



**CABINET**

**13 NOVEMBER 2018**

**DIRECTOR OF TRANSFORMATION: PAUL HELSBY**

**CABINET MEMBER WITH RESPONSIBILITY FOR PERFORMANCE,  
TRANSFORMATION & LOCAL GOVERNMENT REFORM: COUNCILLOR DR  
ANDREW MERCER**

Subject:	Transformation Strategy
Recommendations:	<p>Cabinet is requested to:</p> <ol style="list-style-type: none"> <li>1. Approve the Transformation Strategy as set out at Annex A.</li> <li>2. Note the resources required to deliver the Transformation Strategy.</li> <li>3. Recommend this report to full Council for approval.</li> </ol>

**1. Purpose of report**

- 1.1 Following the approval of the Council’s Stabilisation Plan, this report sets out the Council’s Transformation Strategy, created to provide a framework through which the Stabilisation Plan will be delivered, ensuring sufficient capability and capacity is secured and that there is robust governance and assurance of benefits realisation.
- 1.2 The Transformation Strategy is included at Appendix A and includes an identification of priorities, transformational design principles and assurance through governance principles for the successful delivery of transformational projects.
- 1.3 The Strategy groups this overall direction into the four key programme areas – Adult Social Care, Children First, Place & Commercial and Corporate Services.

**2. How this decision contributes to the Council plan**

- 2.1 The Council’s vision is to make Northamptonshire a great place to grow up, live, work and grow old. This is achieved through increasing the wellbeing of our county’s communities and/or safeguarding the county’s communities.

<p>This initiative specifically delivers increased wellbeing and/or safeguarding by ensuring that:</p> <ul style="list-style-type: none"> <li>• People of all ages are safe, protected from harm and able to live happy, healthy and independent lives in our communities.</li> <li>• People have the information and support they need to make healthy choices and achieve wellbeing.</li> <li>• People achieve economic prosperity, in a healthy, low carbon economy, which give access to jobs, training and skills development.</li> </ul>
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- Communities thrive in a pleasant and resilient environment, with robust transport and communications infrastructure.
- Resources are utilised effectively and efficiently, in coordination with partners and providers.

### 3. Programme Costs & Funding

3.1 The Council's planned transformation costs can be categorised into two main types, the programme/project management costs and the service specific costs of additional specialist staff as defined within the requirements to deliver the business case. The costs referred to in this report relate only to the programme management roles.

3.2 The Council's S151 officer has been consulted and agrees that much of this transformational activity will meet the criteria for funding from capital receipts, through the flexibilities granted by the Ministry for Housing, Communities and Local Government (MHCLG) Flexible Use of Capital Receipts Policy, as the planned programme costs are non-recurrent, and a key enabler for the savings delivery programme set out in the Council's Stabilisation Plan which was approved by Cabinet on 9<sup>th</sup> October 2018. This Transformation Strategy and the Council's Flexible Use of Capital Receipts Strategy will be subject to full Council approval on 22<sup>nd</sup> November 2018.

3.3 The estimated programme costs to deliver the Transformation Strategy and the proposed sources of funding are set out in the tables below:

Table 1: Estimated Programme Costs

<b>Programme Costs Summary</b>	<b>2018/19 Expenditure £m</b>	<b>2019/20 Expenditure £m</b>
Adult Social Care Programme Resources	0.186	0.559
Children First Programme Resource	0.171	0.513
Care First Replacement Programme	0.040	TBC pending business case
Place and Commercial Programme	0.126	0.377
Corporate Services Programme Resource	0.126	0.377
Programme Management Office	0.126	0.314
<b>Total</b>	<b>0.753</b>	<b>2.140</b>

Table 2: Sources of Funding

<b>Programme Summary</b>	<b>2018/19 Expenditure £m</b>	<b>2019/20 Expenditure £m</b>
Flexible Use of Capital Receipts	0.713	2.140
Revenue Budget (Carefirst replacement business case)	0.040	0.000
<b>Total Funding</b>	<b>0.753</b>	<b>2.140</b>

3.4 Services are currently developing a range of business cases with the primary focus on stabilising the Council's financial position. The governance of the business cases will sit with the Transformation Board under the direction of the Chief Executive and the Director of Finance to ensure they are resourced appropriately and offer value for money.

#### **4. Consultation and Scrutiny**

4.1 To ensure there is accountability and transparency, both the Transformation Strategy and Flexible Use of Capital Receipts Strategy will be published through the following link:

<http://www3.northamptonshire.gov.uk/councilservices/council-and-democracy/transparency/Pages/default.aspx>

4.2 This report has been produced in consultation with the NCC Management Team and will be subject to scrutiny as part of the budget process.

#### **5. Alternative Options Considered**

5.1 The Transformation Strategy is required in order to deliver financial Stabilisation to the County Council. No other options are available.

#### **6. Risks**

6.1 The Transformation Strategy provides a framework for the successful delivery of transformational projects in support of the Stabilisation Plan and mitigates the risk potential however the following risks should be carefully managed.

- a. The Council's financial position requires that transformation is delivered quickly and there is a risk that this pace may not be achieved across all projects. The processes and resource requirements outlined within the Transformation Strategy are designed to mitigate against this risk
- b. The Council's position may cause difficulties in the recruitment of staff with the necessary abilities, knowledge and experience.
- c. There is a risk that projects may not deliver to their objectives or are otherwise aborted and costs incurred would then not be capitalised.

#### **7. Appendices**

Appendix A - The Transformation Strategy

Author:	Name: Paul Helsby Executive Director - Transformation
Contact details:	Tel: 01604 367286 Email: <a href="mailto:phelsby@northamptonshire.gov.uk">phelsby@northamptonshire.gov.uk</a>
Background Papers:	
Does the report propose a key decision is taken?	NO

If yes, is the decision in the Forward Plan?	NO
Will further decisions be required? If so please outline the timetable here	
Does the report include delegated decisions? If so, please outline the timetable here	NO
Is this report proposing an amendment to the budget and/or policy framework?	NO
Have the financial implications been cleared by the Strategic Finance Manager (SFM)? Have any capital spend implications been cleared by the Capital Investment Board (CIB)	YES Name of SFM: James Smith  YES
Has the report been cleared by the relevant Director?	YES Name of Director: Ian Duncan
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: Councillor Mercer
Has the relevant scrutiny committee been consulted?	NO Scrutiny Committee:
Has the report been cleared by Legal Services?	YES Name of solicitor: Susan Zeiss
Have any communications issues been cleared by Communications and Marketing?	YES Name of officer:
Have any property Issues been cleared by Property and Asset Management?	N/A
Have the Procurement Implications below been referenced in the Paper: <ul style="list-style-type: none"> <li>• Have you evidenced compliance with the Council's Contract Procedures Rules?</li> <li>• Have you made clear in this paper where you are seeking Cabinet to approve an exemption from the Contract Procedure Rules and detailed the risks and mitigations?</li> <li>• Have you identified any EU or UK legislative risks such as non-compliance with the Public Contract Regulations Act 2015, transparency and open competition?</li> <li>• Have you identified the procurement risks associated with a contract?</li> </ul>	NO Name of officer (This should be Head of Procurement)

Are there any community safety implications?	NO
Are there any environmental implications:	NO
Are there any Health and Safety Implications:	NO
Are there any Human Resources Implications:	NO
Are there any human rights implications:	NO
Constituency Interest:	ALL

