Leicestershire County Council

Transforming
the way we work

Shaping the council's transformation
– a summary of the transformation programme

April 2014

Contents

Section 1 Executive summary

'The County Council will lead Leicestershire by working with our communities and partners for the benefit of everyone'

The County Council has a strong track record in leading Leicestershire's public services to improve outcomes for residents, and evolving to accommodate changes in Government policy within the context of reducing resources. Through the 'Strategic Change Programme' from 2006-2011, the council reshaped its operating model and focus, significantly reducing costs, developing its people and improving its engagement with partners.

The financial challenges facing the council are significant, as we need to reduce our net expenditure by £110m (nearly 30%) by 2017/18. £23 million has already been achieved. £34 million is being delivered by operational savings. A total of £40.2 million can be secured through the transformation programme. But there is still a gap of £12.5 million and further years of austerity predicted.

We also need to implement major changes in Government policy regarding the provision of health and social care service and children's services which will increase the pressures on our resources, coupled by demographic changes which are increasing the demand for social care support. At the same time, through the recent budget consultation process, Leicestershire residents have clearly voiced their preferences in terms of protecting service quality in some areas and expecting us to drive out greater efficiency.

At the same time, the health and social care integration agenda provides the opportunity for the council to radically rethink its highest cost services and improve outcomes. Furthermore, the council's leadership has a renewed focus on driving innovation in service provision, to improve outcomes for Leicestershire.
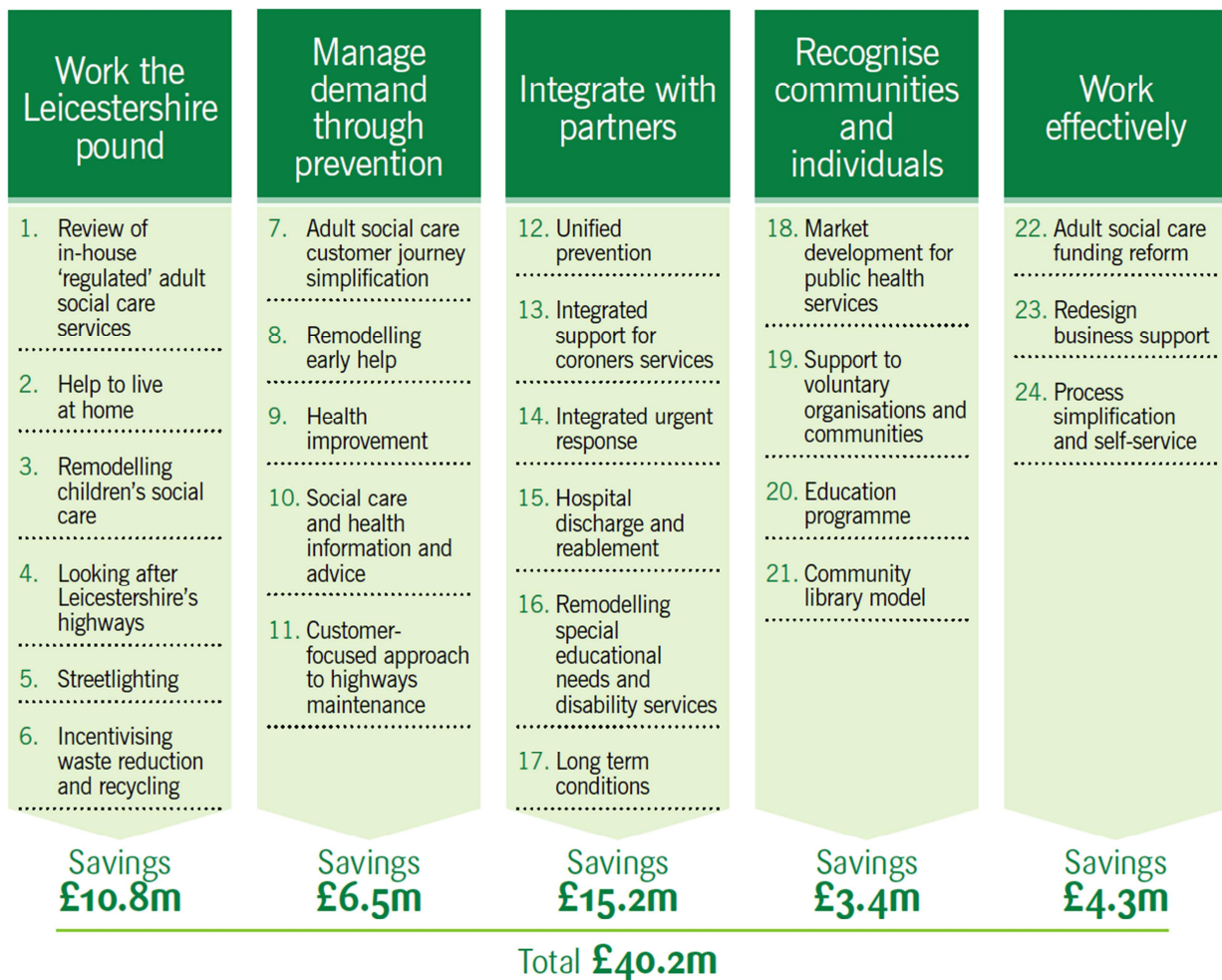
The council needs to respond urgently and safely: transforming our services, our focus and our working practices. At the heart of our transformation must be a renewed focus on our priorities, our customers and our communities, with a determination to put people and outcomes ahead of organisational boundaries and bureaucracy. To achieve this, we are focussing on a number of objectives that will be used when re-designing our services and will be explicit in all service plans. They will provide a focus for innovation and change, and should be used as the basis for transformation:

- To '**work the Leicestershire pound'** – reducing cost and maximising funding available to the council and other bodies

- To **manage the demand for services through increased prevention** – reducing pressures on the front line and preventing future costs from rising

- To **integrate services** and pool budgets with partners wherever possible – creating better experiences for staff and service users

- To **recognise communities and individuals** – helping active communities deliver better results

- To **work effectively** – in a culture that focuses on priorities, people and outcomes

To meet the financial challenge and the need to deliver services differently the council has developed a Transformation Programme. The Programme has two distinct components:

- Service transformation – which will deliver £40m over the next four years. A further £12.5m is still to be identified in time for the MTFS update in autumn 2014

- Enabling transformation – which will deliver the council-wide tools and capabilities to support the transformation of our approach to commissioning and service delivery

The five transformation objectives below will cut through everything we do. Below you can see how our service transformation projects are grouped together by objective.

Work the Leicestershire pound

1. Review of in-house 'regulated' adult social care services
2. Help to live at home
3. Remodelling children's social care
4. Looking after Leicestershire's highways
5. Streetlighting
6. Incentivising waste reduction and recycling

Savings £10.8m

Manage demand through prevention

7. Adult social care customer journey simplification
8. Remodelling early help
9. Health improvement
10. Social care and health information and advice
11. Customer-focused approach to highways maintenance

Savings £6.5m

Integrate with partners

12. Unified prevention
13. Integrated support for coroners services
14. Integrated urgent response
15. Hospital discharge and reablement
16. Remodelling special educational needs and disability services
17. Long term conditions

Savings £15.2m

Recognise communities and individuals

18. Market development for public health services
19. Support to voluntary organisations and communities
20. Education programme
21. Community library model

Savings £3.4m

Work effectively

22. Adult social care funding reform
23. Redesign business support
24. Process simplification and self-service

Savings £4.3m

Total £40.2m

This document sets out the council's approach to delivering its priority outcomes over the coming four years. We need to innovate and act with our partners to influence the demand on our resources and affordability of our services, in order to respond to current changes in policy and funding, and to improve the quality of life for Leicestershire's residents. Working with our partners, we will need to:

- Fundamentally **challenge how our services are provided** and reconfigure them to reduce cost – now and in the future;

- **Target early intervention and prevention** initiatives to improve outcomes for vulnerable people, and reduce their dependency on high cost services; and

- Develop **alternative sources of resource**, in order to reduce the reliance on traditional public sector funding and services.

At the heart of our transformation will remain a clear focus on our vision and our organisational values, namely: focusing on the people of Leicestershire; being positive; achieving results; being flexible; being co-operative; and speaking up.

Section 2 Vision for transformation

2.1 The strategic focus for Leicestershire

'The county council will lead Leicestershire by working with our communities and partners for the benefit of everyone'

The statement is underpinned by six strategic imperatives that serve as the unconditional requirements to drive the council's approach:

1. Lead Leicestershire;

2. Support and protect the most vulnerable people/ communities;

3. Enable & support communities, individuals & families;

4. Make Leicestershire a better place;

5. Manage public sector resources effectively;

6. Have the organisational structures & behaviours to deliver this approach.

2.2 The case for change

While the council's underlying values remain a constant, the role and focus of the council will need to change. The scale of change facing public services means that we cannot have a tactical response. The major challenges facing the council are illustrated below:

Demographic pressure that increases the demand on our services	*An ageing population and the predication of long term conditions. The number of Leicestershire residents aged over 65 has increased by nearly 20% in the past 10 years, while those over the age of 85 have increased by 39%.*
Legislative and policy pressure that increase the demand for our resources and support	*For example, the Care Bill which will reform social care funding for older people. The Children and Families Act, which for example, include new responsibilities to support young carers and an increase in eligibility for social care support for young adults in education up to the age of 25.*
Legislative changes that create a duty for the council to integrate services with health partners	*The Health and Social Care Act (2012) requires the council and CCGs to develop integrated approaches to improving health outcomes and reducing costs. At the same time, the Children and Families Bill (2013) requires an integrated approach to Special Educational Needs and Disability assessments across health, social care and education partners.*
Continued focus on personal choice changes the nature of our relationship with individuals and communities	*Adults receiving social care support and families with children with disabilities are now offered a personal budget which they can use to make their own, informed decisions about the type of support they want and who provides it. This empowers people to choose and support themselves.*

Resident and council tax payer expectations	*For many people, the performance of the council is judged on the quality of its universal services. The council's recent budget consultation demonstrated the strength of feeling by residents to not cut gritting, roads and path maintenance. And, of course, local communities are often protective of local resources such as libraries and museums.*
Financial pressure that reduces the availability of our funding	*The Comprehensive Spending Review in 2013 saw a 10% reduction in funding for local government and a council tax freeze for 2 years. Given this income reduction, and pressures on our services, we need to reduce our expenditure by £110m per annum by 2017/18.*

We need to innovate and act with our partners to influence the demand on our resources and affordability of our services, in order to respond current changes in policy and funding, and improve the quality of life for Leicestershire's residents. Working with our partners, we will need to:

- Fundamentally challenge how our services are provided and reconfigure them to reduce cost;

- Target early intervention and prevention initiatives to improve outcomes for vulnerable people, and reduce their dependency on high cost services; and

- Develop alternative sources of resource, in order to reduce the reliance on traditional public sector funding and services.

The council needs to respond urgently and safely, transforming our services, our focus and our working practices. We will be required to look at our service provision in a different way, our relationship with communities and individuals will change, our perceptions of the council's core purpose will be challenged, and others may need to take on what we now have to stop. At the heart of our transformation must be a renewed focus on our customers and our partners, with a determination to put people and outcomes ahead of organisational boundaries and bureaucracy.

2.3   A framework for change

The process of transforming our service needs to be managed effectively to ensure pace and mitigate risk. Given the success of the council's previous "Strategic Change Programme" (2006-11), we are adopting a council-wide response to the current drivers for change.

Transformation objectives and principles

To achieve the required transformation and medium term financial strategy (MTFS), we will need to make decisions regarding the future of our services and our focus. These decisions will be taken throughout the implementation of the transformation programme, and will be based on the following key principles:

Objective	Key principles
Work the Leicestershire pound	• Jointly commission services • Be disciplined and rigourous in performance and quality • Use the most cost effective delivery models • Ensure public sector activity contributes to economic growth
Manage demand through prevention	• Focus on interventions targeted at reducing demand on high cost services • Create opportunities for communities to help each other • Promote and enable self-service, self-management and independence • Reduce the reliance on public funding
Integrate with partners	• Adopt a whole-life approach to commissioning • Integrate service planning and delivery to maximise impact • Pool resources with partners to maximise outcomes, savings and investment • Bring services together within communities
Recognise communities and individuals	• Recognise 'communities of interest' as well as 'place' (localities) • Renew our customer focus • Harness the value of community facilities • Design and deliver services at the right level, in the right way
Work effectively	• Embed a consistent approach to strategic commissioning • Continue to modernise public services: delivery, access and flexible working practices • Nurture a culture of innovation and evaluation • Learn from good practice, and where relevant incorporate into the transformation programme • Embed a multi-disciplinary approach to working across services and partners

These principles will be used when re-designing our services and will be explicit in all service plans. They will provide a focus for innovation and change, and should be used as the key basis for transformation.

Section 3 The transformation programme

3.1 Shaping the transformation programme

Delivering transformation and change needs to balance a range of competing demands. It must ensure that departments have enough freedom and support to deliver agreed priorities whilst benefiting from the right level of corporate support. Successful transformation is rooted in delivering both service specific and council-wide changes.

This section describes a new approach to transformation in Leicestershire, describing the priorities that underpin this programme and the council-wide initiatives that will enable the transformation to be successful. Having completed a 'stock take' of current projects across the council, as well the financial priorities defined within the medium term financial strategy, our approach is characterised by distinguishing between:

- The key initiatives that should be the focus of the transformation programme;

- The initiatives that should be managed as "business as usual" to deliver operational improvements and tactical cost savings;

- Low priority projects that should be stopped.

It is the first group of initiatives that have informed the overall shape of the transformation programme, described in terms of service transformation programme and enabling projects.

Component	Description
Service transformation	These programmes are centred on delivering the strategic priorities for the council's key services, for example: • Looking after Leicestershire's highways; • Implementing the Children and Families Act; • Health and social care integration, the Care Bill and Social Funding reform.
Enabling transformation	These are initiatives that support the delivery of service transformation requirements. They are essential building blocks to support the transformation of services, and are focused on elements of transformation that are most effectively done corporately.

3.2 Transformation priorities

The case for change (section 2.2), highlights the external pressures on the council which dictate the need for a strategic, council-wide programme of change. At both a corporate level and for specific services, the success of the transformation programme will be judged on its ability to deliver the council's priority outcomes, on time and using available resources. These outcomes will determine the programme's roadmap and resources. The following sections illustrate the key priorities for the transformation programme in greater detail.

3.2.1 Financial outcomes

The council needs to reduce its net expenditure by £110m by 2017/18. While £23m savings have already been achieved (2013/14), £34.3m are being delivered by services through operational efficiencies and service reductions. However, the transformation programme will need to **deliver net expenditure reductions of £52.7m** over the next four years. At this point £40.2m has been identified, leaving a gap of £12.5m (see MTFS 'gap' in 2017/18). It is essential that further transformational savings are identified in time for the updating of the MTFS in autumn 2014.

3.2.2 Service outcomes

In shaping the transformation programme we have taken into account the key initiatives for each of the service areas which are either existing strategic initiatives or emerging requirements. These initiatives are described below.

3.2.3 Children and Families

Children and Families have developed four main programmes with a target to deliver £6.1m of transformational savings. The key priorities for Children and Families are the delivery of the legislative change, focus on targeted intervention and prevention, and the development of alternative education provision. Therefore, the three areas of service transformation are:

Programme	Projects	Description	MTFS Financial Target
Early help	Remodelling early help	To enable individuals and families to access support as early as possible, to help them maintain their quality of life, prevent problems getting worse and reduce demand for high cost support.	£2.1m
Children's social care	Remodelling children's social care	To transform children's social care services in line with the Children and Families Act to develop improved pathways and processes and to deliver efficiency savings through better commissioning and procurement.	£3m
Children and Families Act	Remodelling special educational needs and disability services	To improve educational, health and wellbeing outcomes for all Leicestershire children and young people with SEN and disability, and to ensure changes required in the Children and Families Act are delivered effectively, through better integrated single assessment framework and joint commissioning of services to deliver single education, health and social care plans and personal budgets.	£1m

Programme	Projects	Description	MTFS Financial Target
	Young carers	To develop a strategy and deliver the new statutory duty of assessing needs and commissioning services for young people who take caring role for a sibling or a parent/grandparent.	£0m
Education programme	Remodelling of alternative education provision	To devolve key stage 3 funding to schools partnership and to develop solutions and provision for the key stage 1 and 2.	£0m
	Remodelling of education sufficiency and quality	To undertake remodelling of the education function from sufficiency of places, allocation of places to quality of provision across all age groups (0-25).	£0m
Total			**£6.1m**

3.2.4 Adults and Communities

Within Adults and Communities there are a number of specific pressures that the service must respond to if adult social care is to continue to be provided is a sustainable way. These pressures include legislative changes and funding reform and demographic pressure.

Given these demand pressures, the service is no longer affordable and the transformation that Adults and Communities must effect will be to provide services on a fundamentally different basis. The focus will need to be on a number of key objectives:

- Reducing demand on high cost services through better targeted prevention and intervention

- Integrating with health to provide better care for the service user

- Challenging the models of care and considering alternative means of providing the service and a greater use of "non-formal" support

- Developing community partnership models to deliver services

Adults and Communities is developing activity with a target to deliver £4.4m of transformational savings to address these key priorities and includes the following:

Programme	Projects	Description	MTFS Financial Target
Transforming adult social care	Adult social care funding reform	Operational changes in order to implement the Care Bill's Funding Reforms.	£0m
	Adult social care customer journey simplification	This will seek to both improve the efficiency of the customer journey, reducing the cost of assessment and care, and also maximise effectiveness in supporting the 'unified prevention offer' working with health.	£1m
	Help to live at home	In preparation for integrated commissioning with health, this will see a rationalisation of domiciliary care providers and use of outcome-based payment models to improve service efficiency & performance	£1m
	Review of in-house 'regulated' adult social care services	This is focused on remodelling in-house services, through greater joint working with districts regarding housing and exploring alternative delivery models	£0.5m
Community library model		This is focused on all aspects of the council's non-social care, universal services to communities, to identify opportunities to build community capacity and generate new funding to reduce their net cost.	£1.9m
Total			**£4.4m**

3.2.5 Public Health

Although the direct transformational savings for Public Health are only £0.5m it has a critical role in the transformation programme. Public Health underpins prevention and early intervention and therefore has a key objective in supporting the Unified Prevention project within health and social care integration, and also targeted prevention and early intervention initiatives.

The other key objective for Public Health will be to take a lead on developing and publicising the right information, advice and guidance which will help to signpost people away from formal support, and will contribute to the objective of supporting people to become more self-reliant and start to self-manage.

Programme	Projects	Description	MTFS Financial Target
Health improvement		Potential alternative models for health improvement services. Such a model may bring together the separate lifestyle behaviour change services (smoking, weight management) with support provided by a single professional across the range of lifestyles	£0m
Health and social care information and advice		Integrate the provision of preventative advice alongside delivery of other services, creating the potential for a 'triage' based system to support targeted intervention and demand reduction.	£0m
Market development for public health services	Smoking cessation services Drugs and alcohol misuse services	Work with communities, third sector and voluntary sector to develop their capability to provide alternative means of service delivery, and to develop competition in the market	£0.5m
Total			£0.5m

3.2.6 Health and Social Care Integration

There are a number of dependencies between the transformation initiatives within Adults and Communities, Children and Families, and Public Health with health and social care integration. The integration of health and social care will be delivered through the Better Care Together 5 year strategy and the Better Care Fund plan.

Programme	Projects	Description	MTFS Financial Target
Unified prevention	Multiple projects	This programme includes projects that are focused on supporting adults to live independently at home, mitigating demand for high cost services.	£10m (Better Care Fund)
Integrated urgent response	Integrated crisis response service	This will see the implementation of a new service to provide effective short-term support at a point of crisis that will help to maintain someone in their own home, preventing admission to hospital or long-term residential care.	£3.5m (New Model of Early Intervention)
	Elderly frail service	Consolidating a number of existing services into a rapid assessment and treatment service for frail/complex older people with the potential to offer outpatient and short stay options.	£0.35m (Integrated Health & Social Care solution)
	Expanded role of primary medical care	7 day working, workforce development and proactive care with GP leads.	
Long term conditions	Proactive care	Supporting people with long term conditions and frail older people by enabling more alternatives to hospital stays delivered closer to home.	
	Improving quality in care homes	An integrated social care and health team to improve quality in residential care homes, responding quickly and proactively to any breaches and reducing the number of safeguarding incidents.	
Hospital discharge and reablement	Multiple projects	This is focused on the optimisation and integration of services to bridge the process of an older person being in hospital to safely returning home and living independently.	
Total			**£13.85m**

3.2.7 Environment and Transport

Environment and Transport focusses on four main areas, which between them aim to save £9.7m.

Programme	Projects	Description	MTFS Financial Target
Looking after Leicestershire's highways	New delivery model	Develop a new delivery model for the highways maintenance service. Develop strategic commissioning capabilities to drive service efficiencies	£5.5m
	Customer focussed approach to highways maintenance	Taking a "whole systems" view of the service with a clear focus on the purpose of highway maintenance and its link to the needs of Leicestershire residents. Incudes a review of the maintenance model including the evaluation of a permanent 'right first time' approach.	
N/a	Street lighting	Reducing the cost of street lighting though the use of new technology, alternative delivery models and partnership delivery arrangements.	£1.2m
Incentivising waste reduction and recycling	Revised payment mechanism on recycling credits	Explore the options to restructure incentive payments for recycling with Districts, and to move towards a more integrated service.	£1.9m
	Review of recycling and household waste site provision	Explore alternative delivery model for the recycling and household waste sites, including the engagement of communities and voluntary sector.	£1.1m
Total			**£9.7m**

3.2.8 Corporate Resources

Corporate Resources is a key commissioner and provider of internal support services to the council. It has developed three key areas of work to significantly reduce current net costs by £4.3m:

Programme	Projects	Description	MTFS Financial Target
Demand management	Service charging and demand management	To improve the transparency of service costs to internal customers for operational services, improving the governance of change control and exploring the budgetary levers to control demand pressures	£3.8m
	Process simplification & self-service	To reduce operational support costs through improving the design of internal processes, improve their accessibility, provide better information provision to enable self-help and embedding new processes through training and consequence management.	
	Strengthening corporate governance	To reposition the role of business partners to serve as both advisors and as a mechanism to improve internal compliance, and challenge inefficient working practices.	
Service optimisation	Redesign business support	Redesign and 'business support' functions and resources across the council, exploiting potential capacity within Customer Services and standardising support using a more economic model.	£0.5m
Income generation	Commercialisation of traded services	Maximise net revenue from operation traded services, through a focus on services that are commercially viable & exploiting the most attractive delivery model to support innovation.	£0m
Total			**£4.3m**

3.2.9 Chief Executive's

Chief Executive's has two key components, aiming to deliver savings of £1.3m:

Programme	Projects	Description	MTFS Financial Target
Integrated support for Coroners Services	-	Integration of the administration and support for the two statutory coroner services (North Leicestershire; and South Leicestershire and City). Options for a joint mortuary that could be located in alternative accommodation area also being explored.	£0.4m
Support to voluntary organisations and communities	Re-Commissioning of support to voluntary organisation	Aligning the re-commissioning of support to the voluntary sector to transformation priorities (e.g. community capacity building).	£0.6m
	Provision of grants to community organisations	Reconfiguring grants to community organisations be more targeted and aligned to the transformation priorities	£0.3m
Total			**£1.3m**

3.3   Key enablers of transformation

The council's service transformation programmes have identified a number of requirements that require a co-ordinated and planned approach across the council. These are requirements that will impact on the council's core resources e.g., systems, customer services, management training programmes. The table below illustrates some of these key requirements:

Building resources and governance	• Clarify the role, responsibilities and structure of the transformation programme and how it will be governed
	• Adopt an effective and efficient structure and framework with Boards that enable the strategic management of the transformation programme
	• Ensure that the governance of the programme does not fall to Departmental silos
	• Ensure that the 'transformation' programme actively facilitates cross-departmental working
	• Develop a strategy for sharing resources across partners
People and organisation development	• Promote, develop and enforce the behaviours that will positively support change and improvement
	• Develop organisation development to ensure that the council has the right capabilities, aligned to the Target Operating Model
	• Ensure that core management development programmes includes the core skills required: financial management, people management, customer service behaviours, project management and negotiation skills
	• Develop stronger centres of expertise in some key areas to allow capabilities to be shared across the organisation and partners
	• Review the effectiveness of employee terms and conditions to support the transformation of working practices
Data and business intelligence	• Identify and use data and evidence to make informed decisions across the organisation and with partners, and meet new statutory requirements such as adopting the NHS number
	• Ensure the right capability and capacity to make sense of the data and develop business intelligence, with the use of business intelligence embedded in all decision making
	• Implement the right processes and systems to collect, share and challenge data securely

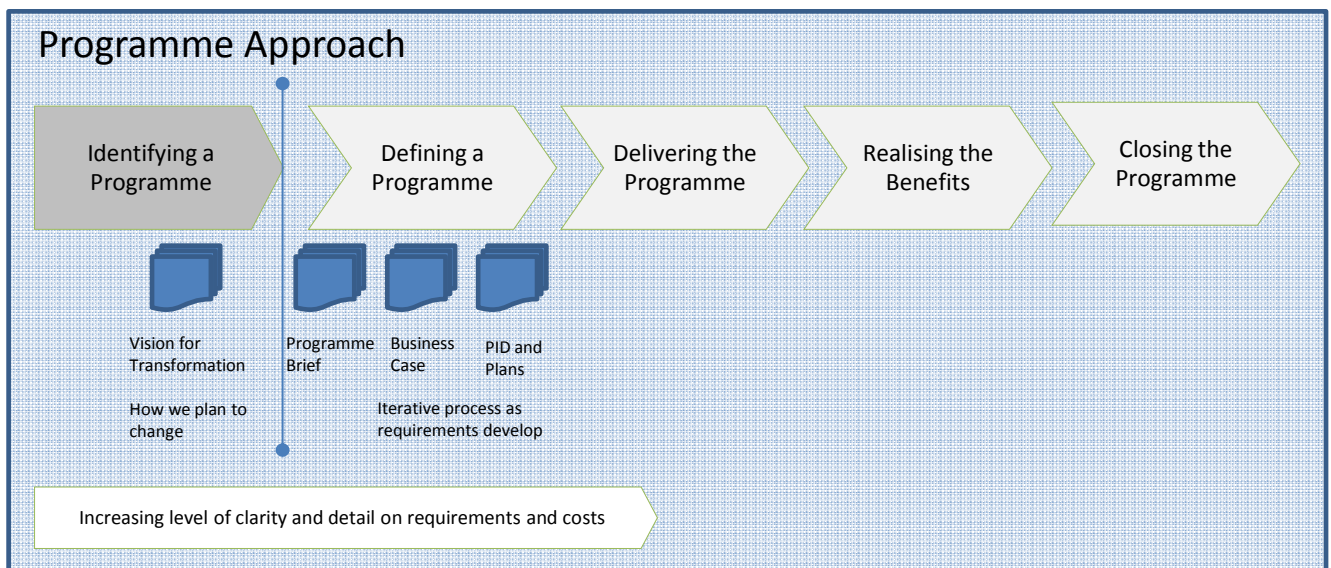| Customer and communities	• Enable customers to access Leicestershire services in the most effective and efficient manner
	• Ensure all internal and partner processes are designed with the customer in mind and are simple and efficient
	• Promote and develop effective communications across the organisation and with partners
	• Effectively engage with communities in shaping the future of Leicestershire services and outcomes
Effective commissioning	• Deliver an integrated approach to support commissioners in making the strong evidenced based decisions across the commissioning life cycle, and build delivery capacity
	• Develop a commissioning framework that outlines what activities and capabilities are required throughout the commissioning cycle; and allows stress testing of services based upon business intelligence
	• Provide an effective framework for commissioners to understand and assess the implications of different delivery models
	• Create a clearer definition of accountabilities and responsibilities between commissioner and provider
	• Work with communities to explore alternative delivery models for our services
	• Enable more effective commissioning from the third sector and developing them as providers
Systems and technology	• Use Facilities and IT to drive and enable more flexible and agile ways of working for staff
	• Be radical in the development of customer interfaces, based upon needs assessment and usability
	• Take advantage of opportunities to share infrastructure with partners
	• Enable a more joined up view of system and IT infrastructure including with partners

Whilst the "enabling" projects and programmes do not directly deliver savings, they are a fundamental part of making transformation successful and explained in more detail in the following sections.

Section 4 Planning the transformation

## 4.1   Project and programme delivery overview

The framework we are using for the transformation programme will provide the basis for achieving consistency in how we define, plan and deliver the programme over the next three years.

The framework has five key elements as illustrated in the diagram below. We have currently completed the initial activities involved in the identification of a programme, and this document represents the consolidated 'vision for transformation' and the plan for how we would like to deliver the change. The next stage of the process will be to create greater clarity against the programme elements to deliver business case and implementation plans.

Programme Approach

| Identifying a Programme | Defining a Programme | Delivering the Programme | Realising the Benefits | Closing the Programme |

Vision for Transformation

Programme Brief

Business Case

PID and Plans

How we plan to change

Iterative process as requirements develop

Increasing level of clarity and detail on requirements and costs

4.2 Three year road map of transformation priorities

The diagram below consolidates the key external drivers for change, existing MTFS commitments, and known transformational priorities. This road map reflects the current status of activity, and will be refined over the coming three months as the transformation programmes are planned in greater detail:
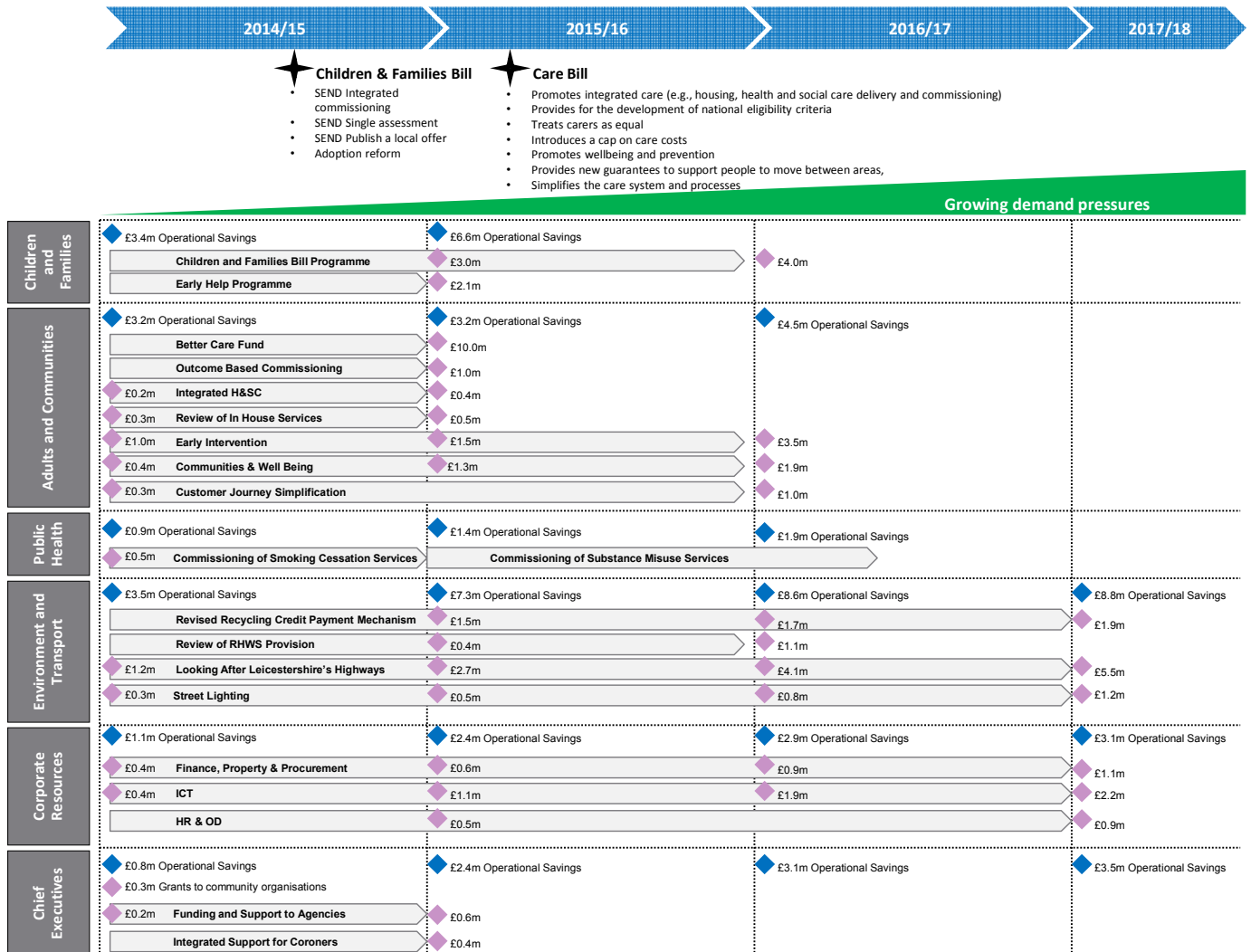
From the road map, it is clear that the council key initial transformation priorities include:

- Looking after Leicestershire highways;

- Care Bill and Social Care funding reform implementation;

- Health and social care integration;

- Remodelling social care (C&F);

- Remodelling alternative education provision;

- Outcome based commissioning e.g. help to live at home.

4.3   Our focus for the next six months

The next stage of the programme will be to focus on the detailed definition and planning of both the service transformation projects and the enablers.

4.3.1 Service transformation

This will build on the work that services have already started in formulating programmes of work to deliver their service outcomes and the required savings over the next three years.

Over the next six weeks of the transformation programme, these plans should be brought together into a brief for each department to represent the service based transformation. The briefs will include the key milestones, benefits and savings, programme plans and resource profiles.

4.3.2 Enabling transformation

The enablers cover activity that creates the programme infrastructure such as the communications, the governance arrangements, the central transformation resources and the standards for managing and reporting. It also manages the corporate enablers that are required to support the service based transformation such as technology, data. These enablers will be managed by the Transformation Unit.

The 'Building governance and resources' enabler is focused on building the programme infrastructure and is, therefore, the first project to be delivered. The priority will be to **establish a strong and effective governance framework for transformation and build** the Transformation Unit and a resourcing plan for the transformation programme.

A further more detailed plan below outlines the key focus for each of these enablers in the initial three – six months. However, at a high level they will all adhere to a similar process which his described below.

4.4   Risks and issues

The transformation programme needs to deliver a £52.7m reduction in the council's net expenditure over four years. However, a significant proportion of these savings are expected in the first two years. There are a number of risks and issues that need to be recognised and managed:

Key challenge	How the challenge or risk can be mitigated
Does the council have sufficient pace to implement the 'transformational' changes required to deliver savings of £28.7m by FY15/16 and £36m by FY16/17?	Effective and prioritised plans. Identify & deliver quick-wins to build momentum. Identify additional savings opportunities to build greater contingency into the MTFS.
Do we have the confidence that the Transformation will deliver £52.7m by 2017/18 including the £12.5m current budget gap?	Ensure benefits tracking and management is effective, working with services and finance. Adopt a robust approach to decision making, such that poorly performing projects are urgently tackled to avoid wasting resources and time.
Are the transformation initiatives currently tackling all the key levers: demand mgt (volume), specification (quality), and unit costs (price)?	Alongside the development of more detailed service transformation briefs and plans, we would suggest stress-testing key expenditure areas to ensure that they are being effectively challenged through transformation using all available levers.
Are current headcount reduction initiatives creating specific capability and capacity pressures which will reduce the council's ability to deliver transformation and sustain business as usual operations?	Through the development of more detailed resource plans, each department should undertake an impact assessment to evaluate its ability to sustain current operations and drive transformation effectively. Furthermore, programme resource plans should also be challenged to ensure that projects are being efficiently planned and resourced.
Are the scope and target outcomes of the H&SC Integration Programme and Adults & Communities change initiatives aligned to avoid duplication and avoid missed opportunities?	The programme brief and outline business case will clarify any duplication and provide a basis to identify any missed opportunities.
How aligned is staff, citizen and Member sentiment to the emerging themes of the transformation programme? Are the objectives of every individual clear with respect to the programme of work and will they be held to account for delivery of the programme? Do partners understand and buy-in to the council's current refocus and transformation planning process?	The People and Organisation Development and Customer and Communities enablers will play lead roles in overseeing the approach to staff and citizen sentiment respectively and engaging Governance and performance management will identify and manage accountability Communication and engagement with all stakeholders will be important in building strong, positive sentiment and support for the changes

Section 5 Governance

The transformation programme's governance and reporting structures need to be efficient, maximising the ability of the council's leadership to manage by exception, promoting action and innovation, avoiding unnecessary meetings and minimising bureaucratic process, and making best use of existing operational governance structures.
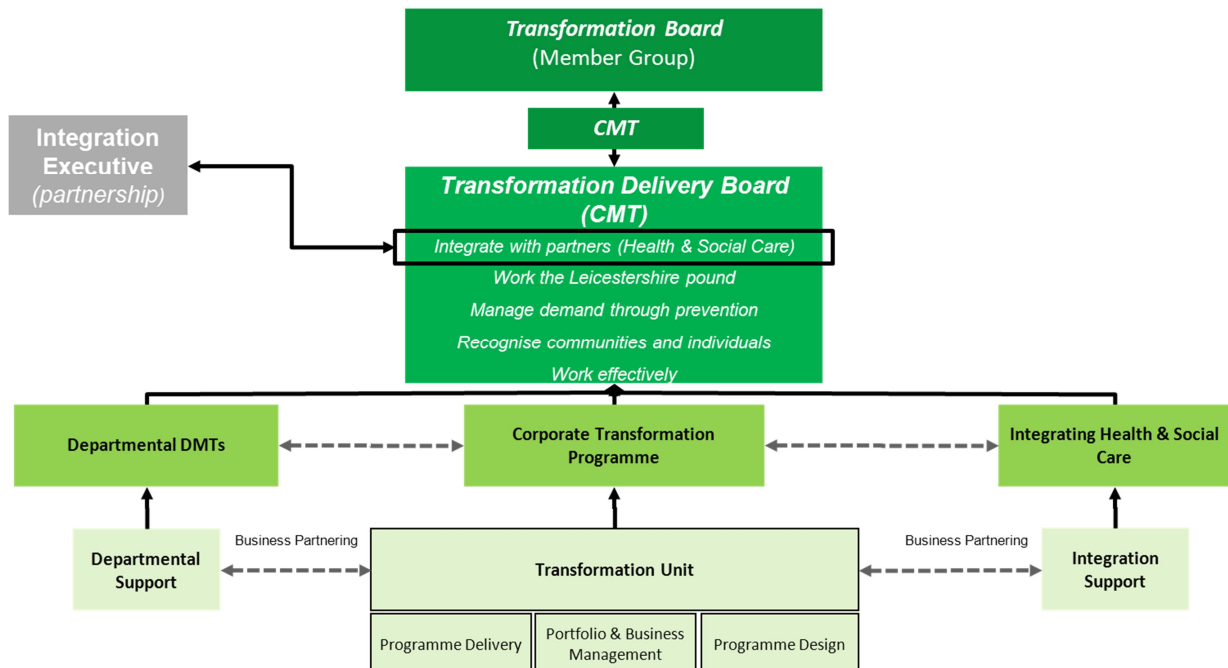
Transformation Board
The Transformation Board will continue to provide the strategic direction for transformation. The board will also play an important role in political engagement, and to test the direction of proposals. **Membership -** political representative from the three main parties, plus senior officer attendance.

CMT
CMT will be responsible for the strategic direction of the transformation programme, and in ensuring that the shape of projects and initiatives within the programme are aligned to the design principles. CMT will approve business cases related to the transformation programme, providing clear mandate and direction for projects to be delivered. **Membership -** senior leadership team of the council.

Transformation Delivery Board
The Transformation Delivery Board will play a distinct role from CMT and will be responsible for the successful delivery of the whole transformation programme. It will track risks and issues; receive exception reports and agree action plans. **Membership -** As per CMT, but with the Director of Corporate Resources as chair.

Integration Executive

Where transformation programmes and initiatives overlap and have dependencies with partner organisations, we will work more broadly with partners through an Integration Executive. For example, we will drive and govern the Health and Wellbeing Integration programme through the Transformation Delivery Board, with engagement of partners through the Health and Wellbeing Integration Executive.

Membership - Dependent upon the specific integration projects but will include partners.

The Transformation Unit will support the effective delivery of the council's vision for transformation. It will comprise three key functions:

The specific capabilities and support available from the transformation programme is as follows:

- **Programme delivery:** will provide programme managers, project managers and business analysts to support priority initiatives.

- **Portfolio and benefits management office:** will be responsible for updating plans, tracking risks and issues, reporting on progress, administering meeting and tracking benefits (from business cases through the operational delivery). An important part of this function will also be the deployment of corporate standards in the creation of project and programme documentation, focusing on the quality of analysis and plans.

- **Programme design:** will work with existing business partners from across I&T, HR and Finance, will ensure that changes to the council's current operating model support the agreed direction of travel, and are effectively assessed, planned and co-ordinated.