



Extended Corporate  
Leadership Team

Transformation and  
Change principles

# Principles

- ▶ Collective accountability for NCC's transformation and change portfolio at ECLT level, with corporate oversight, ownership and control of scope, priorities, progress, outcomes and benefits.
- ▶ An organisation-wide operating model, methodology, standards and language across all departments
- ▶ A joined-up approach, making sure we understand the knock on effect, dependencies and opportunities when changing processes and systems, both horizontally across the organisation and with partners, and vertically within departments
- ▶ Transformation and change will be driven by departments (and sometimes from the corporate centre) and supported by central expertise, resources and governance.
- ▶ There will be a "hub and spoke" approach to resourcing, with department-specific skills (eg social care workers, highways staff) and business leadership embedded within the departments, and cross-cutting transformation and change skills (Programme and project management, business and data analysis etc) based at the centre .
- ▶ Allocation of transformation & change team resources from the centre will be agile and flexible, avoiding the risk of staff becoming embedded within departments.

# Principles

- ▶ We will be risk aware, not risk averse. If a programme or project fails we will be transparent and honest to enable us to stop, take stock and reprioritise quickly
- ▶ We will encourage cross-departmental learning from both our successes and our failures
- ▶ We will trust our people - they know what to do - but enable some independent challenge
- ▶ Service Directors and Group Managers should feel empowered and supported to drive transformation.
  - To do this they need to understand their responsibility in ensuring a joined up approach compliant with NCC's standards, policies and infrastructure
  - Leading business change should be included as a key element of recruitment to these roles
  - Training and coaching may be required.
  - Capacity may be an issue
  - Cultural change may be required to move us from compliance to proactive problem solving

# Principles

- ▶ Transformation and change will be driven by :
  - The Council plan and supporting Departmental Strategies
  - Savings and ROI
  - Big data and predictive analytics identifying challenges and opportunities within the region
- ▶ We need to retain our focus on ethics and outcomes for service users
- ▶ We need to take members on the journey with us