

# Efficiency Review

## Phase 1d executive summary - supporting content for Scrutiny

Appendix A

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30/04/2026

# The Efficiency Review has identified an extra £32 - £60m of benefit

Newton



Directorate	Opportunity	Type of opportunity	Time to hit full run rate	Impact within the MTFS				Future MTFS impact
				FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
Adults & Communities	Reablement	Fully investible	1 year	£1.00m	£2.18m	£4.07m	£4.38m	£4.51m
	Independence Outside of Residential Care	Design phase needed	4 years	-£0.12m	£0.24m	£0.38m	£0.55m	£0.80m
	Maximising Independence for Working Age Adults	Design phase needed	4 years	-£0.02m	-£0.44m	£0.14m	£1.04m	£1.37m
	Targeted Prevention	Significant design needed	4 years	-£0.12m	-£0.15m	£1.22m	£4.26m	£6.58m
	Commissioning for the Future	Significant design needed	2.75 years	-	-	£1.43m	£1.59m	£1.64m
<b>Adults &amp; Communities ER Savings</b>				<b>£0.7m</b>	<b>£1.8m</b>	<b>£7.2m</b>	<b>£11.8m</b>	<b>£14.9m</b>
Children and Family Services	Family Based Placements	Design phase needed	2.9 years	-£0.31m	-£0.31m	£0.83m	£1.75m	£2.01m
	Reunification	Design phase needed	2.4 years	-	£0.24m	£0.78m	£1.01m	£1.17m
	Commissioning for the Future	Significant design needed	2.5 years	-£0.21m	-£0.31m	£0.74m	£1.03m	£1.06m
	Targeted Prevention	Significant design needed	1.5 years	-£0.50m	-£1.50m	-£0.57m	£1.12m	£2.79m
<b>Children and Family Services ER savings</b>				<b>-£1.0m</b>	<b>-£1.9m</b>	<b>£1.7m</b>	<b>£4.9m</b>	<b>£7.0m</b>
Environment & Transport	Independent Travel Training	Design phase needed	2 years	-£0.06m	£0.10m	£0.45m	£0.54m	£0.65m
<b>Environment &amp; Transport ER Savings</b>				<b>-£0.1m</b>	<b>£0.1m</b>	<b>£0.4m</b>	<b>£0.5m</b>	<b>£0.7m</b>
Cross-Council	Procurement and Third Party spend	Fully investible – rolling programme	2.5 years	£0.09m	£0.77m	£1.47m	£1.48m	£1.48m
	Income Maximisation	Fully investible	2 years	£0.20m	£0.39m	£0.39m	£0.39m	£0.39m
	Resident Focussed Organisation	TBC	1.5 years	£0.50m	£3.00m	£5.50m	£8.00m	£8.00m
<b>Cross-council and Corporate Resource ER Savings</b>				<b>£0.8m</b>	<b>£4.2m</b>	<b>£7.4m</b>	<b>£9.9m</b>	<b>£9.9m</b>
<b>Total ER Savings</b>				<b>£0.4m</b>	<b>£4.2m</b>	<b>£16.8m</b>	<b>£27.2m</b>	<b>£32.4m</b>
<b>Additional beyond the MTFS</b>								<b>£5.3m</b>

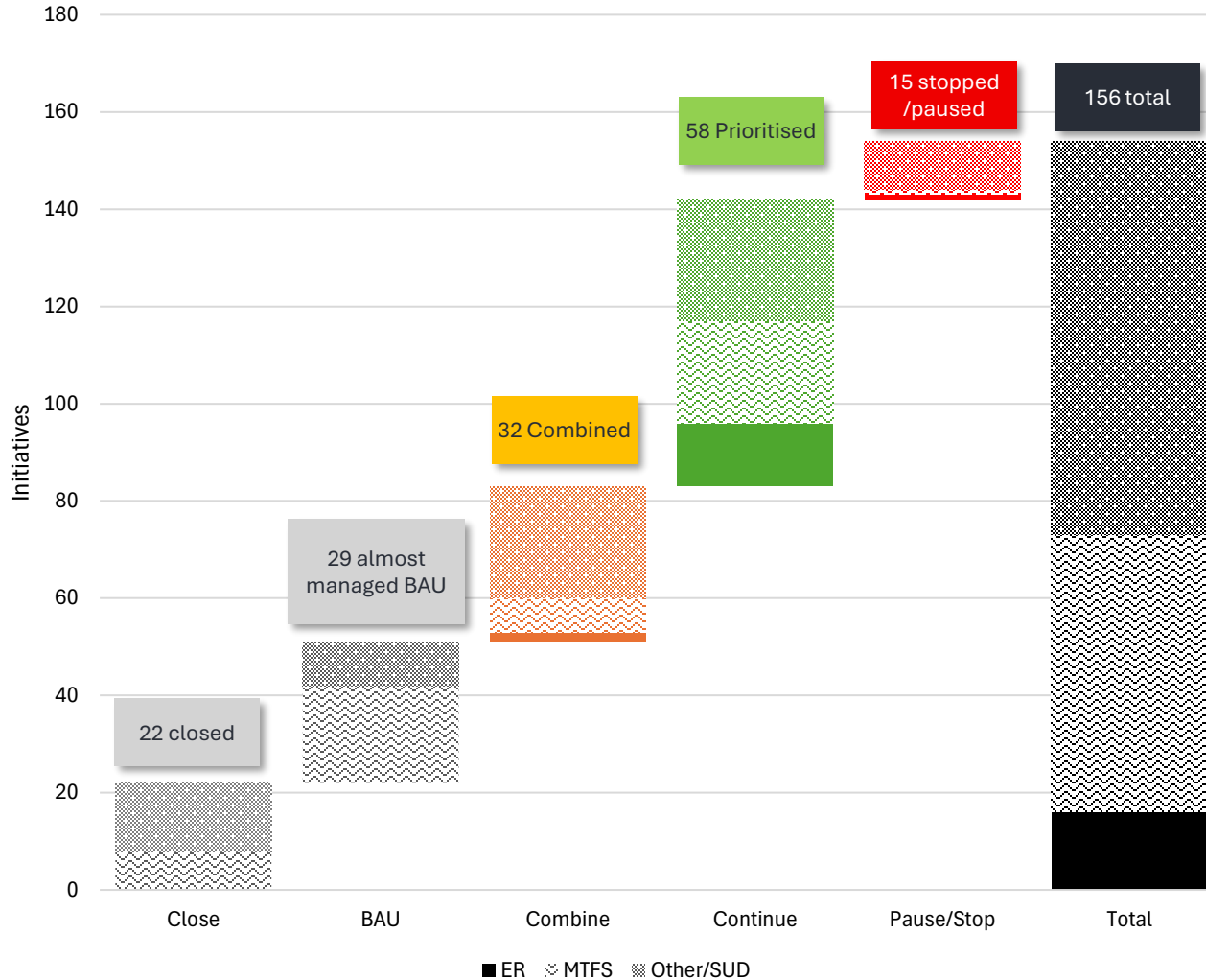
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PRIVATE AND CONFIDENTIAL

Now that an overall programme has been created we will be considering options to accelerate delivery of priority initiatives during the mobilisation phase to improve payback

# The Efficiency Review opportunities have been reviewed alongside the wider change portfolio to develop a consolidated portfolio and plan

156 Initiatives Were Reviewed For Prioritisation and Delivery Method



Efficiency Review initiatives were loaded into Strategic Change Portfolio and through preparatory sessions with Change Leads, a series of workshops with directorates, and follow up conversations, 156 initiatives were reviewed to determine whether they should be:

- Marked as complete or no longer relevant and closed
- Stopped or paused
- Managed as BAU
- Prioritised
- Combined with another initiative to ensure effective and efficient delivery

These sessions also focussed on

- Delivery timelines, aligning with benefit Proposals for ER initiatives
- Anticipated delivery mechanism – BAU, LCC led or a joint team of LCC and external support
- Additional resource requirements (service, central and external) to deliver prioritised changes

# 32 initiatives were identified for combination with other initiatives (page 1 of 2)

TU Ref	Department	Workstream	Type	Benefit Impact (29/30) (£k)	Combine with
AC04	Adults and Cultural Services	Transforming Commissioning (Extra Care)	MTFS	-155	Independence outside of Residential Care
AC18	Adults and Cultural Services	Prevention Review - Supported Living	MTFS	-1700	Maximising Independence
AC21	Adults and Cultural Services	Efficiency Review – Increasing Reablement Capacity	MTFS	-1000	Hospital Discharge and Reablement
AC22	Adults and Cultural Services	Efficiency Review – Increasing Reablement Capacity through Recruitment of additional staff	MTFS	-3380	Hospital Discharge and Reablement
AC27	Adults and Cultural Services	Older Peoples Accommodation	SUD		Commissioning for the future
AC28	Adults and Cultural Services	WAA Accommodation (prev review of supported living packages)	SUD		Maximising Independence
AC29	Adults and Cultural Services	Extra Care New Build	SUD		Maximising Independence
CC01	Cross Cutting	Prevention Review	SUD		Targeted Prevention, FFPP
CC03	Cross Cutting	Third Party Spend Review (TPSR)	SUD		Procurement
CF03	Children and Family Services	Reduced Care Costs through growth of internal family based placements	MTFS	-850	Family Based Placements
CF06	Children and Family Services	Parental Health and Substance Misuse	SUD		FFPP
CF07	Children and Family Services	Residential Redesign 2	SUD		Commissioning for the future
CF09	Children and Family Services	Trading Services - Increase Commercial Activities	SUD		BEST / SEND reforms
CF16	Children and Family Services	IFA for Overnight Short Breaks	Other		Smarter Commissioning
CF17	Children and Family Services	Reunification	Other		ER Reunification
CF24	Children and Family Services	Family Based Placement	SUD		Family Based Placements

# 32 initiatives were identified for combination with other initiatives (page 2 of 2)

TU Ref	Department	Workstream	Type	Benefit Impact (29/30) (£k)	Combine with
CR03	Corporate Resources	Transformation Unit efficiencies	MTFS	-70	Resident Focussed Organisation
CR16	Corporate Resources	Technology Offer	SUD		Procurement
CR18	Corporate Resources	Targeted Automation- Digitising Casework Notes	SUD		Resident Focussed Organisation
CR20	Corporate Resources	IILP	SUD		Resident Focussed Organisation
CR21	Corporate Resources	Responsible Payments	SUD		Review of Direct Payments Processes
CR24	Corporate Resources	Management of Teams	SUD		Resident Focussed Organisation
CR28	Corporate Resources	Overheads on Grants and Charges	SUD		Maximising Income
CR34	Corporate Resources	Canteen Income	SUD		Maximising income
CR35	Corporate Resources	Procurement Opportunities	SUD		Procurement
CR36	Corporate Resources	Council Wide TOM	SUD		Resident Focussed Organisation
CR37	Corporate Resources	Fees and Charges Review	SUD		Maximising income
ER03A	Corporate Resources	Assets and estates - commercial estate	ER	TBC	Resident Focussed Organisation
ER03B	Corporate Resources	Assets and estates - Operational estate	ER	TBC	Resident Focussed Organisation
ER08	Adults and Cultural Services	Independence outside of residential care (ECH)	ER		Independence outside of Residential Care
GET20	Growth, Environment and Transport	Fees & Charges - programme of deep dives into branch areas that charge for external work to review charging structure & increase revenue	SUD		Maximising Income
GET23	Growth, Environment and Transport	Passenger Transport Programme (Links to GET05)	Other		Contract Procurement Efficiencies

# 19 out of 58 identified priority initiatives are in Adults and Cultural Services

TU Ref	Workstream	Type	Benefit Impact (29/30) (£k) [inc. combined]	Combined into	Start Date	End Date	Delivery Method
AC07	Review in-house supported living and short breaks provision	MTFS	-400		Mar-26	May-26	LCC (with support if required)
AC08	Review of 1:1 support in residential care	MTFS	-250		Apr-26	Apr-26	BAU
AC09	Increasing Health Income	MTFS	-200		Mar-26	Dec-26	BAU
AC11	Review of Lightbulb Service contribution and business case with partners to improve efficiency.	MTFS	-160		Apr-26	Jun-26	BAU
AC12	Review of Direct Payments processes to improve efficiency across teams and robustness of assessments/reviews.	MTFS	-50	CR21	Mar-26	Jul-26	LCC (with support if required)
AC13	Social Care Data Quality	MTFS	-250		Mar-26	Dec-26	LCC (with support if required)
AC17	Prevention Review - Reviews of cases	MTFS	-700		Mar-26	Mar-27	LCC (with support if required)
AC19	Prevention Review - Hospital Discharge and Reablement	MTFS (ER)	-1900 [-6280]	AC21, AC22	Mar-26	Apr-27	Join Team (LCC + External Partner)
AC20	Prevention Review - Improved Pathway to Adulthood	MTFS	-250		Mar-26	Mar-27	LCC (with support if required)
AC25	System C - AI Form Completion & Case noting	SUD			Apr-26	Jun-26	LCC (with support if required)
AC26	Care Tech - Scoping & Reprourement	SUD			Apr-26	Sep-27	LCC (with support if required)
AC30	Improved Efficiencies of financial assessment process to reduce debt	SUD			Apr-26	Dec-26	LCC (with support if required)
AC31	Charging Models (Charging on Actuals) Work	Other			Apr-26	Jun-26	BAU
AC37	CQC Improvement Plan	Other			Apr-26	Mar-27	BAU
CR19	Beaumanor Hall	SUD			Apr-26	Sep-27	LCC (with support if required)
ER06	Maximising Independence	ER	-1040 [-2740]	AC18, AC28, AC29	Aug-26	Jul-30	Join Team (LCC + External Partner)
ER07	Independence outside of residential care	ER	-552 [-707]	AC04, ER08	Aug-26	Oct-27	Join Team (LCC + External Partner)
ER14	Prevention - Adults	ER	-4260	CC01	Aug-26	Jul-29	Join Team (LCC + External Partner)
ER16	Commissioning for the future - Adults	ER	-1590	AC27	Aug-26	Jul-28	Join Team (LCC + External Partner)

# 15 out of 58 identified priority initiatives are in Children and Family Services

TU Ref	Workstream	Type	Benefit Impact (29/30) (£k) [inc combined]	Combined into	Start Date	End Date	Delivery Method
CF02	Defining CFS For the Future Programme - Phase 2 - Social Care Workforce Strategy (Recruitment and Retention)	MTFS	-650		Mar-26	Feb-27	BAU
CF04a	Strand 1 - Contain & Minimise impact of market cost pressures for children placements - external providers	MTFS	-5470	CF16			BAU
CF04b	Strand 2 - Review of care packages /cost (Pro-active and Reactive) ensuring value for money and effectiveness	MTFS	-955	CF16			BAU
CF04c	Strand 3 - Development of a wide range of other accommodation and support options	MTFS	-10250	CF16			BAU
CF08	Family First Partnerships Programme (FFPP)	Other			Apr-26	Mar-28	LCC (with support if required)
CF14	School Deficits/Maintained Schools	SUD			May-26	Feb-30	LCC (with support if required)
CF21	Therapeutic Review	Other			Apr-26	Jun-26	BAU
CF23	Support at Home	Other			Jun-26	May-27	LCC (with support if required)
CF25	Staying Close	Other			May-26	Apr-29	BAU
CF31	Oakfield Expansion	Other			Apr-26	Mar-27	LCC (with support if required)
CFXX	SEND Reform	Other		CF09	Jul-26	Jun-29	LCC (with support if required)
ER10	Reunification	ER	-1010		Apr-26	Mar-27	Join Team (LCC + External Partner)
ER11	Family based placement	ER	1750 [-2600]	CC01, CF03, CF24	Aug-26	Jan-28	Join Team (LCC + External Partner)
ER15	Prevention - Children	ER	-1120		Aug-26	May-28	Join Team (LCC + External Partner)
ER17	Commissioning for the future - Children	ER	-1030	CF07	Aug-26	Jul-28	Join Team (LCC + External Partner)

# 10 out of 58 identified priority initiatives are in Growth, Environment and Transport

TU Ref	Workstream	Type	Benefit Impact (29/30) (£k) [inc combined]	Combined into	Start Date	End Date	Delivery Method
GET01	Assisted Transport Programme	MTFS	-4845		Mar-26	Mar-28	LCC (with support if required)
GET02	Network Management incl. (TTRO)	MTFS	-200		Apr-25	Mar-27	BAU
GET05	Contract Procurement Efficiencies	MTFS	-800	GET23	Mar-26	Mar-28	LCC (with support if required)
GET07	Food Waste Implementation	MTFS	-670		Mar-26	Mar-28	LCC (with support if required)
GET12	Fleet Efficiencies & Improvements	SUD			Mar-26	Feb-28	LCC (with support if required)
GET17	RHWS Income & Service Efficiency	SUD			Jan-27	Jun-28	LCC (with support if required)
GET18	Network Management Improvement Project	SUD			Nov-25	Jan-28	LCC (with support if required)
GET22	Forestry Service Review	SUD			Mar-26	Jun-26	LCC (with support if required)
GET24	Post-16 SEN Transport Review	SUD			Sep-26	Aug-27	LCC (with support if required)
GET27	Oakfield / SEIPS Transport	Other			Apr-26	May-26	LCC (with support if required)

# 14 out of 58 identified priority initiatives are in Corporate Resources or are cross cutting

TU Ref	Workstream	Type	Benefit Impact (29/30) (£k) [inc combined]	Combined into	Start Date	End Date	Delivery Method
CC02	Sustainable Support Services Programme (SSSP)	SUD			May-26	Aug-26	LCC (with support if required)
CR01	Use of Office Space	MTFS	-595		Mar-26	Jan-28	BAU
CR02	Customer Programme (cross cutting)	MTFS	-400		Aug-25	Aug-26	LCC (with support if required)
CR08	Tax Opportunities - review of opportunities for payroll tax savings	MTFS	-30		Apr-26	May-26	BAU
CR17	Technology Architecture and Data Review	SUD			Apr-26	Mar-29	BAU
CR30	Post	SUD			Mar-26	Aug-26	LCC (with support if required)
CR32	Leading through Data Programme	Other			Apr-26	Apr-27	LCC (with support if required)
CRXX	(New) Habitat Banking	New			TBC	TBC	TBC
CRXX	(New) The role that the voluntary and third sectors play in supporting service delivery, and the grants and contributions that we pay to them	New			TBC	TBC	TBC
CRXX	(New) Asset operating costs and efficiency	New			TBC	TBC	TBC
ER01	Procurement and third party spend	ER	-1480	CR16, CR35	Jul-26	Jun-28	Join Team (LCC + External Partner)
ER02	Income Maximisation	ER	-251	CR28, CR34, CR37, GET20	Jul-26	Dec-26	LCC (with support if required)
ER05	Resident Focussed Organisation	ER	-8000 [8070]	CR03, CR18, CR20, CR24, CR36, ER03A, ER03B	Aug-26	Jan-28	Join Team (LCC + External Partner)
ER12	ITT	ER	-540		Aug-26	Nov-28	LCC (with support if required)

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# Seven strategic change and improvement themes have been identified through the Efficiency Review

Through the development of the Efficiency Review benefit proposals, and subsequently the creation of a consolidated portfolio and plan, seven strategic change and improvement themes have been identified. These themes provide a unifying framework for how we organise, prioritise and deliver change across the Council.

They directly address the major strategic challenges we face over the MTFs period and beyond - including sustained increases in demand for key services, significant inflationary and contractual cost pressures, and the need to close our budget gap. Collectively, the themes highlight the cross cutting opportunities where coordinated action can improve resident outcomes and experience, maximise efficiency and value for money and support the financial sustainability of the Council through the revised change and improvement portfolio and plan.

Governing the portfolio through these themes will ensure that all change and improvement activity is aligned to LCC’s strategic priorities, and will enable directorates to work in a joined up way. This includes sharing best practice and reducing duplication to enable more consistent and efficient delivery across the Council.

All opportunities within the revised portfolio and plan are aligned to at least one of these themes. As the rolling programme of change continues to identify new areas for improvement, it is expected that future opportunities will also be framed and governed through these themes, ensuring a coherent and disciplined approach to transformation.

<b>Prevention</b>	<i>Targeted, evidence based prevention to reduce avoidable escalation of need, delay or avoid entry into high-cost services and support residents to remain independent and in their communities for longer.</i>
<b>Demand Management and Maximising Independence</b>	<i>Supporting residents to live great independent, safe and resilient lives, ensuring the right intervention at the right time and reducing reliance on long-term support.</i>
<b>Commissioning and Market Shaping</b>	<i>Innovative solutions to develop sustainable, resilient provider markets and commissioning models that deliver high-quality resident outcomes and experiences, address capacity challenges and deliver long-term value for money.</i>
<b>Maximising Income</b>	<i>Optimising all income streams to ensure financial sustainability while remaining fair and lawful.</i>
<b>Procurement &amp; Supply chain management</b>	<i>A systematic approach to procurement and supply chain management that maximises financial value, manages inflationary pressures and improves resident outcomes.</i>
<b>Resident Focussed Organisation</b>	<i>Building a modern, digitally-enabled organisation with empowered staff, streamlined processes and effective use of technology (including AI) to improve services and support productive working.</i>
<b>Physical Assets</b>	<i>Optimising and future proofing the Council’s physical assets to reduce cost and enable delivery of long-term strategic priorities.</i>

# Draft programme architecture: combined view of priority initiatives aligned to 7x strategic change and improvement themes

To be developed further through mobilisation

Theme and anticipated benefit impact by FY29/30							
Theme	Prevention	Demand Management and Maximising Independence	Commissioning and Market Shaping	Maximising Income	Procurement & Supply Chain Management	Resident Focussed Organisation	Physical Assets
FY29/30 benefit impact of initiatives	£6.3m	£14.3m	£24.5m	£1.5m	£2.3m	£9.3m	£0.6m
Targeted Prevention - Adults	Maximising Independence for Working Age Adults	Commissioning for the Future - Adults	Social Care Data Quality	Procurement and Third Party Spend	Resident Focussed Organisation Programme	Use of Office Space	
Prevention Review - Reviews of Cases	Independence Outside of Residential Care	Care Tech - Scoping & Reprourement	Increasing Health Income	Contract Procurement Efficiencies	System C - AI Form Completion & Case Noting	Post	
Prevention Review - Improved Pathway to Adulthood	Hospital Discharge and Reablement	Review In-house Supported Living and Short Breaks Provision	Improved Efficiencies of Financial Assessment Process		CQC Improvement Plan	Fleet Efficiencies & Improvements	
Targeted Prevention – Children’s	Review of Lightbulb Service Contribution	Commissioning for the Future - Children	Charging Models (Charging On Actuals) Work		Defining CFS for the Future Programme - Phase 2	Asset Operating Costs and Efficiency	
Family First Partnerships Programme (FFPP)	Review of 1:1 Support In Residential Care	Oakfield Expansion	Review of Direct Payments Processes		School Deficits/Maintained Schools		
Staying Close	Family Based Placements	Smarter Commissioning In CFS Strands 1-3	Tax Opportunities		SEND Reform		
	Reunification	Assisted Transport Programme	Income Maximisation (Fees, Charges and Traded Services)*		Technology Architecture and Data Review		
	Therapeutic Review	Oakfield / SEIPS Transport	Food Waste Implementation		Customer Programme		
	Support at Home	Forestry Service Review	RHWS Income & Service Efficiency		Network Management Improvement Project		Efficiency Review Supported
	Independent Travel Training*		Beaumanor Hall		Sustainable Support Services Programme (SSSP)		Existing Initiatives
	Post-16 SEN Transport Review						

\*Identified through the Efficiency Review but not expected to require external support for delivery

# Draft portfolio plan

To be developed further through mobilisation

	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4	2028 Q1	2028 Q2	2028 Q3	2028 Q4	2029 Q1	2029 Q2	2029 Q3	2029 Q4	
<b>Prevention</b>	ACS Reviews of Cases and Improved Pathway to Adulthood															
	CFS – Families First Partnerships Programme, Staying Close															
	ACS - Targeted Prevention – Falls and Cognitive Decline Cohorts												Further Cohorts			
	CFS - Targeted Prevention – Reducing Escalations to CP and CIC															
<b>Demand Management and Maximising Independence</b>	ACS - Review 1:1 In Residential Care, Review of Lightbulbb Service															
	ACS - Hospital Discharge and Reablement, Maximising Independence for Working Age Adults, Independence Outside of Residential Care for Older Adults (Including Extra Care Housing)															
	CFS – Therapeutic Review, Support at Home															
	CFS – Family Reunification, Family Based Placements															
GET – Post-16 SEN Transport, Independent Travel Training*																
<b>Commissioning and Market Shaping</b>	A&C – In House Supported Living and Short Breaks, Care Tech															
	A&C – Commissioning for the Future (Residential and Nursing Capacity Build)												Further Prioritised Commissioning Focus			
	CFS – Smarter Commissioning Strands 1-3, Oakfield Expansion															
	CFS – Commissioning for the Future															
GET – Assisted Transport Programme, Forestry Service Review, Oakfield / SEIPS Transport																
<b>Maximising Income</b>	A&C – Health Income, Direct Payments, Social Care Data Quality, Financial Assessments, Charging Models, Beaumanor Hall															
	CR & CC – Tax Opps, Income Maximisation*															
	GET – Food Waste, RHWS Income & Service Efficiency															
<b>Procurement &amp; Supply chain management</b>	CC – Procurement & Third Party Spend															
	GET – Contract Procurement Efficiencies															
<b>Resident Focused Organisation</b>	CC – Resident Focused Organisation Programme (Inc Customer and SSSP)															
	ACS – System C, CQC Improvement Plan															
	CFS – CFS for the Future, School Deficits / Maintained Schools, SEND Reform															
	CR & CC – Technology Architecture Data Review															
	GET – Network Management Improvement Project															
<b>Physical Assets</b>	CR & CC – Office Space, Post, Asset Operating Costs and Efficiency												Efficiency Review supported			
	GET – Fleet Efficiencies and Improvements															
Existing initiatives																

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# Seven critical enablers have been identified that will be critical to support delivery of the programme

Suggested enablers	Detail
Programme vision	<p>Creates a compelling shared purpose for the programme</p> <ul style="list-style-type: none"> <li>• Development of the programme vision and narrative</li> <li>• Development of programme branding and visual identity</li> <li>• Ensuring consistency across the programme</li> </ul>
Leadership alignment	<p>Ensures leaders share the vision and actively champion change and improvement through their priorities, behaviours and decision making</p> <ul style="list-style-type: none"> <li>• Establishes leadership behaviours and expectations</li> <li>• Provides structured forums for leaders to engage with the programme and engage on other strategic problems</li> <li>• Support for leaders to communicate the programme confidently</li> <li>• Ensures leadership alignment is sustained</li> </ul>
Comms and engagement	<p>Builds awareness, understanding and trust across staff, members and residents</p> <ul style="list-style-type: none"> <li>• Internal communications and staff engagement</li> <li>• Member engagement and political alignment</li> <li>• Resident and partner communications where relevant</li> </ul>
Change capability	<p>Ensures sufficient capacity and capabilities exist across the programme to design, lead and land changes that deliver target outcomes, and sustain.</p> <ul style="list-style-type: none"> <li>• Planning, allocation and mobilisation of change resource throughout the life of the programme</li> <li>• Development of key change capabilities alongside delivery through training and coaching</li> </ul>

Suggested enablers	Detail
Governance	<p>Develops the structure, discipline and oversight needed to successfully drive the programme.</p> <ul style="list-style-type: none"> <li>• Definition of clear of roles and accountabilities</li> <li>• Design, development and establishment of governance forums across strategic, programme and delivery layers; evolution of governance as the programme progresses</li> <li>• Enables effective risk and dependency management, decision making and problem solving</li> <li>• Provides clarity, ensures alignment and maintains trust with senior leaders and members</li> <li>• Embeds financial and service benefit realisation throughout the project lifecycle</li> <li>• Ensures a pipeline of improvement investigation and project development required for a financially sustainable resident focused organisation</li> </ul>
Digital, data and technology	<p>Ensures successful use of data, technology and systems to programme outcomes, including:</p> <ul style="list-style-type: none"> <li>• Access to data and systems</li> <li>• Development of performance visibility and management information</li> <li>• Use of technology to drive innovation in delivery</li> <li>• Allocation of Digital resource</li> </ul>
Speciality support	<p>Ensures sufficient allocation of specialist capabilities to enable successful programme delivery including:</p> <ul style="list-style-type: none"> <li>• Subject matter experts for services undergoing change</li> <li>• Support functions to enable the change, e.g. Finance, HR, Legal</li> <li>• Management resource to facilitate the increase in activity</li> </ul>

# A rolling review process will be essential to maximising MTFS benefit over the life of the programme

## There is a continuous requirement to innovate, change and improve

For a number of structural reasons, the requirement to innovate, change and improve will be a constant throughout the life of the programme.

These include:

- demographic and societal pressures driving an increase in demand and cost
- policy and local government reform leading to significant changes in how local government needs to run
- a constrained financial envelope
- continually emerging technology which gives the opportunity to progressively improve how services are delivered

## A balanced portfolio of projects is needed

This programme of change and improvement will be designed to respond to this requirement by having a portfolio of initiatives in different stages of delivery:

- early scoping of opportunities
- robust diagnosis and business case development
- delivery of approved projects
- formal close out and benefit confirmation

Resources will be appropriately balanced across these stages, ensuring an ambitious but manageable amount of work is being undertaken at any time.

## Enablers to support effective identification of new opportunities

The following enablers and activities will support the identification of new opportunities:

- **Governance:** a robust cycle to manage projects and programmes and track benefits.
- **Feedback loops:** close out reviews that capture undelivered potential and emergent value
- **Delivery approach:** design and testing of solutions challenge the quantum of improvement possible.
- **Insight-led identification:** ongoing trend analysis of cost, demand and performance to identify likely opportunities.
- **External intelligence:** ongoing engagement with sector and wider best practice to ensure unexplored potential is understood.

# Draft governance approach

PRINCIPLES: USING EXISTING GOVERNANCE WHERE POSSIBLE, JOINTLY DESIGNED & WILL EVOLVE THROUGH THE PROGRAMME AS NEEDS CHANGE

