.e. One Team, One Council.

To act as a steering group for the Council's Transformation Programme to ensure that it is aligned with the Council Delivery Plan and can be delivered effectively.

It is established to oversee and guide the successful execution of transformation initiatives and will provide strategic direction to prioritise projects.

The Transformation Programme will help to ensure that the Council financially sustainable by 2028.

Responsibilities

1. To agree an overall programme to achieve the objectives of the Council
2. Coordinate the programme with the Council's Medium Term Financial Plan and agreed saving targets
3. Agree, support and drive forward the delivery of transformation initiatives, providing strategic oversight, direction and challenge in line with that programme
4. To review the top-level transformation portfolio including benefits realisation, milestones, accountabilities and capacity.
5. Authorise individual projects in the programme to continue at each decision point
6. To monitor and comment on the extent to which the current and future portfolio of transformation is on track to deliver the right outcomes and cultural change.
7. Facilitate change and champion the programme to internal/external stakeholders
8. Monitor the planned savings for each programme against delivery
9. Resolve strategic and directional issues between projects that need the input and agreement of senior stakeholders to ensure progress
10. Review the programme risk register and proposals for mitigation (aligned with the Corporate Risk Register)
11. Ensure that where resources are necessary they are provided in accordance with project need, project outputs and business requirements

Accountability

The Group is an officer Group and is accountable to Cabinet. The Group will also provide information as required to Corporate Scrutiny and Audit and Governance committees.

Scope

The Group will cover both General Fund and Housing Revenue Account transformation programmes.

Frequency of Meetings

Meetings will be arranged to take place on a monthly basis. Meetings to be held either in person or via Teams. The Chair may call additional meetings which are deemed necessary.

Secretariat

An agenda for each meeting and any associated papers will be distributed at least seven days ahead of the meeting with an action log maintained.

Membership

- Allison Thomas – Chief Executive (Chair)
- Andy Barton – Director of Communities
- Paul Stone – Director of Resources
- James Arnold – Director of Place
- Mike Murphy – Head of Human Resources
- Elizabeth Warhurst – Head of Legal and Support Services

Proposed Transformation Projects – Year 1

Waste Services Review

The Council is currently reviewing its waste services to enhance efficiency, improve recycling practices, and better serve the community. The Council's commitment to sustainability and community engagement drives this review, ensuring that waste services align with residents' needs and environmental goals.

Parking Review

In summary, the Council will review its parking services to ensure that parking services align with community needs, legal requirements, while also optimising efficiency and effectiveness.

Procurement

In reviewing its procurement contracts the Council has identified the potential for savings where contracts can be amalgamated. Managing multiple contracts can be resource-intensive and costly. A single, well-constructed contract minimises ambiguity. Dealing with fewer suppliers allows for better relationships. Negotiation and collaboration are easier when dealing with fewer suppliers. A single contract enables better monitoring.

ICT Contracts

The Council will assess all its ICT systems to ensure that they meet operational needs efficiently. It will look at streamlining processes, eliminating waste and optimising workflows which lead to better service delivery. This will help to identify cost saving measures, particularly where systems can be amalgamated and align with the Council's ICT Strategy to move its systems to cloud based operations.

Workforce Support

Lower sickness levels mean fewer staff absences ensuring consistent service delivery to residents. High sickness rates lead to increased costs e.g. sick pay and temporary staff. Agency costs are high therefore reducing agency spend allows investment in other critical areas.

Pipeline Projects

- **Customer Contact Improvement** – residents now expect on-demand services from local authorities. Improving customer contact ensures timely responses and aligns with residents' needs.
- **Corporate Landlord** – the concept involves centralising ownership and management of all property assets. In doing so, the Council can maximise the use of resources and ensure efficient utilisation of properties.
- **Getting the Basics Right** – the Council's recent staff roadshows and transformation workshops with Corporate Leadership Team identify a number of areas, which, whilst not transformational, they ensure that fundamental aspects of governance, service delivery and operations are effectively managed. These include:
 - Financial Stewardship – remembering that the Council is a 'gatekeeper' of the public finances. The Council needs to manage budgets effectively which means avoiding wasteful spending and ensuring financial sustainability. Therefore, the Council will continually review all budget line items and undertake budget housekeeping as part of its budget setting processes.
 - Transparent communication – keep residents informed about local policies, decisions and changes. Providing clear accessible information through various channels.
 - Responsive customer service – addressing enquiries, complaints and requests promptly
 - Knowledge sharing – this allows best practice to be shared, fostering collaboration among departments. It builds a network for mutual support and problem-solving.