

**NORTH LINCOLNSHIRE COUNCIL**

**CABINET**

**THE COUNCIL'S TRANSFORMATION PROGRAMME**

**1 OBJECT AND BRIEF SUMMARY OF SUBJECT**

- 1.1 To update members on progress on council transformation and seek approval for the main priorities.
- 1.2 Cabinet on 22 April 2009 approved the Strategic Plan 2009-12 which replaced the old internal ambitions with the transformation outcomes it requires.
- 1.3 Cabinet on 22 April 2009 also approved 4 main programmes of change required to meet them.
- 1.4 This report outlines the delivery priorities for each programme and seeks Cabinet approval for these.
- 1.5 The report identifies the need to engage staff and members and outlines some of the ways in which this will be done.

**2 BACKGROUND**

- 2.1 Cabinet on 22 April 2009 approved the Strategic Plan 2009-12 which replaced the old internal ambitions with the following transformation outcomes:
  - Improved customer care
  - Improved place to work
  - Improved capacity
  - Improved business systems
  - Improved value for money
  - Improved performance
  - Improved development
- 2.2 The Council on 24 February 2010 approved its financial strategy for 2010/13. The transformation programme is a key part of delivering the strategy as it is required to meet efficiency targets and plan for the potential reduction in public sector finances.

2.3 To achieve the transformation outcomes the Council also approved 4 main programmes of change. Further work has been undertaken to identify priority areas so this can be developed into a formal plan. The focus has been on activities which will move the council forward at the required rate of change, maximising sub regional and regional developments, ensuring resources are not spread too thinly and ensuring the programme is flexible enough to meet changing needs. The main priorities are felt to currently be :

2.3.1 **Organisational Excellence** – focusing on improving satisfaction with the council, refocusing services to better meet customer needs, improving corporate leadership, cultural change and projects for specific areas requiring improvement

2.3.2 **Operational Fitness** – focusing on revising the Human Resource Strategy to ensure we are able to meet future longer term needs, improving productivity and enhancing accountability.

2.3.3 **Valued Council** – focusing on improving value for money, improving services by sharing with others and implementing the commissioning strategy.

2.3.4 **Worksmart** – focusing on rationalising the council's property portfolio and transforming services through better use of technology.

2.4 As the programmes move forward changes will need to be made and the council will need to ensure that it is organised in the best possible way to meet future demands. As with previous change these will be taken forward through the Special Committee for Shaping the Council and with regular reports to Cabinet on overall progress.

2.5 Elected Member and staff engagement in the transformation is essential to its success. Senior manager briefings have been changed to ensure managers are involved. A communication plan will accompany the transformation plan to ensure staff and their representatives are involved. Transformation will also be included in the Elected Member Development Programme. In addition there may be a need for specific events to supplement normal engagement mechanisms at critical times.

### 3. **OPTIONS FOR CONSIDERATION**

3.1 The council needs to progress the transformation programmes to achieve the change outcomes set by the Council, to meet efficiency targets and plan for the potential reduction in public sector finances. It is also essential to meet our strategic plans and ensure the council contributes to the shared ambitions for the area.

3.2 To not progress the transformation programmes would present a significant risk of the council having an inappropriate pace of change and modernisation, adverse inspection, not meeting its financial strategy and not delivering outcomes for local people.

#### **4. RESOURCE IMPLICATIONS (FINANCIAL,STAFFING,PROPERTY, IT)**

4.1 The programmes will help the council focus on priority areas. It will ensure effective future resource allocation and is a critical step in ensuring the council achieves its efficiency requirements and achieves value for money.

#### **5. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER**

5.1 A stage 1 Diversity Impact Assessment has been undertaken which indicated that there will be no adverse impact arising from this report.

#### **6. OUTCOMES OF CONSULTATION**

6.1 The Strategic Plan was subject to extensive consultation and positive feedback was received

6.2 A series of both staff and manager events have been held which showed an understanding and appetite for change

6.3 Further engagement is essential as outlined in paragraph 2.5.

#### **7. RECOMMENDATIONS**

It is recommended that cabinet:

7.1 Approves the priorities for the transformation projects outlined in paragraph 2.3

#### **CHIEF EXECUTIVE**

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Date: 26 March 2010

**Background Papers used in the preparation of this report:**  
Council Report entitled "Strategic Plan" 22 April 2009  
Council Report entitled "Financial Strategy" 25<sup>th</sup> February 2010