



# Delivering “Transformation as a service”

2022 - 2025

## Context and aims



The Council's 2022 Business Plan sets out the priorities, outcomes and aspirations it seeks to deliver over the next ten years and outlines how its progress towards achieving these will be measured and represented. Achieving many of these outcomes will require transformation of existing business models and service delivery methods. This will also demand innovation in how we approach service design and planning, and this must be supported by evidence and insights from the broadest range of data available to us.

The creation of a new Transformation and Business Change directorate in early 2022 forms the foundation of the council's approach to achieving these aims and brings together existing delivery capabilities such as systems thinking, business analysis, programme management, business intelligence and direct oversight of specific strategic programmes into one function. This is supported by a governance approach that aims to provide consistent organisational-level prioritisation and oversight of transformation activities against our organisational priorities.

### AIMS - FOCUS AREAS

Contributing to delivery and measurement of **Business Plan outcomes**

**Supporting financial sustainability** through cost reductions, efficiencies, and partnership or community-shared delivery.

**Improving the experience** of residents, customers and service users and reducing failure demand

**Ensuring compliance** with statutory and legislative obligations and demands.

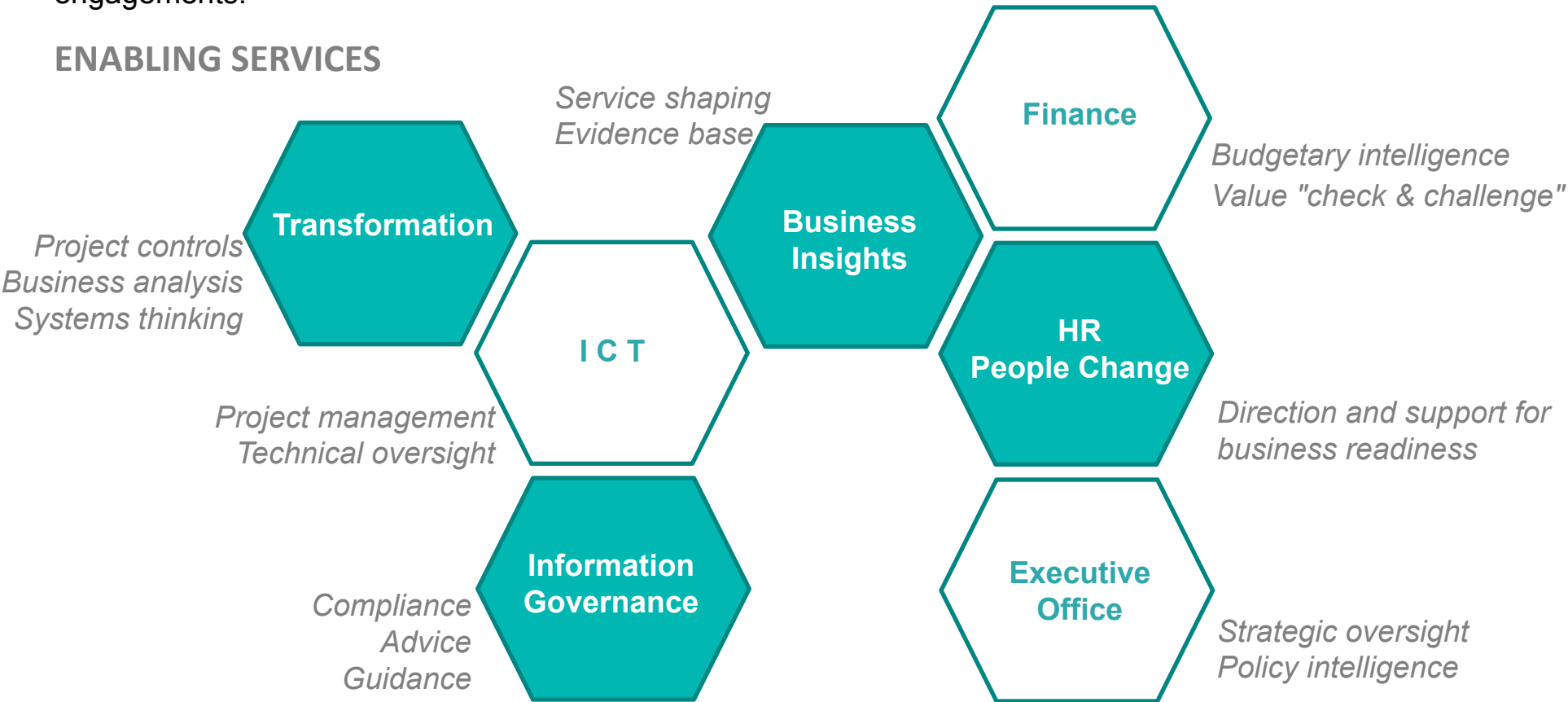
Using the widest range of **evidence, intelligence and insights** available to shape our services

Seeking **best use of our existing resources** and capabilities in a joined-up and accessible way

Efficient, effective delivery of transformation relies on true joint working of “enabling” services alongside front-line delivery teams. This "Transformation as a service" principle has been designed into our transformation approach from the outset.

The assessment and delivery aspects of our approach bring together many enabling services which span traditional organisational structures, delivering the right support and skills at the right time and simplifying service engagements:

### ENABLING SERVICES



## Enablers



# Principles

A joined-up approach to supporting services to deliver better value or outcomes should not just focus on the “mechanics” of transformation. Our transformation service aims to be a trusted delivery partner and advisor to all council services, playing an active role in helping to identify service redesign, cross-sector partnership or community-shared working opportunities, to reduce costs and manage changing demand for council services.

Transformation as a service supports the council maintain financial sustainability and improve service efficiencies through building on a set of principles which inform and shape our approach:



*A subtractive approach to governance to reduce burden on services and accelerate delivery*

Consolidation

Simplification

Product-based

*Consistent, flexible set of supporting products which build from previous learning*

*Transformation Planning Group co-ordinates a common, shared pipeline*

Co-ordination

Representation

*Enabling services brought together in one place, with shared aims*

*Corporate Leadership-level Transformation Board sets priorities and allocates funding transparently*

Prioritisation

*Single accessible and plain-english entry point to the support required*

## Funding

Ongoing budgetary pressures and the need to maintain strong financial sustainability are recurring elements of the Local Government operating environment. This means that the demand for Transformation is considered a continuous and required capability.

This needs specific financial provision to ensure the right scale of skills and capacity are in place to support the delivery and management of change programmes arising across the complex range of services performed by the council.

The council has allocated one-off funding via its Transformation reserve which is intended to be replenished in part through savings delivered by transformation projects. Funding for one-off transformation projects will also be provisioned through the flexible use of Capital Receipts, where permitted to do so.

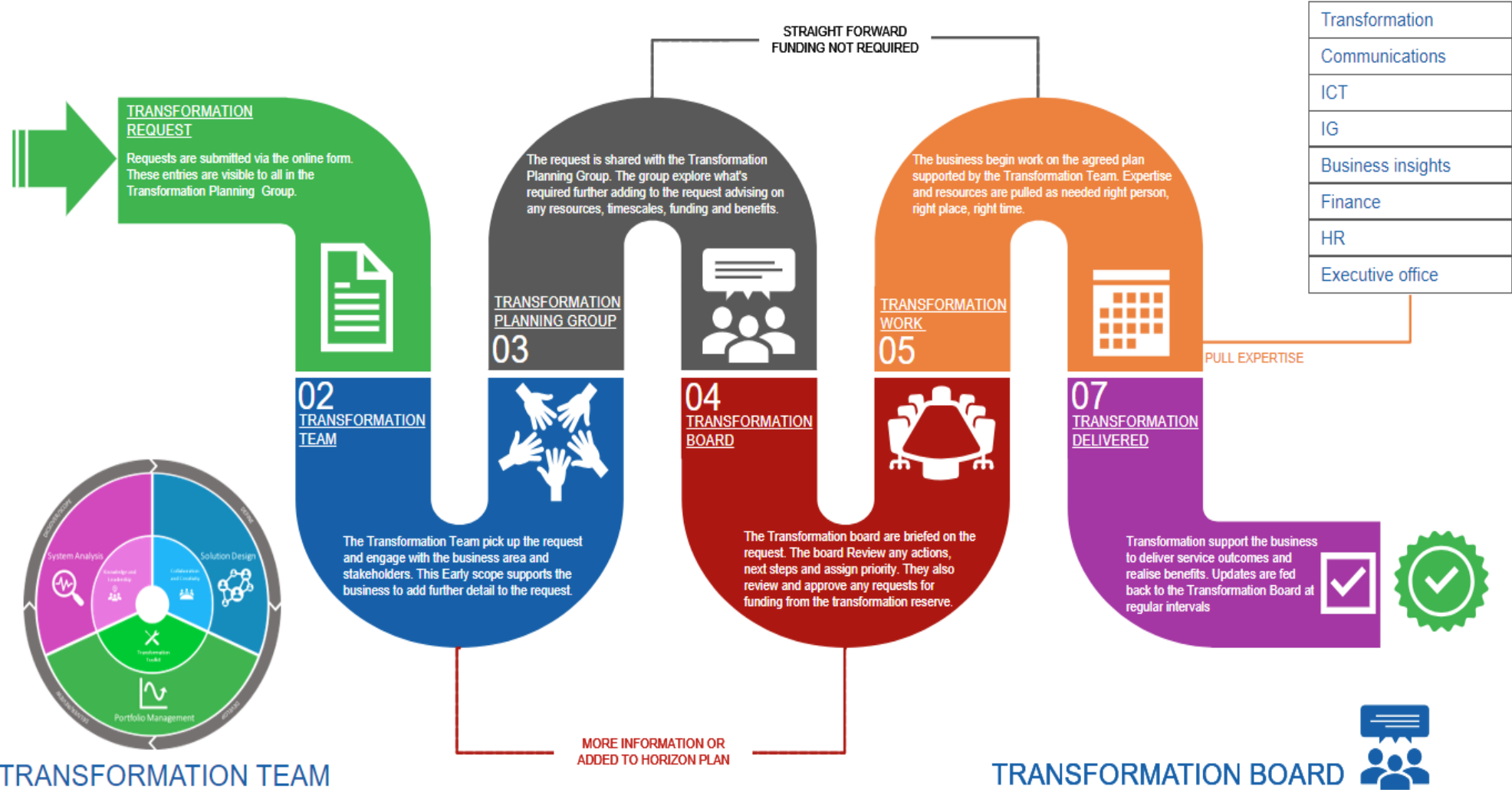
For consistent oversight, where services submit requests for financial support from the Transformation reserve, the assessment and decision to allocate funds is undertaken by the same senior executive level Transformation Board that also provides the corporate prioritisation of strategic transformation projects.



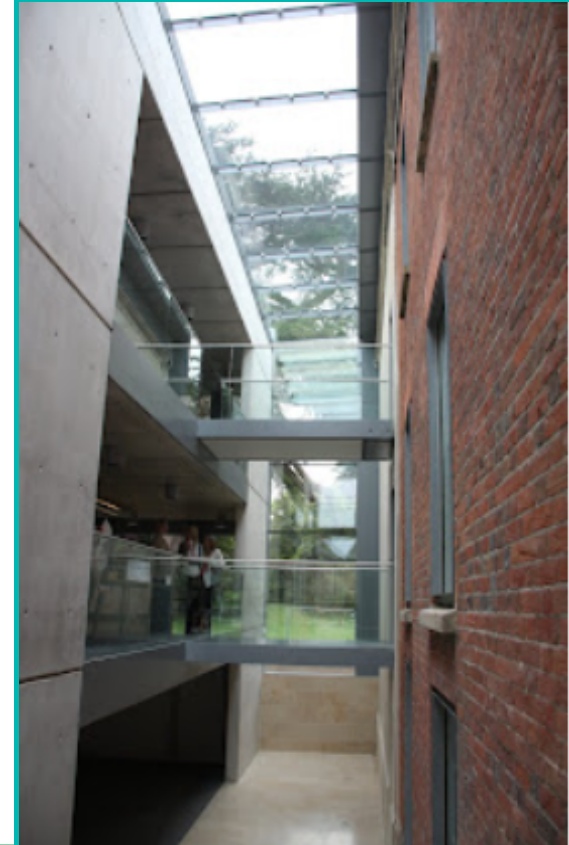
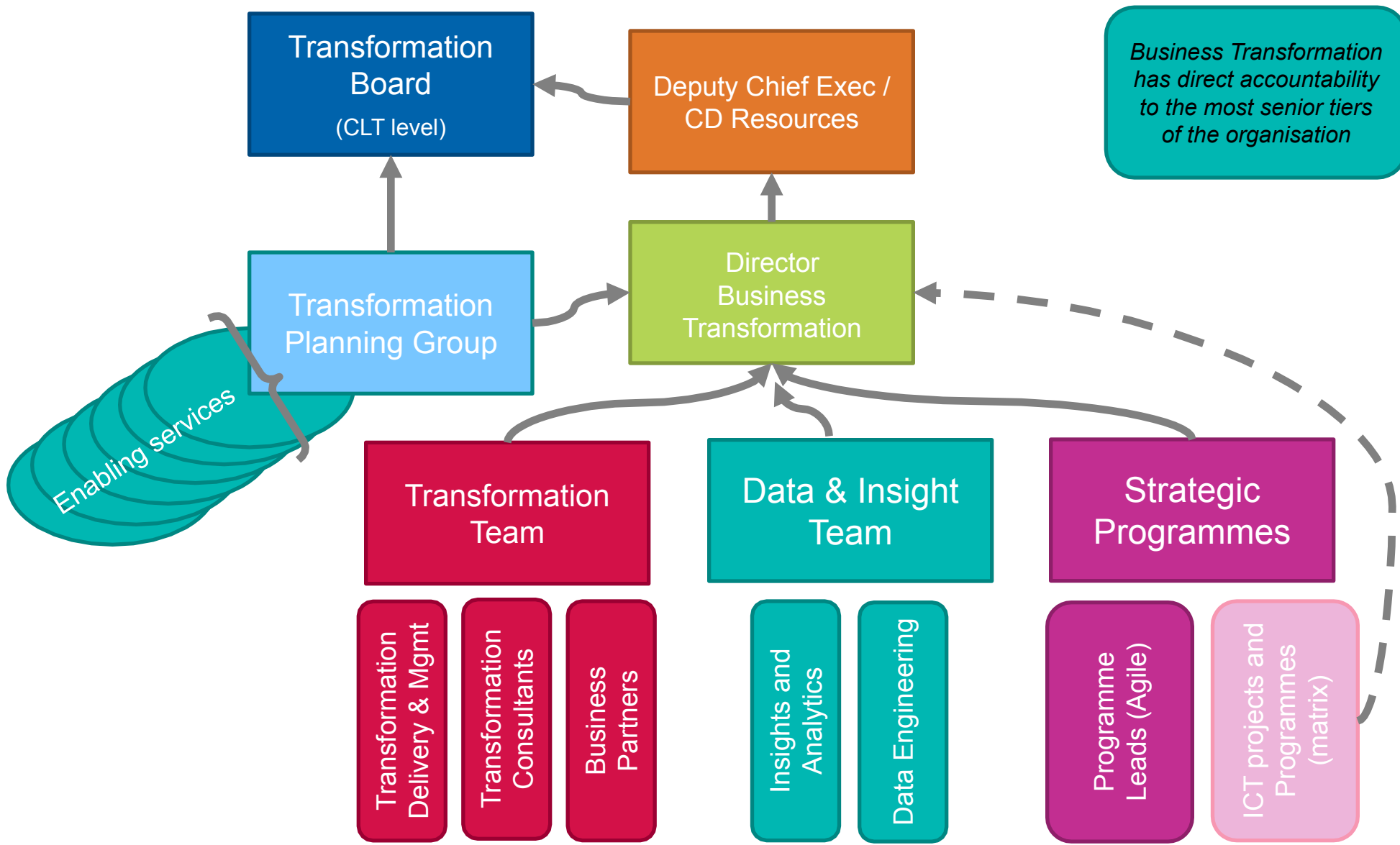
# Process

## TRANSFORMATION PIPELINE

## TRANSFORMATION PLANNING GROUP



# Structure



# Current Transformation Pipeline







Tasks		Q4 '23	Q1 '24	Q2 '24	Q3 '24	Q4 '24	Q1 '25	Q2 '25	Q3 '25	Q4 '25						
Finish Date RAG Status Trend		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Evolve	28/06/2024	●	↗	[Progress bar: Q4 '23 to Q3 '24]												
Customer Experience	31/12/2024	●	→	[Progress bar: Q4 '23 to Q4 '24]												
Transformation of Adult Social Care (TASC)	31/12/2024	●	→	[Progress bar: Q4 '23 to Q4 '24]												
Families and Children's Transformation (FACT)	30/06/2025	●	→	[Progress bar: Q4 '23 to Q2 '25]												
Community Conversations	31/12/2025	●	↗	[Progress bar: Q4 '23 to Q4 '25]												
A303 Stonehenge	31/12/2025	●	→	[Progress bar: Q4 '23 to Q4 '25]												
Residential Children's Homes	30/04/2025	●	↘	[Progress bar: Q4 '23 to Q2 '25]												
Staying Close	30/06/2025	●	→	[Progress bar: Q4 '23 to Q3 '25]												
Local Plan	31/10/2023	●	▬	[Progress bar: Q4 '23]												
Gypsy and Traveller Development Plan	31/12/2024	●	→	[Progress bar: Q4 '23 to Q4 '24]												
Local Enterprise Partnership Transition	28/06/2024	●	→	[Progress bar: Q4 '23 to Q3 '24]												
Procurement Bill	28/06/2024	●	→	[Progress bar: Q4 '23 to Q3 '24]												
Occupational Health System Replacement	29/02/2024	●	→	[Progress bar: Q4 '23 to Q1 '24]												
Depot Strategy	30/11/2023	●	→	[Progress bar: Q4 '23 to Q1 '24]												
Waste Transformation	30/11/2023	●	→	[Progress bar: Q4 '23 to Q4 '24]												
Tech Enabled Participation	30/11/2023	●	→	[Progress bar: Q4 '23 to Q3 '24]												
Children's Admin Review	30/11/2023	●	→	[Progress bar: Q4 '23 to Q1 '24]												



The use of evidence and data, not only from across our own services but also from partners, central government, and open-source data feeds outside of the usual council boundaries, is a vital element in transforming services, shaping demand and informing decision-making.

This is supplemented with experience and learning from peers with demonstrable achievements in this area, as well as introducing progressive and data analysis tools, the council has made significant investment in our emerging Data & Insights Team. This team will exploit current and previous investments in enterprise level digital technologies to deliver cross-discipline, multi-source based insights and recommendations to Members, senior leadership and services, and will become a key feature of our transformation as a service approach over as the capability matures over the next three years.

This investment is focused on helping services to accelerate their positive contributions to the council's business plan outcomes, harnessing the value and opportunities within our broader data to:

-  Predict and respond to demand shifts, operating environment changes and developing legislation
-  Be able to quickly adapt, changing delivery models and priorities where required
-  Work together across service boundaries to deliver the outcomes that better meet our residents needs
-  Identify opportunities and risks to reduce costs and drive most effective and efficient use of our resources

## Data and Insight





Thank you  
Questions?