Open		Would any decisions proposed :	
Any especially affected Wards	Operational	Be entirely within Cabinet's powers to decide Need to be recommendations to Council	YES/NO YES/NO
		Is it a Key Decision	YES/NO

Lead Member: Cllr Alistair Beales, Leader E-mail: cllr.alistair.beales@west-norfolk.gov.uk	Other Cabinet Members consulted:
	Other Members consulted: Corporate Performance Panel
Lead Officer: Kate Blakemore, Chief Executive Officer E-mail: kate.blakemore@west-norfolk.gov.uk Direct Dial:	Other Officers consulted: Management Team Transformation Board

Financial Implications ~~YES~~/NO	Policy/ Personnel Implications YES/~~NO~~	Statutory Implications ~~YES~~/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/~~NO~~	Environmental Considerations ~~YES~~/NO

If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)

Date of meeting: 14th January 2025

TRANSFORMATION PROGRAMME

Summary

The council currently has a collection of programmes of work, projects and specific actions which have been mapped under the definition of transformation. A review has been undertaken to provide clarity and a clear purpose for transformation going forwards. This report is to update Cabinet with the proposals for implementing a structured framework and clear purpose for transformation, along with clearly defined outcomes.

Recommendation

Cabinet Resolves:

- To note the contents of the report and the emerging Transformation Programme
- To establish a politically balanced member representation on the Transformation Programme Board to be chaired by the Chief Executive

Reason for Decision

To establish a formal governance framework for the delivery of the Transformation Programme, delivering defined outcomes through effective management and oversight.

1   Background

1.1   Over the last 18 months the council has had to respond to multiple priorities and pressures, including supporting a new administration and creation of a strategic plan, moving forwards with the recommendations made as part of the LGA peer review in 2023, addressing significant financial pressures outlined within the council's Medium Term Financial Plan (MTFP) and more recently respond to feedback from much improved internal and external engagement.

1.2   As a result, there is a collection of programmes of work, projects and specific actions that have been developed and mapped under the definition of a Transformation Programme. More recently a review has been undertaken with the aim of providing clarity about the council's Transformation Programme.

2   Introduction

2.1   This paper, therefore, seeks to clarify the council's Transformation Programme, including its purpose and emerging work programme. It also outlines proposals of how this Transformation Programme should be governed moving forwards.

2.2   The programme itself has been established to enable the council to be the best possible council it can be, ensuring that the council is effective and operates efficiently so that it can deliver the council's strategic ambitions.

2.3   The programme will ensure we are a modern workforce, one which is agile and focussed on achieving all that we can for our residents and communities.

2.4   The aims of this programme are to:

- **Empower** the workforce, by allowing officers to have autonomy about how they do their jobs. This requires an organisational culture that fosters trust, open communication and a shared commitment to the council's vision and corporate plan.
- **Modernise** the council, from how we support the work we do through improving our digital infrastructure to the way we operationally do our jobs, there is a huge opportunity to learn from what others are doing well (or not so well).
- Improve the way we **engage** with officers and Members, residents, partners and stakeholders to ensure we better hear feedback about how we are doing and what we could do to continuously improve the way we operate.
- Become an **agile** workforce, where we can respond quickly to challenges or opportunities without destabilising our day-to-day delivery of services.

- Make sure we are **efficient** in all that we do, ensuring we deliver best value for our residents alongside ongoing financial sustainability for the council.
- That we **deliver,** whether it's getting spades in the ground for our capital projects or delivering a project supporting our most vulnerable residents, we have a good track record of delivery but there are opportunities to accelerate what we already do for the benefit of our residents.
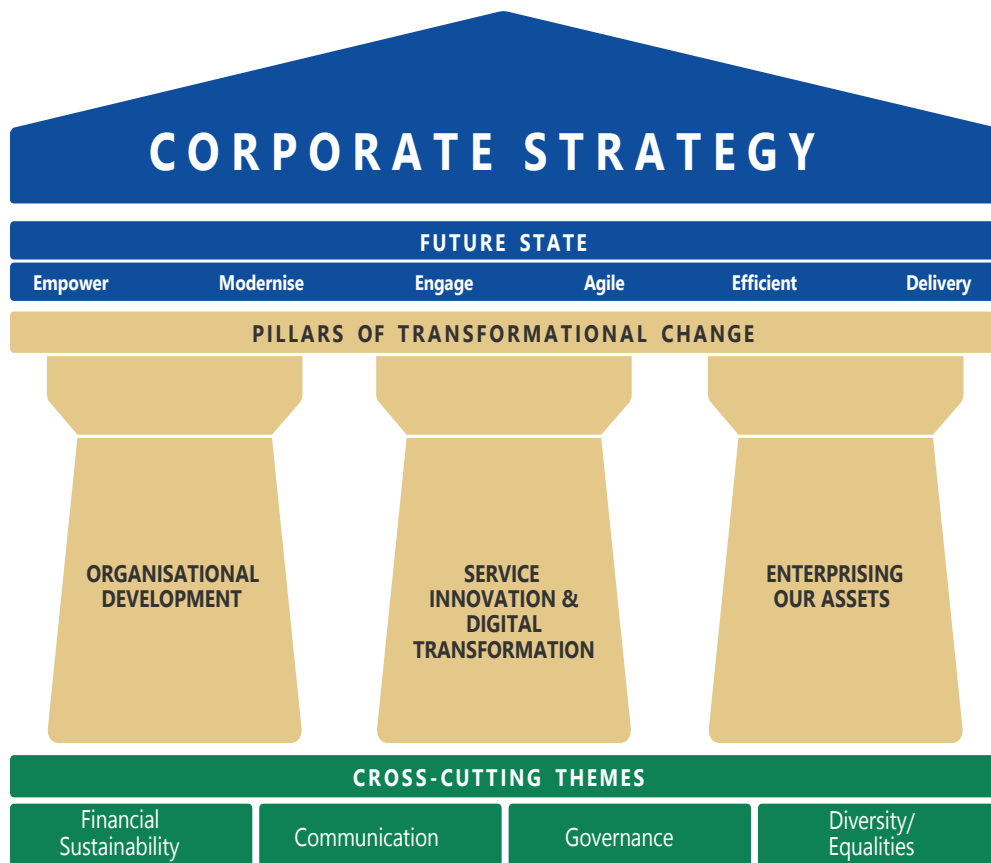
3   Programmes of Work

3.1   The Transformation Programme is made up of three key pillars of activity. The first pillar focusses on organisational development and looks to move forwards with developing our workforce strategy, organisational behaviours, and values. It will see the development of how we use data to enable more informed decision making. It will also ensure that our procedures and processes are streamlined and enable the organisation to better focus on delivery.

3.2   The second pillar is focused on service innovation and digital transformation. This pillar will look at how we use technology to deliver efficient and effective services for our residents, e.g. Artificial Intelligence (AI), digital technology and business process re-engineering. It will consider the outcomes from our Marmot Place work and how we can innovate better to improve the life chances of our disadvantaged communities.

3.3   The final pillar considers how we enterprise our assets. It will focus on delivering against our emerging asset management strategy, but much wider than this, it will consider future investments, maximising the utilisation of our asset base with the aim of contributing financially to support the council and its residents into the future.
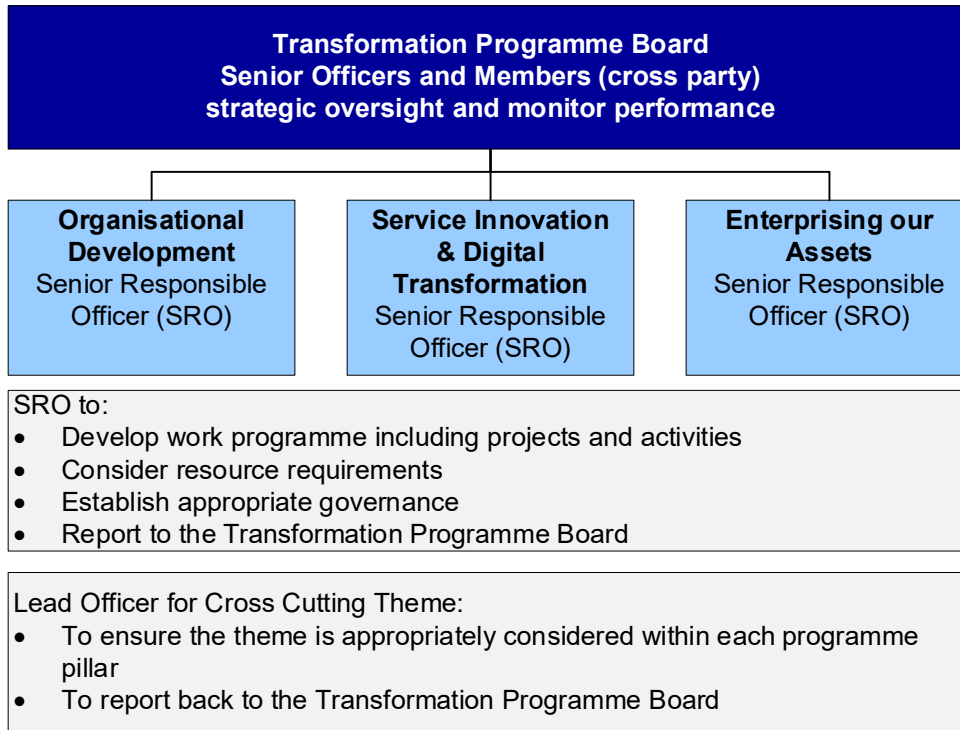
4   Cross Cutting Themes

4.1   In addition to these three key programmes of work there are four cross cutting themes. These themes will need to be considered within each programme of work, and each theme will be led by a member of Management Team. The first theme, and arguably the most important one, is financial sustainability - without ongoing financial stability the council will not be able to deliver its strategic priorities. Each programme of work will need to consider the impact of any activity within that programme in line with the council's MTFP.

4.2   The second theme is communication and engagement. It is essential we continue to build on how we communicate both internally and externally by actively engaging, listening, and responding to feedback from staff, stakeholders, and partners.

4.3   The third theme is governance. In delivering this Transformation Programme, effective governance will enable clear and concise accountability and responsibility for the delivery of the programme, giving assurance to Members and Management Team.

4.4   The final theme is diversity, equalities, and inclusion. We are fully committed to equality, diversity, and inclusion in all that we do and therefore, the impact of any activity within our Transformation Programme must be considered.

4.5   The diagram below outlines how these programmes of work and themes come together under the council's Transformation Programme. It should be noted that the overarching Corporate Strategy underpins the entire transformation programme. The councils four key priorities are:

- Promote growth and prosperity to benefit West Norfolk
- Protect our Environment
- Efficient and effective delivery of our services
- Support our communities

CORPORATE STRATEGY

FUTURE STATE

Empower	Modernise	Engage	Agile	Efficient	Delivery

PILLARS OF TRANSFORMATIONAL CHANGE

ORGANISATIONAL DEVELOPMENT	SERVICE INNOVATION & DIGITAL TRANSFORMATION	ENTERPRISING OUR ASSETS

CROSS-CUTTING THEMES

Financial Sustainability	Communication	Governance	Diversity/ Equalities

5 Governance Framework

5.1 Good governance is essential to ensure the Transformation Programme will deliver on the clear objectives and outcomes we have identified. Oversight of the programme will be through the Transformation Programme Board, which will include members and senior officers.

Transformation Programme Board
Senior Officers and Members (cross party)
strategic oversight and monitor performance

Organisational Development Senior Responsible Officer (SRO)	**Service Innovation & Digital Transformation** Senior Responsible Officer (SRO)	**Enterprising our Assets** Senior Responsible Officer (SRO)

SRO to:
- Develop work programme including projects and activities
- Consider resource requirements
- Establish appropriate governance
- Report to the Transformation Programme Board

Lead Officer for Cross Cutting Theme:
- To ensure the theme is appropriately considered within each programme pillar
- To report back to the Transformation Programme Board

5.2 It is suggested that a workshop will be held in February with the programme board to finalise the boards terms of reference and allow the board to explore the Transformation Programme in more detail.

5.3 A Senior Responsible Officer (and deputy) will have overall responsibility for the delivery of the projects identified under each pillar and will co-ordinate their own team in line with their priorities. They will also update the Board with progress. The Senior Responsible Officer and deputy will be a member of the council's senior leadership team.

5.4 A lead officer will be allocated to each cross-cutting theme, they will be responsible for ensuring that theme is considered within each pillar, and for the delivery of any specific projects that sit specifically within their theme.

5.5 The Transformation Programme will be co-ordinated by the Project Management Office which will oversee the delivery of these projects within recognised standards, bringing together robust monitoring, oversight and reporting frameworks.

5.6   It should be noted that any projects or programmes of work requiring specific decisions such as funding, will be dealt with in the normal way such as going to Cabinet and or Council if required. This programme simply aligns several projects and programmes to a clearly defined Transformation programme.

6   Conclusions and Next Steps

6.1   The council has undergone a period of substantial change over the past few years, for the council to move forward and deliver against its priorities, it must continue to grow and evolve, work efficiently, meeting our residents needs as well as focusing on growth and a thriving economy. To do this, we need to modernise our workforce to accelerate change, invest in our staff, and harness technology to ensure we continue to deliver the service our residents need and deserve. This Transformation Programme aims to deliver exactly this.

6.2   A communication plan will be established to communicate the Transformation Programme to all staff. It is essential that staff have buy-in to the process. The plan will build on staff engagement sessions held earlier in the year.

6.3   It is envisioned that this Transformation Programme will span over the next two years, formally commencing from the 1st April 2025. Work needs to take place to further finalise where various programmes and projects will sit in terms of each pillar and or cross cutting theme.

7   Options Considered

7.1   The organisation faces significant challenges in producing a balanced budget in future years. It is, therefore, not an option to continue as we are without implementing significant changes which will result in cost savings. This Transformation Programme will address and facilitate the ongoing work to reduce spend across the organisation.

8   Policy Implications

8.1   There are no direct policy implications associated with this report.

9   Financial Implications

9.1   There are no initial financial implications. However, to deliver on transformation, there will be significant investment required on an invest to save basis. Business cases will be prepared when required.

10   Personnel Implications

10.1   The Project Management Office (PMO) is currently being reviewed to create resource capacity to oversee the Transformation Programme.

11   Environmental Considerations

11.1   There are no environmental considerations.

12   Statutory Considerations

12.1   There are no statutory considerations.

13   Equality Impact Assessment (EqIA)
(Pre-screening report template attached)

14   Risk Management Implications

14.1   No risks identified arising from this report. All projects will be the subject of business cases, project plans and associated risk assessment and management.

15   Declarations of Interest / Dispensations Granted

15.1   None.

16   Background Papers

16.1   None.

Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit Norfolk Insight - Demographics and Statistics - Data Observatory

Name of policy/service/function	Transformation Programme		
Is this a new or existing ~~policy~~/~~service~~/function? *(tick as appropriate)*	New	X	Existing	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	Formal programme of service transformation across the council with a focus on organisational development, innovation and Asset Management. Some services are statutory services.		
Who has been consulted as part of the development of the policy/service/function? – new only *(identify stakeholders consulted with)*	Transformation Board, Members and all council staff through consultation in early 2024.		

Question	Answer				
1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group. ***If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.***		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Armed forces community			X	
	Care leavers			X	
	Other (eg low income, caring responsibilities)			X	

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	~~Yes~~ / No	
3. Could this policy/service be perceived as impacting on communities differently?	~~Yes~~ / No	
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	~~Yes~~ / No	
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	~~Yes~~ / No	**Actions:** **Actions agreed by EWG member:** ……………………………………………

If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:
Decision agreed by EWG member: ………………………………………………..

Assessment completed by: Name	Honor Howell	
Job title	Corporate Governance Manager	
Date completed	13.11.24	
Reviewed by EWG member		**Date**	

☐ **Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (**corporate.policy@west-norfolk.gov.uk**)**