
Review of Transformation Programme

Committee considering report:	Resources and Place Scrutiny Committee
Date of Committee:	16 September 2025
Portfolio Member:	Councillor Vicky Poole
Report Author:	Gabrielle Mancini

1 Purpose of the Report

- 1.1 To provide an update to the Resources and Place Scrutiny Committee on the outcomes delivered by the Council's transformation programme to date, additional projects supported, recent departmental restructuring and leadership changes, and the planned development of a new forward-looking transformation plan.

2 Recommendations

That the Resources and Place Scrutiny Committee is informed of:

- the achievements of the existing transformation programme and the additional projects supported.
- the restructure of the service and appointment of a new Service Director.
- the proposal to bring forward a refreshed transformation plan in the coming months.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	Financial benefits of the transformation programme are included in the report.
Human Resource:	Details of structural changes to the Transformation, Customer and ICT department are given in the report.
Legal:	N/A

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Risk Management:	Individual projects have their own risk registers, which allows the appropriate management of risk in line with the Council's policies and Project Management Methodology (PMM).			
Property:	A number of the projects in this report relate to Council owned-property.			
Policy:	This report relates to the implementation of the Council's transformation programme.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		This report simply provides an update so in and of itself does not have any equalities impact.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		This report simply provides an update so in and of itself does not have any equalities impact.
Environmental Impact:		x		This report simply provides an update so in and of itself does not have any direct impact. Many of the projects within the programme are likely to have positive impacts on priority areas.

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Health Impact:		x		This report simply provides an update so in and of itself does not have any direct impact. Many of the projects within the programme are likely to have positive impacts on priority areas.
ICT Impact:		x		This report simply provides an update so in and of itself does not have any direct impact. Many of the projects within the programme are likely to have positive impacts on priority areas.
Digital Services Impact:		x		This report simply provides an update so in and of itself does not have any direct impact. Many of the projects within the programme are likely to have positive impacts on priority areas.
Council Strategy Priorities:		x		This report simply provides an update so in and of itself does not have any direct impact. Many of the projects within the programme are likely to have positive impacts on priority areas.
Core Business:		x		This report simply provides an update so in and of itself does not have any direct impact. Many of the projects within the programme are likely to have positive impacts on service provision.
Data Impact:				No impact
Consultation and Engagement:	<p>Stacey Bradshaw- Accommodation Review Programme Manager</p> <p>Georgie Davis- Project and Programme Manager</p> <p>Sam Hodson- Talent Attraction and Resourcing Manager</p> <p>Emma Jameson- Transport and Parking Services Manager</p> <p>Lizzie Reeves- Transformation Unit Manager</p>			

4 Executive Summary

- 4.1 The Corporate Transformation Programme was approved by Executive in September 2023 ([8. Corporate Transformation Programme.pdf](#)). The programme has delivered a range of efficiencies, digital improvements, and service redesigns, bringing significant benefits to the Council and to residents, both financially and in terms of improved user experience. Further details of progress against the original programme are contained in the Transformation Review at Appendix A. Details of the financial benefits realised through this programme are contained at the Appendix to the Transformation Review, which is appended to this report.
- 4.2 The Transformation team has also been asked to support a number of other corporate projects. These additional projects have enhanced service quality and financial sustainability. Examples of this include the implementation of an upgrade to the Council's finance system and the relocation and consolidation of off-site storage and archived material.
- 4.3 The Transformation department has also been restructured, with a new permanent Service Director appointed to lead across the new Transformation, Customer and ICT department. The changes to the structure of the Department had regard to recommendations from the Local Government Association that reflected on the Council's capacity to deliver against its priorities and which also suggested comparable and complementary functions across the Council should be consolidated into the same department. A further restructure will see the move of all project delivery into the same department to ensure consistency of approach and implementation.
- 4.4 As the original Corporate Transformation Programme was a two year plan; work will soon begin to develop a new forward-looking transformation plan. This will set out future priorities and ensure alignment with the Council's Strategy. The Portfolio Holder for Transformation will be holding a Policy Development Group with a cross party group of Members to consider opportunities for the new programme of work.
- 4.5 This comes at a time of significant financial challenge, within the context of the Government's local government reorganisation (LGR) programme, including the Ridgeway proposal, and where there are opportunities to harness AI technologies in service redesign.

5 Supporting Information

- 5.1 In September 2023, the Executive approved six major transformation projects as part of the Corporate Transformation Programme:
 - Business Support Review- reviewing generic functions across the Council and centralising them to realise efficiencies
 - Strategic Asset & Locality Service Delivery Model- a comprehensive review of the Council's property estate with a view to consolidating its footprint and improving customer experience

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- Place Service Improvement Plan- a review of the Council's planning service to improve customer experience
 - Corporate Recruitment Review- the development of a new recruitment website and an Employee Value Proposition to attract talent and address the Council's recruitment issues and spend on agency staffing
 - Review of Care Home Provision- outsourcing of the Council's in-house care homes
 - Review of Home-to-School Transport- the development and implementation of a plan to address the overspending position in home school transport
- 5.2 For the first six months of the programme, the Service Director- Transformation was the only member of the team and was asked to deploy resource from across the organisation to facilitate delivery of these projects, for which she would act as project sponsor. Subsequently, new roles were recruited into the team on a temporary basis to oversee the Business Support Review (December 2023) and the Accommodation Review (July 2024) and further transformation funding was subsequently made available for an additional project manager (September 2024) and two business analysts (October 2024).
- 5.3 In November 2024, a temporary new structure was put in place and a number of additional teams were placed into the Transformation department. In April 2025, the Transformation, Customer and ICT department was created, incorporating Communications, Customer Services, Digital Services, ICT, the Programme Management Office, and the Transformation team. Since her appointment in May 2025, the new permanent Service Director has reviewed the structure within the department and has begun to recruit into key leadership roles. The output of this work is a new structure for the department, which is projected to go live on 1st October 2025.
- 5.4 From October 2025, project management resource from across the organisation will also be consolidated into a central Programme Management Office (PMO). This is likely to have a number of benefits, including promoting a more consistent approach to project delivery as well as a more effective prioritisation process. At this point, the monitoring and implementation of all transformational activity will come under one department, and therefore it is anticipated that it will be possible to develop a more comprehensive and overarching transformation programme making best use of available resource.
- 5.5 It is considered that the changes to the Department will help to ensure that all transformational activity is effectively managed and monitored in order to provide assurance to the Council that transformation projects are delivering their intended benefits. These changes will also put transformation at the centre of the Corporate Programme and help to embed a positive organisational culture that collaborates effectively to drive positive change.
- 5.6 The detailed report at Appendix A offers an overview of what the projects within the original programme have achieved, as well as other projects that the transformation team has supported.

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5.7 In addition to the projects directly supported by the Transformation Team, there has been some additional noteworthy activity in other areas of the Council. This includes:

- Roll out of Magic Notes
- Recruitment of a Children's Commissioning Team
- Participated in the Minute AI pilot through the Department for Science, Innovation and Technology
- Launch of the Digital Planning Service
- Improvements to the Digital Bus Pass application process
- The introduction of a digital complaints process
- Deployment of AI to better support road maintenance
- Introduction of a digital translation service

Next Steps

5.8 The Council has delivered a number of successful transformation projects over the past 2 years, but acknowledges that there is more work to do. The Council has engaged the services of Triple Value Impact, an organisation that has worked with a number of local authorities to help them to identify opportunities to work more efficiently. As a result of that, there are a number of projects already in development, that it is considered will deliver further savings across the Council.

5.9 Project governance will also be reviewed, and this work will be supported by the new Projects Team, supported by a new Service Lead. The move of all officers involved in project delivery to a single central team will help to ensure the effective and most efficient operation of the Council's Corporate Programme. This will also help to address some of the concerns identified in the Annual Governance Statement.

5.10 The focus of the Corporate Transformation programme will be refreshed, and the development of the updated programme will be supported by a Policy Development Group, chaired by the Portfolio Holder for Transformation. This group will consider areas of focus for the new programme including how we harness the benefits of new and emerging technology.

6 Other options considered

6.1 This is an update requested by the Resources and Place Scrutiny Committee.

7 Conclusion

7.1 The transformation programme has delivered substantial financial and operational efficiencies across multiple service areas. Its projects have delivered savings while improving service resilience and user experience. These outcomes demonstrate the programme's effectiveness in identifying and implementing cost-saving measures without compromising service quality.

7.2 Strategic asset optimisation and service redesign have enhanced the Council's ability to deliver community-focused outcomes. Accommodation projects, including Walnut Close Temporary Supported Accommodation and Market Street Improvements, have repurposed under-utilised assets to support vulnerable residents, improve staff working environments, and reduce reliance on costly

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external provisions. These projects have also contributed to environmental goals through reduced travel and better use of council-owned facilities

- 7.3 The Transformation, Customer & ICT department team has proven its capacity to lead complex, cross-departmental initiatives, which will be further enhanced with its new structure and consolidated project management capacity in place. This will enable it to play a key role in shaping the council's response to financial pressures, digital opportunities, and local government reorganisation.

8 Appendices

Appendix A- Transformation Programme progress review