

Cabinet

14 June 2018

Transformation Update

Recommendation

That Cabinet endorses the proposed future direction, the planned activity and the design principles for the Council's transformation programme as set out in this report.

1.0 Key Issues

- 1.1 The Council's One Organisational Plan 2020 (OOP) sets out a clear vision to make Warwickshire the best it can be, together with our two priorities to support communities and people, and deliver a vibrant economy. We are clear within the OOP that we need to use our resources differently and transform the way we deliver and commission services.
- 1.2 In support of the OOP, the Council is transforming the way that it works in a number of different service areas. Members will be aware of many of the more significant transformation projects that are being undertaken in a number of areas including children's (such as the 0-5s redesign and social worker recruitment) and adults (such as greater integration between health and social care). Activity is also underway, as part of a council-wide transition, aimed at more digital service delivery, transforming our service offer around the needs of the customer, integrating service pathways and automating customer processes.
- 1.3 This activity all forms part of our existing One Organisational Plan 2020 and is set against a backdrop of increasing demand for our services and a challenging financial landscape for local government. However for service delivery to be sustainable into the future we need to build on our existing transformation activity and develop a new and different model of operating which is fit for the future. This report provides an update on this work and asks Cabinet to endorse the proposed future direction and the design principles as set out in this report.

2.0 Progress to date

- 2.1 Over the past three months, an exercise has been undertaken to gather evidence and data from across the organisation to gain a shared understanding and a baseline picture of the way in which we currently work and deliver our services.
- 2.2 The data gathered has helped to inform the development of a new set of design principles which will set the framework for the way in which the Council will operate into the future. The design principles (Appendix) are simple and specific statements which will ensure that we have a consistent approach to how we work across the whole organisation, focused on;
- What we do;
 - How we do things;
 - How we will work
- 2.3 Further analysis of the data that has been gathered is underway to inform development of a new operating model for the Council which will enable our two strategic priorities to be delivered, underpinned by a single strategic direction. Whilst it is recognised that this work is likely to mean changes to the way in which the Council operates in all service areas and across all levels, our direction will continue to be underpinned by more effective demand management, better use of digital channels and technology to streamline our ways of working, working differently with partners and communities to provide new and innovative service delivery models and focusing our activity and efforts in support of our most vulnerable residents and a sustainable local economy.
- 2.4 This more detailed design work is at the early stages and will continue through to the winter. The outcome of this work will help us to start thinking about how we change and reshape services post 2020 so that they are sustainable and fit for the future. It will also enable us to align our future service delivery with our financial and budgetary modelling, looking beyond our current savings plan which runs to 2019/2020. As part of this work, we will also be seeking to organise ourselves around achieving our outcomes by adopting flatter structures to simplify decision making. This will mean changes to the officer structure starting at the Heads of Service level and this will involve a consultation process with staff. We expect to bring back details in relation to the management structure at this level to Cabinet and Council in July, for implementation by the autumn. Throughout this work, we are also continuing to communicate and engage with staff more widely through a series of briefings, workshops and forums.

3.0 Timescales associated with the decision

- 3.1 Further reports will be brought back to Cabinet/ Council in relation to this work and the Council's transformation programme as appropriate.

Background papers

None

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The report was circulated to the following members prior to publication:

Local Member(s): N/A

Other members: Councillors Kaur, Timms, Boad, Pandher and O'Rourke.



Design Principles



What we do



We will only commission activities that contribute to our outcomes



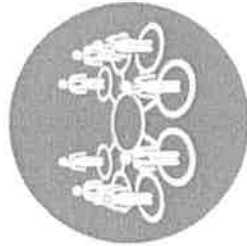
We will organise ourselves around achieving our outcomes



We will use data to inform what we do



We will invest in activities that strengthen economic sustainability



How we do things



We will enable our customers to support themselves



We will build resilient self supporting communities



We will retain our role as the commissioner of our outcomes



We will have a mixed economy of service delivery arrangements



How we will work



We will work collaboratively with our partners



We will be innovative and creative in our way of working



We will take accountability, ownership and responsibility for our performance



We will be lean, efficient and agile in the way we work