
Corporate Transformation Programme 2026

Committee considering report:	Executive
Date of Committee:	23 July 2026
Portfolio Member:	Councillor Jeff Brooks
Report Author:	Gabrielle Mancini

1 Purpose of the report

- 1.1 To report back to Executive on the output of the cross-party Policy Development Group (PDG), to inform Executive of the transformation projects proposed for further business case development, and to set out the recommended sequencing for that business case pipeline based on the stated prioritisation.

2 Recommendations

- 2.1 The Executive is asked to:

1. Note the output of the cross-party Policy Development Group and the transformation workstreams identified for further business case development.
2. Delegate authority to Executive Directors, in consultation with the relevant Portfolio Holders, to develop detailed business cases for the prioritised workstreams set out in Appendix B.
3. Following the development of Business cases, to delegate authority to the Chief Executive and S151 Officer in conjunction with the Leader and Portfolio Holder for Finance to agree the projects to be implemented and the prioritisation for delivery.
4. Note that where a sound business case requires Executive decision or delegated approval, a further report will be brought back to Executive. Where Executive delegation is not required, sound business cases will proceed through internal governance into delivery and benefits tracking through the GPAW boards.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	This report does not approve implementation spend or commit the Council to individual project costs at this stage. The workstreams are expected to support financial sustainability through cost reduction, demand management, cost avoidance, income generation and improved control of commissioned and operating costs, but the value, timing and deliverability of those benefits will be confirmed through detailed business cases. Those business cases will also quantify the investment and capacity required, including corporate project capacity, business analysis, ICT, legal, procurement, finance, data, change management and service SME input. Delays in progressing credible business cases and implementation decisions could reduce or defer the Council's ability to realise savings and manage its reliance on exceptional financial support.
Human Resource:	No immediate staffing decision arises from this report. However, the triage shows material delivery capacity requirements across the programme, including BA, PM, PPM, PO, ICT, legal, procurement, finance, data and service SME capacity. These requirements will need to be considered as part of sequencing and business case development.
Legal:	No immediate implications.
Risk Management:	The programme is a key mitigation against the risk that the Council remains dependent on Exceptional Financial Support. It seeks to reduce demand-led and structural cost pressures, improve control over commissioned and operating costs, and identify credible savings, cost avoidance and income opportunities. The principal risk is that delays, insufficient capacity or weak business cases could defer benefits and weaken the Council's ability to reduce reliance on Exceptional Financial Support over the medium term.
Property:	No immediate implications.

* Indicates existing work has taken place and is carried forward

Policy:	Reflects cross-party Member input and aligns with national reform agendas.
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* Indicates existing work has taken place and is carried forward

	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 seeks approval for a sequenced programme of business case development rather than implementation of individual service changes. The programme includes initiatives that may in time lead to positive impacts for some groups, but no direct equalities impact arises from approval of this report in itself. Any specific proposals taken forward through detailed business cases will be subject to separate Equalities Impact Assessments where required.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	x			Although some of the initiatives identified within the programme may ultimately deliver positive outcomes for people with protected characteristics, approval of this report does not in itself change services, eligibility, access arrangements, or staffing. The report therefore has no direct impact on the lives of people with protected characteristics at this stage. Any impacts arising from individual business cases will be considered through separate detailed proposals and assessments.

* Indicates existing work has taken place and is carried forward

Environmental Impact:		x		This report seeks approval for a programme framework and does not itself implement changes that would directly affect emissions, energy use, travel, waste, or the Council's wider environmental footprint. Some individual workstreams may in due course support environmental objectives, for example through estate rationalisation, digitisation, or changes to service delivery, but any such impacts will depend on the detailed design of specific proposals and will be assessed separately where relevant.
Health Impact:		x		Approval of this report does not in itself change service delivery or introduce interventions with a direct impact on health outcomes. Some individual workstreams, particularly those relating to prevention, early intervention, housing, and neighbourhood-based support, may have the potential to contribute positively to health and wellbeing when developed further. Any such impacts will need to be considered through detailed business cases.
ICT Impact:		x		The programme includes a number of workstreams that are likely to require ICT input, including systems rationalisation, automation, cloud adoption, CRM optimisation, and technology-enabled care. However, this report does not itself approve any specific ICT solution or commit the Council to implementation at this stage. ICT implications will be defined and assessed through the development of individual business cases and delivery plans.
Digital Services Impact:		x		A number of proposed workstreams are expected to involve digital enablement, including self-service, automation, and improved online access. The report itself does not implement any digital service change, and so does not have a direct impact at this stage. Detailed digital

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				service implications, including accessibility and channel shift considerations, will be considered as individual proposals are developed.
Council Strategy Priorities:	x			The report supports the Council's strategic priorities by establishing a structured transformation programme aimed at improving long-term financial sustainability, modernising service delivery, and enabling resources to be targeted more effectively. It provides the framework for further work intended to improve efficiency, strengthen resilience, and support better outcomes for residents. The contribution of individual workstreams to specific strategy commitments will be confirmed through subsequent business cases.
Core Business:	x			The report supports core business by establishing a structured programme to improve the Council's financial sustainability, modernise operating models, and strengthen delivery across services. It is not business as usual, because it sets a clear corporate framework for prioritised transformation activity across directorates. The detailed impact of individual workstreams on day-to-day service delivery will be defined through subsequent business cases.

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Data Impact:		x		The programme is expected to make greater use of data, performance information, system integration, and digital tools over time. However, this report does not itself introduce new processing activities or make decisions about how personal data will be collected, shared, or used. There is therefore no direct data protection impact arising from approval of the report at this stage. Any individual workstreams that involve significant changes to personal data processing will need separate assessment, including a Data Protection Impact Assessment where required.
Consultation and Engagement:	Cross-party Policy Development Group Chief Executive Executive Directors			

4 Executive Summary

- 4.1 This report brings back to Executive the output of the cross-party Policy Development Group (PDG) that identified and recommended transformation projects proposed for further business case development. It does not seek approval to implement all projects at this stage. Instead, it establishes a sequenced pipeline, set out in Appendix B, for developing the business cases needed to test deliverability, benefits, costs, dependencies and governance requirements. The programme is intended to support the Council's medium-term financial sustainability and reduce reliance on Exceptional Financial Support by identifying and delivering credible savings, cost avoidance, income and demand management opportunities.
- 4.2 The programme builds on the Council's previous transformation phase (2023–2025), which delivered a strong return on investment. A total of £3.22 million was invested, resulting in £5–6 million of annual savings and cost avoidance, alongside wider improvements in service delivery and resident outcomes. Key achievements included reductions in agency staffing costs, lower temporary accommodation expenditure, improved Home-to-School Transport efficiency, and increased productivity through digital and process improvements. A number of significant programmes from this phase remain in delivery, including the Care Homes Strategy, and Children's commissioning reforms, with further benefits expected over the medium term.
- 4.3 The PDG process and subsequent triage work have identified 22 workstreams across Resources, Children's Services, Adult Social Care and Place. The full workstream list

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will be included as an appendix, with the main report focused on the recommended order in which business cases should now be developed.

- 4.4 The Council is not operating in isolation. Local Government Reorganisation may alter future organisational form, geography, accountability, governance and operating model choices. At the same time, national children's social care reforms are mandatory and will need to be delivered alongside local transformation activity. The implication is that the programme should be treated as a disciplined corporate pipeline, not a static list of projects. It must retain enough flexibility to respond to national decisions while still progressing the workstreams that address current financial and demand pressures.
- 4.5 The programme is structured around four core financial drivers, namely:
- Reducing demand in high-cost statutory services, particularly Children's Services and Adult Social Care
 - Lowering unit costs through commissioning, contract management, and market intervention
 - Reducing transaction costs through digital, automation, and system simplification
 - Improving cost control, income generation, and asset utilisation through a more active approach to the Council's operating base
- 4.6 Recommended sequencing is based on the stated prioritisation, phase, confidence in the baseline judgement, service effort, resource demand, dependencies, and national reform alignment. This sequencing is intended to focus corporate capacity on the business cases that are most likely to be material, deliverable, time-sensitive or strategically important.
- 4.7 Once business cases are developed, they will follow the appropriate governance route. Where a sound business case requires Executive decision, investment approval or delegated authority, a further report will be brought back to Executive. Where Executive delegation is not required, sound business cases will proceed through internal governance into delivery and benefits tracking through the relevant GPW boards.

5 Supporting Information

Introduction

- 5.1 The Council continues to face a structural financial challenge. This is not driven by growth alone, but by a combination of sustained demand for statutory services, inflation, market and provider cost pressures, workforce and placement costs, constraints on income and funding, and a growing concentration of expenditure in Adult Social Care and Children's Services. These factors reduce financial flexibility across the organisation and increase the need for a disciplined transformation programme focused on demand management, cost control, income, productivity and operating model change. The programme is therefore an important part of the Council's response to Exceptional Financial Support, because it provides a route to reduce recurring costs and strengthen the Council's medium-term financial position.
- 5.2 This report reports back on the output of the PDG, identifies the transformation projects proposed for further business case development, and sets out how that development should be sequenced. Specifically, the report:

* Indicates existing work has taken place and is carried forward

- Presents the output of the cross-party Policy Development Group (PDG)
- Identifies the projects proposed for further business case development
- Sets out a proposed sequence for business case development based on the stated prioritisation
- Explains how sound business cases will move through Executive or internal governance into delivery and GPAW benefits tracking, depending on the approval route required

5.3 The programme represents the next phase of transformation activity and builds on the Council's previous programme.

Background

- 5.4 The context for this report is a continuing structural financial pressure across the Council. That pressure is not simply the result of service growth. It reflects a wider combination of statutory demand, inflation, market conditions, provider costs, placement sufficiency, workforce pressures, income constraints and the limited proportion of expenditure that can be controlled quickly. A growing share of overall expenditure is concentrated in Adult Social Care and Children's Services, many parts of which rely heavily on third-party provision. This limits the Council's direct control over costs and means that incremental efficiency measures alone will not be sufficient. Reducing reliance on Exceptional Financial Support will therefore require a more structured transformation programme that can test and deliver recurring savings, cost avoidance, income growth, productivity gains and demand management opportunities.
- 5.5 In response to similar pressures, the Council implemented a transformation programme between 2023 and 2025. This programme provides a strong foundation for the proposals set out in this report. Over that period, the Council invested £3.22 million in transformation activity, which in turn delivered an estimated £5–6 million in recurring annual savings and cost avoidance, alongside a range of service improvements.
- 5.6 These improvements were achieved through a combination of service redesign, better use of assets, workforce changes, and digital enablement. For example, changes to workforce practices contributed to a reduction in agency staffing costs and improved workforce stability. Asset-based interventions reduced reliance on high-cost temporary accommodation, and changes to Home-to-School Transport improved both efficiency and cost control. In parallel, investment in digital capability reduced administrative burden and improved internal processes.
- 5.7 The previous programme also demonstrated that transformation activity typically delivers benefits over time rather than immediately. Early phases focused on building capacity, establishing governance, and initiating major reviews, while later phases delivered more substantial financial and operational improvements; this work also included with 'Triple Value Impact' on digital opportunities that are being progressed, for example in ASC3 in Appendix B. This pattern is reflected in a number of workstreams that remain ongoing and will continue into Transformation 2.0.
- 5.8 These ongoing programmes include the Care Homes Strategy, and Children's commissioning and placement sufficiency work, all of which have further benefits to realise. There is also continued activity relating to asset optimisation and commercialisation, including the use of Council property to reduce costs and generate

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income. The continuation of these programmes reinforces that transformation is not a single intervention but a multi-year process in which benefits are cumulative.

- 5.9 Despite the success of the previous programme, the scale and nature of current financial pressures mean that further transformation is required. The work of the PDG made clear that a significant proportion of cost pressure is driven by demand, particularly in social care, and that traditional efficiency measures alone will not be sufficient to address the challenge. Instead, a broader approach is required, combining demand reduction, improved control over commissioned services, and reductions in transaction and operating costs.
- 5.10 The Transformation 2.0 Programme has therefore been developed to build on the Council's existing track record, continue delivery of ongoing programmes, and focus effort on areas where the greatest financial and operational impact can be achieved. It also reflects Member feedback that transformation activity should be based on proven approaches, drawing on evidence and practice from other local authorities, and should be subject to appropriate scrutiny and challenge.
- 5.11 The recommendations in this report represent the outcome of that process. They provide a structured and evidence-based programme for the next phase of the Council's transformation activity and establish the basis for more detailed work to follow.

National context

- 5.12 The programme must be considered in the context of significant national reform. Local Government Reorganisation may change the Council's future operating environment, including organisational boundaries, governance arrangements, service configuration, workforce planning, ICT architecture, and partnership arrangements. This creates uncertainty, but it does not remove the need to act. The Council still needs to address current financial pressures, strengthen core systems, and improve service resilience while remaining able to adapt to future structural decisions.
- 5.13 National children's social care reforms also create a mandatory delivery context. The government's implementation plan for children's social care reform sets out expectations for Family Help, multi-agency child protection, kinship support, foster care capacity, Regional Care Cooperatives, workforce reform, accountability, and data systems. These changes must be delivered by local partners and cannot be treated as optional transformation activity.
- 5.14 The practical implication is that the programme needs to distinguish between three types of activity: workstreams that should progress now because they address immediate financial or operational risk; workstreams that should be shaped to align with national reform; and workstreams that should be held, challenged, or sequenced later because the benefit is lower, the effort is disproportionate, or the direction may be affected by Local Government Reorganisation.

Proposals

- 5.15 It is proposed that Executive notes the output of the PDG and agrees the recommended sequence for developing further business cases for the transformation workstreams set out in Appendix B. The purpose of sequencing is to focus limited corporate and service

capacity on the workstreams most likely to help reduce the Council's reliance on Exceptional Financial Support through material savings, cost avoidance, income, productivity or demand management benefits. The main body of this report therefore does not repeat the long list. Instead, it explains the baseline summary process used to test the workstreams and proposes the order in which business cases should be developed.

5.16 Each workstream will move into business case development according to the proposed sequence above. The business case will confirm the strategic fit, financial case, costs, benefits, delivery requirements, resource implications, risks, dependencies, equalities and data protection considerations, and the approval route required.

5.17 Where the business case is sound and requires Executive decision, investment approval or delegated authority, a further report will be brought back to Executive. Where Executive delegation is not required, the proposal will proceed through the appropriate internal governance route into delivery, with progress, benefits and delivery risks tracked through the relevant GPAW board.

5.18 Taken together, the proposed programme represents a balanced portfolio, combining:

- Demand reduction in high-cost services
- Cost control through commissioning and contracts
- Efficiency gains through digital and automation
- Income generation and asset optimisation

5.19 Following business case development, proposals will follow the appropriate governance route. Where a sound business case requires Executive decision, investment approval or delegated authority, a further report will be brought back to Executive. Where Executive delegation is not required, sound business cases will proceed through internal governance into delivery, with progress and benefits tracked through the relevant GPAW boards.

6 Other options considered

6.1 The alternative would be to proceed directly to delivery across the full long list, or to develop business cases for all workstreams at the same time. This is not recommended. The triage work shows that the workstreams vary significantly in priority, confidence, resource demand, dependencies, LGR influence and national reform alignment. A sequenced business case pipeline is therefore more defensible because it focuses capacity on the proposals most likely to be material, deliverable and ready for decision.

7 Conclusion

7.1 This report brings back to Executive the output of the PDG and sets out a sequenced programme for developing further business cases. It provides a structured route from Member engagement and triage into more detailed testing of costs, benefits, deliverability, dependencies and governance requirements. In doing so, it links the transformation programme directly to the Council's need to reduce reliance on Exceptional Financial Support by developing a credible pipeline of recurring savings, cost avoidance, income and demand management opportunities.

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- 7.2 The report also recognises that local transformation must be delivered within a wider national context. Local Government Reorganisation may affect future direction and operating model choices, while national children's social care reforms are mandatory and must be delivered alongside the local programme. This makes sequencing more important, not less.
- 7.3 Agreement of the proposed sequencing will allow the Council to move from baseline clarification into disciplined business case development. This is necessary if the transformation programme is to make a measurable contribution to reducing reliance on Exceptional Financial Support rather than remaining a broad list of possible projects. Sound business cases will then proceed through the appropriate governance route. Where Executive decision or delegated approval is required, proposals will return to Executive. Where that delegation is not required, proposals will move through internal governance into delivery and will be tracked through the GPAW boards.

8 Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Transformation workstreams and proposed business case sequence

Subject to Call-In:

Yes: ☒ No: ☐

The item is due to be referred to Council for final approval ☐

Delays in implementation could have serious financial implications for the Council ☐

Delays in implementation could compromise the Council's position: ☐

Considered or reviewed by Scrutiny Commission or associated Committees, Task Groups within preceding six months ☐

Item is Urgent Key Decision ☐

Report is to note only ☐

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West Berkshire Council Equity Impact Assessment

TEMPLATE

March 2023

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Section 1: Summary details

Directorate and Service Area	Resources Directorate, Transformation
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Corporate Transformation Programme 2026 and approval of a sequenced programme of business case development for transformation workstreams.
Is this a new or existing function or policy?	New programme framework.
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	This assessment relates to a report seeking approval for a sequenced programme of business case development for transformation workstreams. The report itself does not implement specific service changes, alter access to services, change eligibility criteria, or make staffing decisions. For that reason, the report in and of itself does not create direct impacts on people with protected characteristics and is assessed as having no direct equalities impact at this stage. Some of the initiatives referenced in the programme may, when developed into detailed business cases, lead to positive impacts for particular groups or create issues that require mitigation. Those impacts cannot be fully assessed at this stage and will need to be considered separately through individual Equalities Impact Assessments where required.
Completed By	Gabrielle Mancini
Authorised By	
Date of Assessment	1 st July 2026

Section 2: Detail of proposal

Context / Background Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.	The Council is developing a new phase of its corporate transformation programme in response to continuing financial and demand pressures. This report seeks approval for a sequenced programme of business case development for the priority workstreams identified through the PDG and triage process. It does not itself implement the individual initiatives, nor does it determine the detailed design of future service changes. The detailed content, timing and delivery approach for each workstream will be developed separately and brought forward through the appropriate governance route.
Proposals Explain the detail of the proposals, including why this has been decided as the best course of action.	The proposal is to note the PDG output and agree the recommended sequence for developing detailed business cases. This establishes which workstreams should be developed first, which should be shaped alongside mandatory reform, which should be treated as enabling capability, which should proceed selectively, and which should be challenged or deferred. While some initiatives may create positive impacts, including through improved accessibility, earlier intervention or better tailored services, those effects depend on the detailed design of individual proposals. Approval of the report does not by itself create those impacts because no specific service model or delivery change is being implemented at this stage.
Evidence / Intelligence List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our	The assessment is informed by the content of the report, the proposed governance approach, and the nature of the decision being sought. The report makes clear that individual workstreams will be developed further through detailed business cases and subsequent decision-making. At this stage there is insufficient detail to assess the equalities implications of each initiative individually. It is, however, reasonable to conclude that the act of approving the programme framework does not in itself have a direct impact on protected groups. Future detailed proposals will need to draw on service data, consultation, and operational evidence to assess specific impacts where relevant.

ability to deliver our climate commitments.	
Alternatives considered / rejected Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.	The main alternative would have been to defer consideration of equalities until each individual initiative is designed. That will still be necessary for specific proposals, but it remains appropriate to complete a proportionate assessment at programme approval stage to confirm that the report itself does not directly affect people with protected characteristics. A further alternative would have been to attempt to assess all possible downstream impacts now, but that would be speculative because the detailed design of each workstream has not yet been developed.

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	☒	☐	☐	No direct impact arises from approving the sequencing of business case development. Some later workstreams, particularly children's services, prevention, adult social care, housing and digital access, may affect children, young people, working-age adults or older people once detailed proposals are designed.	Each relevant business case must consider age-related access, needs, digital inclusion, consultation requirements and service-user impacts before implementation.	Relevant Executive Director and Service Lead	At business case stage and through GPAW monitoring where a proposal proceeds.
Disability	☒	☐	☐	No direct impact arises from this report. Future proposals involving digital access, service redesign, accommodation, care, customer contact or technology-enabled care may affect disabled residents, carers or employees and will need separate assessment.	Business cases must assess accessibility, reasonable adjustments, assisted digital support, alternative channels, workforce impacts and consultation with affected users where relevant.	Relevant Executive Director and Service Lead	At business case stage and before any service change is implemented.

Gender Reassignment	☒	☐	☐	No direct impact has been identified at programme sequencing stage. The report does not change access, eligibility, workforce arrangements or service standards.	Any later proposal affecting customer access, staff processes or service design must consider dignity, privacy, inclusive language and safe access arrangements.	Relevant Executive Director and Service Lead	At business case stage where relevant.
Marriage & Civil Partnership	☒	☐	☐	No direct impact has been identified. The report does not change employment terms, service access or eligibility in a way that would affect marriage or civil partnership status.	No mitigation required at this stage. Reassess only if future proposals affect employment policy, service eligibility or household-based assessment.	Relevant Executive Director and Service Lead	At business case stage if relevant.
Pregnancy & Maternity	☒	☐	☐	No direct impact has been identified at this stage. The report does not change maternity-related employment arrangements, access to services or eligibility.	Future proposals must consider access, communication needs, safeguarding, employment implications and service continuity for pregnant people and new parents where relevant.	Relevant Executive Director and Service Lead	At business case stage where relevant.

Race	☒	☐	☐	No direct race-related impact has been identified from approving business case sequencing. Future service redesign, digital access, consultation or commissioning changes may affect communities differently and will need assessment using local data where relevant.	Business cases must consider language, access, cultural needs, consultation reach, service uptake and differential outcomes where the proposal affects residents or staff.	Relevant Executive Director and Service Lead	At business case stage where relevant.
Sex	☒	☐	☐	No direct sex-related impact has been identified from this report. Later proposals may affect women and men differently where services relate to caring responsibilities, employment, safety, housing, social care, customer access or digital inclusion.	Business cases must consider sex-disaggregated data where available and assess differential access, outcomes, caring responsibilities, workforce implications and safeguarding where relevant.	Relevant Executive Director and Service Lead	At business case stage where relevant.
Sexual Orientation	☒	☐	☐	No direct impact has been identified at programme sequencing stage. The report does not change eligibility, access, employment	Future proposals must consider inclusive communication, privacy, safety, consultation reach and any differential service access or	Relevant Executive Director and Service Lead	At business case stage where relevant.

				arrangements or service standards.	workforce impact where relevant.		
Religion or Belief	☒	☐	☐	No direct impact has been identified at this stage. The report does not change service access, opening arrangements, employment terms or eligibility.	Future proposals should consider faith and belief needs where service access, consultation, food, accommodation, staffing, scheduling or community engagement are relevant.	Relevant Executive Director and Service Lead	At business case stage where relevant.

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	☒	☐	☐	No direct impact arises from this report. Future workstreams involving digital access, transport, customer contact, prevention, housing, assets or local service delivery	Business cases must consider rural access, travel, broadband and mobile connectivity, assisted digital provision, local engagement and alternative routes into	Relevant Executive Director and Service Lead	At business case stage where relevant.

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
				may affect rural communities differently.	services where relevant.		
Areas of deprivation	☒	☐	☐	No direct impact arises from approving the sequencing. Some future workstreams may support residents in areas of deprivation through earlier intervention, better access, housing support, income maximisation or more efficient services, but impacts depend on design.	Business cases must consider deprivation data, digital exclusion, affordability, access to advice, consultation reach and cumulative impacts where proposals affect residents directly.	Relevant Executive Director and Service Lead	At business case stage where relevant.
Displaced communities	☒	☐	☐	No direct impact has been identified. The report does not change support, eligibility or	Business cases should consider translation, interpretation, trauma-	Relevant Executive	At business case stage where relevant.

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
				access arrangements for displaced communities. Future proposals may need to consider language, housing, customer access and advice needs.	informed access, advice pathways, housing implications and engagement with relevant partners where affected.	Director and Service Lead	
Care experienced people	☒	☐	☐	No direct impact arises from this report. Future children's services, placement sufficiency, care, housing or prevention workstreams may have implications for care experienced children, young people and adults.	Relevant business cases must consider care experienced people explicitly, including safeguarding, participation, stability, access to support, transition to adulthood and corporate parenting responsibilities.	Relevant Executive Director and Service Lead	At business case stage, especially for children's services and housing-related proposals.

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
The Armed Forces Community	☒	☐	☐	No direct impact has been identified. The report does not change access, eligibility or service arrangements for the Armed Forces community.	Future business cases must consider Armed Forces Covenant duties where proposals affect housing, advice, customer access, employment or support services.	Relevant Executive Director and Service Lead	At business case stage where relevant.

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	This assessment should be reviewed when individual business cases are developed for workstreams that may affect service access, eligibility, staffing, digital inclusion, accommodation, care, customer contact or community outcomes.
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Person Responsible for Review	Service Director for Transformation, Customer and ICT, with the relevant Executive Director and Service Lead for each workstream.
Authorised By	Relevant Executive Director or nominated senior responsible officer, subject to the governance route for each business case.

EDI employee related EQiA's should now be sent to Human Resources hrenquiries@westberks.gov.uk.

Appendix B – Transformation workstreams and proposed business case sequence

This appendix summarises the workstreams identified through the cross-party Policy Development Group and the subsequent transformation triage process. It is designed to show, in simple terms, which projects should be developed first, which need to be shaped alongside national reform, which are enabling projects, and which should be tested further before significant delivery capacity is committed.

The appendix does not approve implementation of every project. It sets out the proposed order for business case development. Each business case will need to confirm the financial case, expected benefits, delivery requirements, resource implications, risks, dependencies and governance route before moving into delivery.

How to read this appendix

- **Priority score** shows the relative importance of the workstream based on the triage process.
- **Confidence** shows how strong the current evidence and service confidence are at this stage.
- **Resource requirement** shows whether the workstream is likely to need significant project, business analysis, ICT, data, legal, procurement, finance or service input.
- **Proposed sequence** shows the recommended order for business case development.

The proposed sequence is based on priority, deliverability, confidence, resource demand, dependencies, Local Government Reorganisation influence and alignment with national children's social care reform.

Proposed sequence	Indicative timing	Workstreams	Plain-English explanation	Next step
1. Accelerate now	July to September 2026	Contract and supplier optimisation; Market management and commissioning; ICT estate rationalisation; Asset optimisation	These are the clearest early candidates for detailed business case development. They have strong priority scores, a clearer route to financial benefit or cost control, and are already started or close to initiation.	Develop detailed business cases first, including benefits, costs, delivery plan, resource needs, risks and governance route.
2. Shape alongside	July to December	Local sufficiency; Early help and	These workstreams are strongly linked to	Develop an integrated

mandatory reform	2026, aligned to national reform milestones	inclusion; Mainstream education and SEND reform; Attendance, outreach and early intervention models; Regional Care Cooperative; Placement stability	children's services reform and local cost pressures. Some activity may be required by national policy, so the Council should not treat these as optional local projects only.	children's reform and transformation pipeline, separating mandatory reform, local savings assumptions and invest-to-save proposals.
3. Build enabling capability	September 2026 to March 2027	Data Warehouse; CRM; Digitised front door and Citizen Portal; Microsoft estate optimisation; Back-office automation	These projects create the digital, data and automation capability needed to support wider transformation. They are important, but they compete for the same ICT, data, product owner, business analysis and service capacity.	Develop these through a single digital, data and automation roadmap so resources are planned together rather than project by project.
4. Proceed selectively	October 2026 to March 2027, after short discovery or options appraisal	Housing and Shelter Review; Prevention Strategy and Neighbourhood Health; Technology Enabled Care; Revenues and Benefits digitisation; Automation of Processes and AI optimisation	These workstreams may offer value, but the current evidence, delivery route, dependencies or benefits need further testing before the Council commits substantial capacity.	Use short discovery or options appraisal stages before full business case development.
5. Challenge or defer	Review from January 2027, unless the case strengthens earlier	Income generation; Lane Rental Scheme	These have lower relative priority or weaker evidence of financial impact at this stage. They should not draw significant corporate transformation capacity unless the case improves.	Defer full business case development unless stronger financial yield, statutory need or delivery confidence is confirmed.

Project list by directorate

The table below uses the Transformation Triage Framework spreadsheet as the source for the project titles, directorate areas, lead services and descriptions. The description is based on the scope and intended change recorded in the spreadsheet.

Workstream ID	Project or workstream	Directorate area	Lead service	Description
RD1*	Asset optimisation (including Shaw House)	Resources Directorate	Property	Improve use of Council assets and reduce net operating costs.
RD2	Contract and supplier optimisation (Waste, Highways and environmental services transformation)	Resources Directorate	Procurement	Improve long-term efficiency of service delivery and contracts, using procurement and renewals to reduce spend.
RD3	CRM	Resources Directorate	Business Support	Maximise use of existing platforms and reduce system overlap.
RD4*	ICT estate rationalisation	Resources Directorate	ICT and Digital	Reduce duplication and consolidate systems.
RD5*	Data Warehouse (Management Information)	Resources Directorate	ICT and Digital	Strengthen data and decision-making capability.
RD6	Digitised front door and Citizen Portal	Resources Directorate	ICT and Digital (Business Support)	Introduce self-service and digital triage to reduce demand on staff.
RD7*	Microsoft estate optimisation	Resources Directorate	ICT and Digital	Maximise use of existing platforms and reduce system overlap.
RD8	Back-office automation (Programme)	Resources Directorate	ICT and Digital	Reduce manual processing and improve

* Indicates existing work has taken place and is carried forward

				efficiency across services.
RD9	Automation of Processes and AI optimisation	Resources Directorate	ICT and Digital	Improve productivity through automation, technology, proven tools and simplified processes.
RD10*	Revenues and Benefits digitisation	Resources Directorate	ICT and Digital	Reduce printing, postage and manual processing.
RD11*	Income generation (fees, EV infrastructure, assets)	Resources Directorate	Strategy and Governance	Increase income and improve cost recovery.
PD1	Housing and Shelter Review	Place Directorate	Development and Housing	Redesign services to reduce temporary accommodation cost and improve efficiency.
PD2	Lane Rental Scheme	Place Directorate	Environment	Generate income while improving network management.
ASC1	Market management and commissioning	Adult Social Care	Procurement	Strengthen pricing, supplier management and commissioning practice in care markets.
ASC2	Prevention Strategy and Neighbourhood Health	Adult Social Care	Adult Social Care	Expand early intervention and community-based support to reduce escalation into long-term care.
ASC3*	Technology Enabled Care (TEC)	Adult Social Care	Adult Social Care	Deploy remote monitoring and assistive technology to reduce reliance on traditional care models.

* Indicates existing work has taken place and is carried forward

CS1	Local sufficiency (including in-house provision)	Children's Services	Childrens	Develop internal provision to reduce high-cost external placements over time.
CS2	Early help - Prevention and Intervention	Children's Services	Childrens	Invest in early intervention to reduce the number of children entering care.
CS3	Mainstream education and SEND reform	Children's Services	Childrens	Reduce reliance on high-cost specialist placements through inclusion-led approaches.
CS4	Attendance, outreach, and early intervention models	Children's Services	Childrens	Reduce escalation into alternative provision and care.
CS5	Regional Care Cooperative	Children's Services	Childrens	Improve control over placement markets and reduce reliance on private providers.
CS6	Placement stability (e.g. Mockingbird)	Children's Services	Childrens	Improve placement resilience and reduce breakdowns.

What happens next

Workstreams will move into business case development in the sequence set out above. This does not mean that all workstreams will move into delivery. It means that the Council will test each proposal properly before committing capacity, funding or implementation effort.

Where a sound business case requires Executive decision, investment approval or delegated authority, a further report will be brought back to Executive. Where Executive delegation is not required, a sound business case will proceed through internal governance into delivery and benefits tracking through the relevant GPAW board.

* Indicates existing work has taken place and is carried forward