

## O&S Briefing: Transformation

### 1. Background/context:

- 1.1. This paper sets out progress made by the council in establishing an approach to transformation to support the delivery of the R&IP. The approach set out below covers a range of activities intended to create sufficient scope, alignment, urgency and pace of change across the council.
- 1.2. The paper addresses the following:
  - a) A framework for designing and delivering transformation in NCC
  - b) A unifying transformation narrative for the organisation and accompanying principles
  - c) The current portfolio of transformation programmes and projects
  - d) Governance
  - e) Building capability and changing culture

### A framework for designing and delivering transformation in NCC

- 1.3. If the Recovery and Improvement Plan sets out what the council will do in order to mitigate the substantial challenges it faces now and prosper in the future, the transformation programme sets out how these changes will be delivered. Transformation underpins the the R&IP and will incorporate an intense, organisation-wide programme to mitigate financial stress, enhance performance and boost organisational health.
- 1.4. The approach to transformation has three main areas of focus that align with key areas of the R&IP and combine to affect whole organisation change:
  - **Leadership.** The development of a core change narrative for the organisation, strong and clear communications, development of the council's leadership approach and linkage with the Strategic Plan.
  - **Building capability.** Ensuring the organisation's development, future ways of working and performance management align to the delivery needs in the Strategic Plan and position the council to sustain change and improvement into the long-term.
  - **Execution of change projects.** The robust and effective development, management, monitoring and support of the portfolio of projects that will create change in the way services are designed, organised and delivered.
- 1.5. A Transformation Office (TO) is being established to sit at the heart of this programme and ensure alignment across the points above.

### A unifying narrative for the organisation and our workforce

- 1.6. While transformation will be driven programmatically and requires central leadership, it will only embed if the wider workforce understands and commits to what the council is trying to achieve. A core change team is

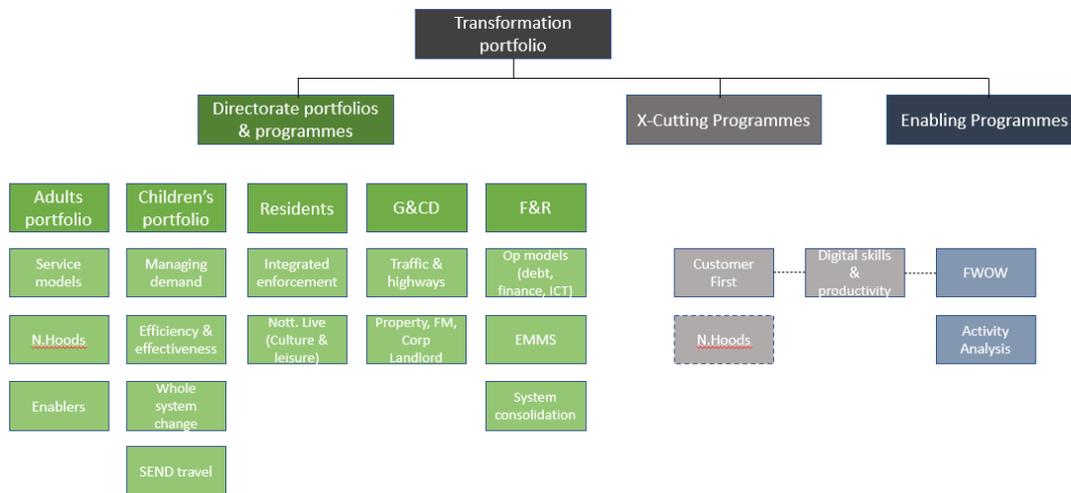
essential, but an organisation only becomes truly transformative when the people delivering services every day are also the innovators, constantly looking to change and improve. Two things then follow. First in order to engage and inspire, the council's account of change should emphasise the positive opportunity for renewal of council services. Second, the narrative must make the change tangible for our workforce; setting out what it means for how we will work in the future.

- 1.7. The aim is to embed a core narrative in corporate conversations and continue to use this to help our staff interpret what change will mean for them.

A portfolio of transformation programmes and projects

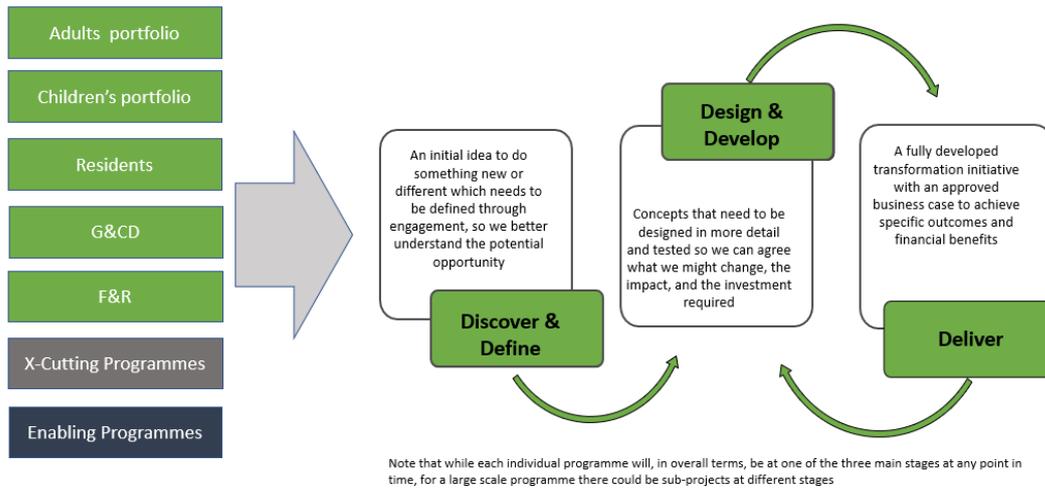
- 1.8. The current transformation portfolio consists of 33 programmes and projects at various stages of development. This is a substantial portfolio covering all areas of council service, with a clear accountability and delivery structure arranged under directorate programmes, cross-cutting programmes and enabling programmes. The substance and structure of the portfolio will change over time, as new projects are designed and delivered, but the current portfolio is set out in figure 1 below.

Figure 1  
Overall delivery structure



- 1.9. The 33 projects currently in the portfolio are at different stages of development, from early incubation to delivery. We aim to maintain a pipeline of initiatives at all stages in order to ensure that we are both resilient in the face of any projects that cannot deliver as planned and also that we are able to learn and iterate without slowing the whole portfolio. The pipeline approach is set out in figure 2 below.

Figure 2



Governance 1: The Transformation Office

1.10. We have established the Transformation Office (TO), which sits at the heart of and drives council transformation. It goes beyond the traditional reporting and assurance remit of a Programme Management Office (PMO) as it will be the place where we ensure operational coherence between the council's leadership and strategic planning, culture change and communications activity, and execution of change projects. In effect, the TO is the mechanism to align strategic, service and cultural change.

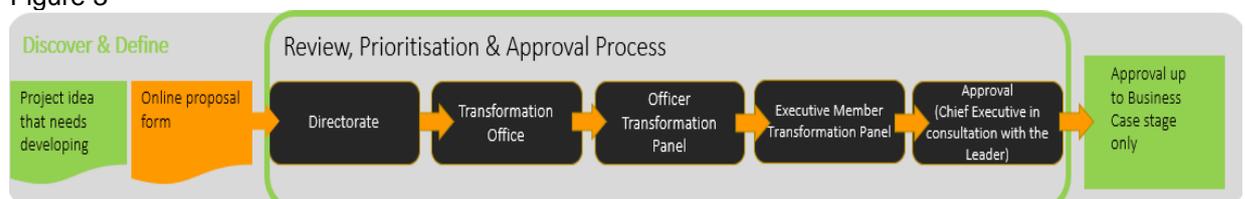
Governance 2: The Transformation Board

1.11. Both the Officer and Executive Member Transformation Boards meet on a monthly basis to review progress and agree investment in projects. In order to add pace to the approval of transformation activity, both Boards can be called at any point between timetabled meetings if urgent decisions are required to progress projects.

Governance 3: Clear decision-making

1.12. A clear, linear process is in place for agreeing the initiation and funding of transformation activity. The process involves senior officer approval prior to oversight from the Executive Member Transformation Board and release of funding. Again, the aim is to engender pace into the development of projects from idea, through to business case and into delivery. The process is set out in detail in figure 3 below.

Figure 3



1.13. Transformation principles have been developed into core assessment criteria for judging and approving transformation projects. Project sponsors/leads must justify any investment proposals against these criteria. It is neither practical nor desirable to expect that all projects should deliver against all criteria, but proposals are required to show how they adhere to the first criterion, 'financial benefit', plus at least one other

- Delivers financial benefit
- Joins up services for residents and businesses
- Makes services more accessible
- Simplifies, standardises and automates ways of working
- Enables early intervention and prevention
- Supports the move from traditional provision to participation

#### Building capability and changing culture

1.14. Critically, the Transformation Office will ensure strong linkage between execution of the portfolio of change projects and the organisational development activity being managed through Theme 6 of the R&IP. This includes:

- Simplifying the officer structure to drive accountability and create a new top team that delivers the changes required in NCC. Reviewing the structure that sits beneath to create the right future design for transformation
- Setting top level goals, through a new CEX appraisal mechanism
- Designing and delivering a new Individual Performance Management Framework for the whole workforce to drive performance improvements and strategic organisational outcomes
- Embedding a new leadership capability framework that focuses on distributed leadership and the behaviours and skills that will enable transformation
- Using culture mapping diagnostics, which have identified where the capability gaps are in NCC, to inform organisational development interventions
- Designing and delivering communications, engagement and opportunities for participation to enable the future desired culture and change state
- Designing, delivering and commissioning learning and development interventions to enable transformation and build change capability and core skills in NCC (including leadership development and the development of a core curriculum of management and wider workforce development skills).