

**22 September 2020****Agenda Item: 4****REPORT OF THE SERVICE DIRECTOR, TRANSFORMATION AND CHANGE****TRANSFORMATION AND CHANGE PROGRAMMES AND THE  
TRANSFORMATION MODEL****Purpose of the Report**

1. To update on progress on implementing the model for transformation, improvement and change, and establishing programmes of work to improve outcomes for residents whilst enabling the Council to meet its financial challenges, and seek approval for way forward.

**Information**

2. The previous report to Improvement and Change Sub-Committee on 21<sup>st</sup> July 2020 gained approval to the proposed model for transformation, improvement and change set out in the report, and the establishment of a Service Director post to lead on transformation, improvement and change with immediate effect . This is an update on progress made and the way forward
3. The Service Director post has been established and Derek Highton has been appointed to the role on an interim basis. This has given us the focused leadership and capacity to be able to drive the work on defining the way forward.
4. In consequence, consideration has now been given to how best to implement the members agreed model for transformation, improvement and change, and the proposed cross cutting themes for transformational programmes developed in conjunction with Newton Europe, the Councils partner for that work. A range of options have been considered, ranging from the full, long term engagement of Newton for their support on the implementation of the new model and the delivery of transformational programmes, to a shorter, phased approach focusing on “proof of concept” pilot programmes. However, in the end it has been concluded that in view of the current financial and operational challenges facing the Council, and the ongoing impact of the COVID pandemic, the level of financial investment required, and the risk profile of this investment, is not acceptable. It is also the case that with the development of the new model for transformation now underway, the Council will be better placed to continue its record of successfully delivering significant transformation and change programmes that deliver revenue budget savings and improve service delivery.
5. As such, work is now under way to implement the transformation and change model principles and to develop and deliver a number of cross cutting transformation programmes. The conversion of the model for transformation and change into an agreed staffing structure,

supported by effective business processes and governance will be a priority in the coming months. The new approach will be critically informed by the establishment of a corporate strategic insight unit, which will include skills and capacity for data insight, analytics and data science. Research, policy & strategy planning, and development will also be part of the role of the unit.

6. The business cases for transformation and change programmes and proposals for resourcing the transformation model are now under development. We are reviewing the outputs from the work with Newton collaboratively with all departments to ensure the programmes we take forward build on our learning from COVID-19 and are aligned with the financial pressure timescales faced by the Council.
7. Improvement and Change Sub Committee will be kept informed on progress and an update will be brought to the meeting in November.

### **Other Options Considered**

8. The option of procuring further work from external partners Newton to assist in moving forward was considered. However, given current financial and operational circumstances for the Council, and with the implementation of the new model for transformation now underway, it is felt that the best value solution is for the Council to take forward further transformation work with its own resources and capacity.

### **Reason/s for Recommendation/s**

9. To enable the Council to bring about sustainable change for the benefit of residents and their communities within the current financial and operational circumstance faced by the Council.

### **Statutory and Policy Implications**

10. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION/S**

It is recommended that members:

- 1) Approve the proposed way forward for implementing the agreed model for transformation, improvement and change as set out in the body of the report
- 2) Agree to receive further updates on the implementation of the model and the definition, initiation and delivery of transformation programmes going forward.

**Derek Highton**  
**Service Director, Transformation and Change**

**For any enquiries about this report please contact: Sue Milburn**

**Constitutional Comments (CEH 09.09.2020)**

11. The recommendation falls within the remit of the Improvement and Change Sub-Committee terms of reference.

**Financial Comments (NS 10/09/2020)**

12. There are no direct financial implications arising from this report.

**HR Comments (GME 10/9/20)**

13. This is a high-level report seeking approval to further work being undertaken on a future delivery model. There are no direct staffing implications at this time. However, as the detail of any proposed future resourcing model emerges, the existing agreed policies and procedures around consultation and enabling, including skills matching, will be applied.

**Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Update on Progress with Future Approach to Transformation and Change report to Improvement and Change Sub Committee – 21 July 2020

**Electoral Division(s) and Member(s) Affected**

- All