

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

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
Improved outcomes and reduced demand by targeting early intervention and prevention
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
- Workforce Develop the skills, knowledge and capacity of the workforce to deliver better

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