

Title of Report	TRANSFORMATION DELIVERY PLAN	
Presented by	Councillor Nick Rushton Corporate Portfolio Holder PH Briefed <input data-bbox="1241 533 1348 600" type="checkbox"/> Yes	
Background Papers	Transformation Approach - Corporate Scrutiny Committee 20 February 2024 Minutes of the Corporate Scrutiny Committee, 20 February 2024	Public Report: Yes Key Decision: No
Financial Implications	<p>Council on 22 February 2024 approved an allocation of £0.5m to provide resources to support transformation initiatives. Spend against this allocation will be monitored through performance and budget monitoring reports on a quarterly basis.</p> <p>One of the main priorities, as set out in the Council Delivery Plan, is to close the funding gap over the medium-term that has resulted from reduced central government grants, the planned business rates reset, increased demand for services and rising costs.</p> <p>Implementing a transformation of this scale demands considerable investment in time, resources and finances. Each transformation proposal will be subject to a robust business case to ensure that it delivers value for money.</p> <p>The Medium-Term Financial Plan of the Council has highlighted a funding shortfall. Significant progress been made towards closing this deficit, the Council's Delivery Plan includes a performance measure to guarantee the Council's financial health for the foreseeable future.</p> <p>Signed off by the Section 151 Officer: Yes</p>	
Legal Implications	<p>There are no legal implications arising from this report. Legal advice will be provided on projects in the Transformation Programme as required.</p> <p>Signed off by the Monitoring Officer: Yes</p>	
Staffing and Corporate Implications	<p>The Council's Medium Term Financial Plan is projecting a £1.9m funding gap by 2028/29. The Council Delivery Plan</p>	

	has a key performance indicator to deliver a balanced budget over the medium term which means reducing the funding gap each year.
	Signed off by the Head of Paid Service: Yes
Purpose of Report	To provide details of the Council's Transformation Delivery Plan.
Reason for Decision	To enable Cabinet to consider the Transformation Delivery Plan and arrangements for Cabinet oversight of the Plan.
Recommendations	<p>THAT CABINET:</p> <ol style="list-style-type: none"> 1. NOTES AND APPROVES THE TRANSFORMATION DELIVERY PLAN. 2. NOTES THE OVERALL APPROACH TO TRANSFORMATION OVER THE MEDIUM-TERM TO ENSURE THE COUNCIL IS FINANCIALLY SUSTAINABLE. 3. NOTES THE PROJECTS IDENTIFIED FOR DELIVERY IN 2024/25.

1.0 BACKGROUND

1.1 The General Fund Budget Report considered by Council on 22 February 2024 highlighted the need for the Council to develop a transformation programme to support the Council's aim to be financially sustainable by 2028 as set out in the Council Delivery Plan. The purpose of the programme is to improve service performance, efficiency, and effectiveness through process, system, and structural redesign, as well as cultural and workforce changes. It will deliver improved citizen outcomes, cost savings, and productivity gains, in line with the Council Delivery Plan. Full Council agreed a sum of £0.5m investment to implement and sustain these changes, which are crucial for closing the funding gap caused by reduced grants and increased costs. Responsibility for spending from the £0.5m fund was delegated to the Chief Executive in consultation with the Director of Resources and the relevant Portfolio Holder by Council on 22 February 2024. Addressing this gap is vital to prevent financial instability and service decline. The programme is intended to achieve this by streamlining operations, fostering innovation, and aligning services with community needs.

2.0 TRANSFORMATION DELIVERY PLAN

- 2.1 The Transformation Delivery Plan, shown at Appendix One, is a strategic document drafted in response to the need for transformation within the Council's operations. It serves as a blueprint for change, addressing the critical challenges of financial sustainability that the Council currently faces. The Plan is not just a fiscal roadmap but also a commitment to improving service delivery and aligning the Council's functions with the needs of the community it serves.
- 2.2 On 20 February 2024, Corporate Scrutiny Committee considered a report in respect of the Council's Approach to Transformation, which provided details of the work completed to date. The report described the focus of each of the three themes, customers, organisation and people and resource.

- 2.3 Members of the Corporate Scrutiny Committee highlighted the importance of measuring and monitoring performance. It was also suggested to explore how any capital could be invested to increase revenues for the Council. A copy of the minutes from the meeting is shown at Appendix Two.
- 2.4 Financial constraints, operational demands, and strategic considerations have converged to necessitate this transformation. During the budget planning for the 2023/24 financial year, the Council pinpointed a medium-term shortfall of approximately £4 million. Significant progress has been achieved in mitigating and halving this deficit, but additional measures are required to secure a balanced budget for the forthcoming periods.
- 2.5 The Plan, therefore, transcends financial concerns, aiming to elevate the Council's efficiency, effectiveness, and overall performance. This, in turn, is expected to lead to enhanced outcomes for residents, service users, and stakeholders.
- 2.6 It identifies workstreams already in train which are expected to deliver savings, details of which will be reported to Cabinet in due course.
- 2.7 The Plan outlines the mandate for the Transformation Steering Group, which is comprised of officers tasked with the broad supervision of various transformation initiatives. This Group is responsible for overseeing the strategic direction and implementation of these schemes, ensuring they align with the overarching objectives of the Council. Their role is crucial in guiding the transformation process, from conception through to execution, and in maintaining the integrity and coherence of the Plan's goals.
- 2.8 The Steering Group has met three times and has completed the following work to date:
- Developed the terms of reference for the Steering Group
 - Refreshed the Council's project management framework
 - Drafted a Transformation Delivery Plan
 - Agreed to support the Plan with additional communications resource
 - Agreed additional HR resource to support the waste review process
- 2.10 The Transformation Delivery Plan is a pivotal element in the Council's commitment to service excellence and operational effectiveness.
- 2.11 Progress on the delivery of the transformation programme will be reported as part of the Council's regular performance and budget monitoring to Cabinet and Corporate Scrutiny Committee.
- 2.12 The Plan outlines the projects identified for the first year and provides a general approach to transformation across the organisation. Further proposals will be considered, initially, on a case-by-case basis by the Transformation Steering Group and where appropriate, further consideration by Cabinet in line with governance arrangements set out in the Council's Constitution.

Policies and other considerations, as appropriate	
Council Priorities:	- A well-run council
Policy Considerations:	None.
Safeguarding:	None.

Equalities/Diversity:	None.
Customer Impact:	Impact on customers and other key stakeholders will be considered at the business case stage for each transformation initiative.
Economic and Social Impact:	Economic and social impact will be considered at the business case stage for each transformation initiative.
Environment, Climate Change and Zero Carbon:	Environment, Climate Change and Zero Carbon will be considered at the business case stage for each transformation initiative.
Consultation/Community/Tenant Engagement:	None.
Risks:	If the Council does not achieve substantial savings through its transformation programs, it will face challenges in maintaining a balanced budget in the medium term due to excessive dependence on reserves. Relying on diminishing reserves is not a viable long-term financial strategy.
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