

BRECKLAND DISTRICT COUNCIL

Report of: Maxine O'Mahony, Executive Director Strategy & Governance

To: Full Council, 8th October 2015

Author: Greg Pearson, Corporate Improvement & Performance Manager

Subject: Moving Forward, Transformation Programme

Purpose: To seek Full Council approval to adopt the draft Transformation Programme which will be delivered over the next four years

Recommendation(s):

- 1) That Full Council agree to adopt the draft Transformation Programme which will be delivered over the next four years.

1.0 BACKGROUND

- 1.1 Breckland's Corporate Plan 2015-19 was adopted at Council on 26th February 2015, it sets out the strategic vision that the organisation is working to for the next four years. Its vision is 'Breckland is a place of opportunity and ambition for all'.
- 1.2 This vision underpins all work that the council plans to undertake and has been fundamental to the development of the council's thinking around its emerging Transformation Programme. Officers have been working closely with Executive Members from the programme's inception to ensure that it encompasses their views and those of the residents of Breckland.
- 1.3 This work has identified four strategic themes that will influence the projects that the Transformation programme will be comprised of. They are: -
 - a. Digitalisation
 - b. Organisational Design
 - c. Aligning Public Services
 - d. Commercialisation
- 1.4 Breckland Council has a long established history of innovative thinking and transforming the way it delivers services. This willingness to embrace change has placed it in a strong position to becoming one of the best district councils in the country. Fundamental to achieving this is its continued commitment to changing and transforming its models of service delivery; ensuring that it is a modern and responsive organisation that delivers services in the ways that our residents and businesses demand.
- 1.5 In Breckland it is important that we commit to transforming how we operate as a council to enable us to continue being an innovative council; to support the growth of the district; to be efficient, save money and become financially independent; and to be responsive to the changing expectations of our residents and businesses.
- 1.6 An aide for members which outlines what each of the four strategic themes is seeking to achieve has been created and circulated to all members. A copy of which is attached as Appendix 1.

- 1.7 To ensure that all members had an opportunity to be involved in the development of the programme and its strategic thinking, a special workshop was held on 15th July 2015. This was attended by 24 members and was used as an opportunity for them to input into the development of the four strategic themes and the types of projects that might contribute to them.
- 1.8 Following this workshop, a meeting of the Overview and Scrutiny Commission held on 30th July 2015 was focused on the Transformation Programme and what role the Commission would play in acting as a critical friend and ensuring that the benefits identified by project managers in the programme are delivered. It was agreed that four task and finish groups each led by a member of the Commission would be established to track the benefits of each strategic theme and hold officers to account for delivering these.
- 1.9 In order to understand the benefits of the Transformation Programme a model of benefits realisation has been developed by officers. This is not just focused on cost avoidance and savings; it is also focused on identifying benefits relating to service improvements and customer satisfaction. Each project that the programme comprises of will be required to complete a benefits card that will identify all of these aspects. This will then enable these benefits to be tracked to ensure that they are delivered when the project is complete.
- 1.10 Strong governance is fundamental to the successful delivery of any large scale programme of work. Officers have developed a governance process that will support programme success by instigating an officer lead Transformation Programme Board that monitors progress and calls individual project officers to account in order to deliver identified benefits.
- 1.11 Due to the high level of inter-dependencies between each project in the draft programme it is important that a programme management approach is applied to delivering all these projects. A silo approach to delivery could result in the outcome of one project impacting detrimentally on another's ability to deliver its proposed benefits.

2.0 **OPTIONS**

- 2.1 Do nothing.
- 2.2 Agree to adopt the draft Transformation Programme (attached as Appendix 2) which will be delivered over the next four years.

3.0 **REASONS FOR RECOMMENDATION(S)**

- 3.1 In order to achieve its strategic vision as set out in the Corporate Plan, Breckland needs to continue on its journey of continuous improvement. The adoption of a Transformation programme will support this and ensure that any change made will deliver benefits to our residents.
- 3.2 A programme management approach to large scale transformation is fundamental to ensure that individual projects do not adversely impact on the delivery of wider benefits to Breckland Council and its residents.

4.0 **EXPECTED BENEFITS**

- 4.1 The Transformation Programme will seek to deliver a number of benefits to the residents of Breckland and the Council. These will include enabling the council to becoming financially independent, to save money and become more efficient, to support the growth of the

district, and to be responsive and flexible to the changing expectations of our residents and businesses.

4.2 The Transformation Programme will help deliver the council's strategic vision as set out in the Corporate Plan 2015-19 and its four strategic priorities: -

- a. Support Breckland to develop and thrive
- b. Providing the right services, at the right time and in the right way
- c. Develop the local economy to be vibrant with continued growth
- d. Enabling stronger, more independent communities

5.0 **IMPLICATIONS**

5.1 **Carbon Footprint / Environmental Issues**

5.1.1 It is the opinion of the Report Author that there are no implications at this time

5.2 **Constitution & Legal**

5.1.2 This report is seeking permission of Full Council to undertake the work required to deliver the activities set out in the draft programme (attached as Appendix 2). Where an activity will require a decision to be made this will still need to follow the appropriate committee process as set out in our constitution.

5.3 **Contracts**

5.1.3 It is the opinion of the Report Author that there are no implications at this time

5.4 **Corporate Priorities**

5.1.4 The development of the Transformation programme fully underpins the Strategic Vision and Corporate Priorities as set out in the Breckland Corporate Plan 2015-19.

5.5 **Crime and Disorder**

5.1.5 It is the opinion of the Report Author that there are no implications at this time

5.6 **Equality and Diversity / Human Rights**

5.1.6 It is the opinion of the Report Author that there are no implications at this time

5.7 **Financial**

5.1.7 In the Council's Medium Term Financial Plan adopted in February 2015 resources were allocated to create a specific budget for Transformational change. The Transformation programme will seek to spend these resources to make efficiencies, deliver benefits to residents and to develop commercial opportunities to support the council's long term financial plans.

5.8 **Health & Wellbeing**

5.1.8 It is the opinion of the Report Author that there are no implications at this time

5.9 **Risk Management**

5.1.9 A programme approach to transformational change will ensure that all associated risks are appropriately managed and tracked. All identified risks will be managed through the council's established performance and risk frameworks. We will ensure that risk is effectively managed alongside benefits identification.

5.10 **Safeguarding**

5.1.10 It is the opinion of the Report Author that there are no implications at this time

5.11 **Staffing**

5.1.11 The proposed Transformation programme will look to implement new ways of working across the organisation that will enable the organisation to respond more flexibly to changing customer expectations.

5.12 **Stakeholders / Consultation / Timescales**

5.1.12 It is the opinion of the Report Author that there are no implications at this time

6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 NA

7.0 **ACRONYMS**

7.1 NA

Background papers:

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Key Decision: No

Exempt Decision: No

This report refers to a Mandatory Service / Discretionary Service

Appendices attached to this report:

Appendix 1 – Members Aide to Transformation
Appendix 2 – Draft High Level Transformation Programme