# Improvement and Modernisation Programme

# Transformation to Achieve

To deliver savings, a programme of work is being prepared to support our priority of having a financially stable council that provides valued services to our Communities. To this end, possible areas of work aimed at improving the financial sustainability of council services have been identified using the Reform Matrix in the table below. Some projects have started to progress and business mandates will continue to be developed and progressed through the Council's gateway process using our project management procedures in order to assess and prioritise them into a programme of modernisation and improvement work.

*Reform Matrix*

| | |
|---|---|
| **Transformation (different service)** | Centralise/ amalgamate in-house; Share services; Outsource/ Commission; ALEOs/Trusts |
| **Redesign of services (i.e. efficiency – same service leaner/new approach)** | Digital Services; Redesign Jobs;  Streamline processes (e.g. contact centre, SharePoint, energy management); Rationalise asset base (including Schools, CATs); Simplify Governance |
| **Redefine Services** | Stop; Reduce; Community contribution / provision of services |
| **Income generation and commercialisation** | Charges; Sponsorship; Council Tax; Investment Portfolio; New services to compete with private sector; Sale of assets |

We will continue to apply the Reform Matrix to identify and develop further opportunities.

Detail will continue to be added to the programme of work as projects develop, including values for financial planning purposes.  The projects will report through programme boards that form the project governance arrangements.

A lead officer has been assigned to each project (or set of projects) and will report through the 3 programme boards that form the project governance arrangements.

**DESIGN PRINCIPLES**

The Design Principles and Guidelines establish direction and boundaries for the formation of this programme of transformation work.

**What we want to achieve (the council of the future):**

1.  Sustainability:          Realistic and sustainable revenue budget position
                             Flexibility to meet future change and demand

2.  Customer Focus:          Increased community capacity and engagement
                             Improved outcomes in areas of priority need

3.  Priority Resourcing:     Deliver evidence based outcomes
                             Resources re/directed to priorities

**How we will work to achieve this:**

- Transformation :

  - Be open to alternative delivery models that bring advantage
  - Accept measured risks to support, opportunity and innovation
  - Adopt a more entrepreneurial approach to generating income

- Partnership :

  - Work in partnership and collaborate to secure benefits that may not be possible on our own
  - Develop shared understanding with our communities, workforce and partners

- Efficiency:

  - Streamline our processes and governance
  - Embrace and exploit technology to our advantage
  - Rationalise out asset base aligned to priorities

**As a result we expect:**

- Balanced budget
- Re-investment in priority areas - money shifting between services
- Less services and different delivery methods
- Reduced service standards in some areas and improved standards in others
- Greater community self-reliance