Strategic Change Business Case

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Context and Drivers for Change

The strategic change programme has set out to redesign the way the council delivers local public services within the context of the ongoing financial challenge. The council can no longer afford to do all the things it does in the way it currently does them. The programme has set out to transform public services so that they are delivered in a more cost-effective way. This includes the way the council is run, how we utilise our resources, technology, assets and people and how we deliver our services to customers.

Financial constraints are not the only reasons for change. The programme and the business case will support the council to deliver its three priorities of economic growth, inequalities and value for money.

Our Strategic Business Case for a Better Northumberland

This business case sets out a package of transformational changes that will deliver significant financial savings, while making the council more modern, efficient and fit for purpose. This is not about cutting services, but about transforming the way services are delivered and how the council operates.
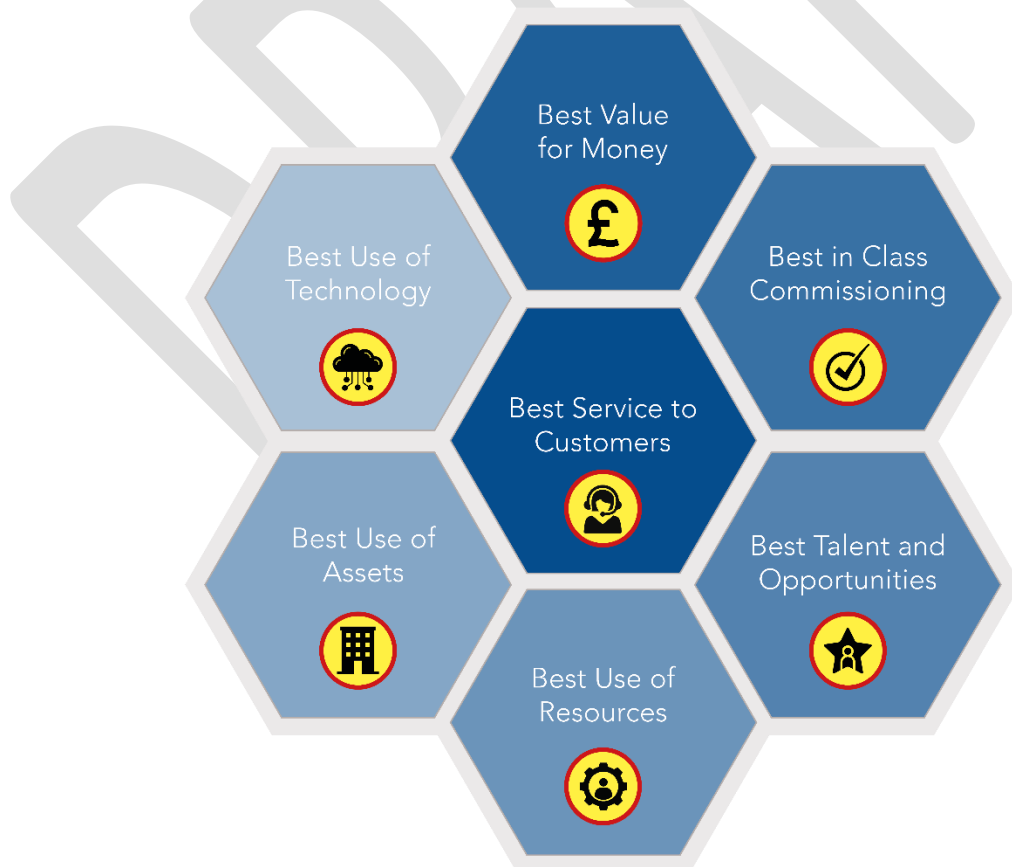
- **Best Service to Customers** – By redesigning our customer access model, we will change the way we deliver service to customers, make better use of the data we gather, deliver a more proactive service and make the best use of digital services to make savings of between £3m and £4.65m.

- **Best Value for Money** – By introducing a new approach to planning and performance, and designing more services with a Communities First ethos, we will achieve better outcomes for customers while reducing demand on higher cost public services to make savings of between £7.2m and £8.0m.

- **Best in Class Commissioning** – A new approach to commissioning and procurement will improve the quality of public services in Northumberland, involve more people in how they are designed and delivered, and manage our spend with suppliers more commercially to make savings of up to £21m.

- **Best Use of Resources –** By reorganising our structures, reducing bureaucracy and better managing our internal demand, we can create clearer career pathways for our staff, a better employee experience and make savings of between £2m and £3.25m.

- **Best Use of Assets –** By better managing our assets through a corporate landlord approach we will reduce the size of our property estate to deliver capital receipts and reduce how much we spend on maintaining buildings.   A better approach to facilities management and planned maintenance will make savings of £255k.

- **Best Use of Technology** – By investing in our ability to design and build our own technology solutions, we will reduce the number and complexity of our ICT systems and make savings of up to £1m.

- **Best Talent and Opportunities** - By transforming our workforce to reflect the needs of a modern local authority, we will support the implementation of this business case and be best placed to deliver the council's strategic priorities.   We will create opportunities that attract the best talent to Northumberland and give people great reasons to stay.

The package of transformational changes set out in this business case will deliver savings of between:	
£17.9m	**£38.2m**
Low	**High**

Best Value for Money

By introducing a more rigorous approach to planning and performance management, and designing more services with a Communities First ethos, we will achieve better outcomes for customers while reducing demand on higher cost public services to make savings of:

£7.2m	£8.0m
Low	High

Planning, Performance and Accountability Framework

An external review of the council's governance and internal feedback has highlighted weaknesses in how the council plans, prioritises and ensures that strategic objectives are delivered by services and suppliers. In our new model, this will be addressed through a new Performance and Accountability Framework.
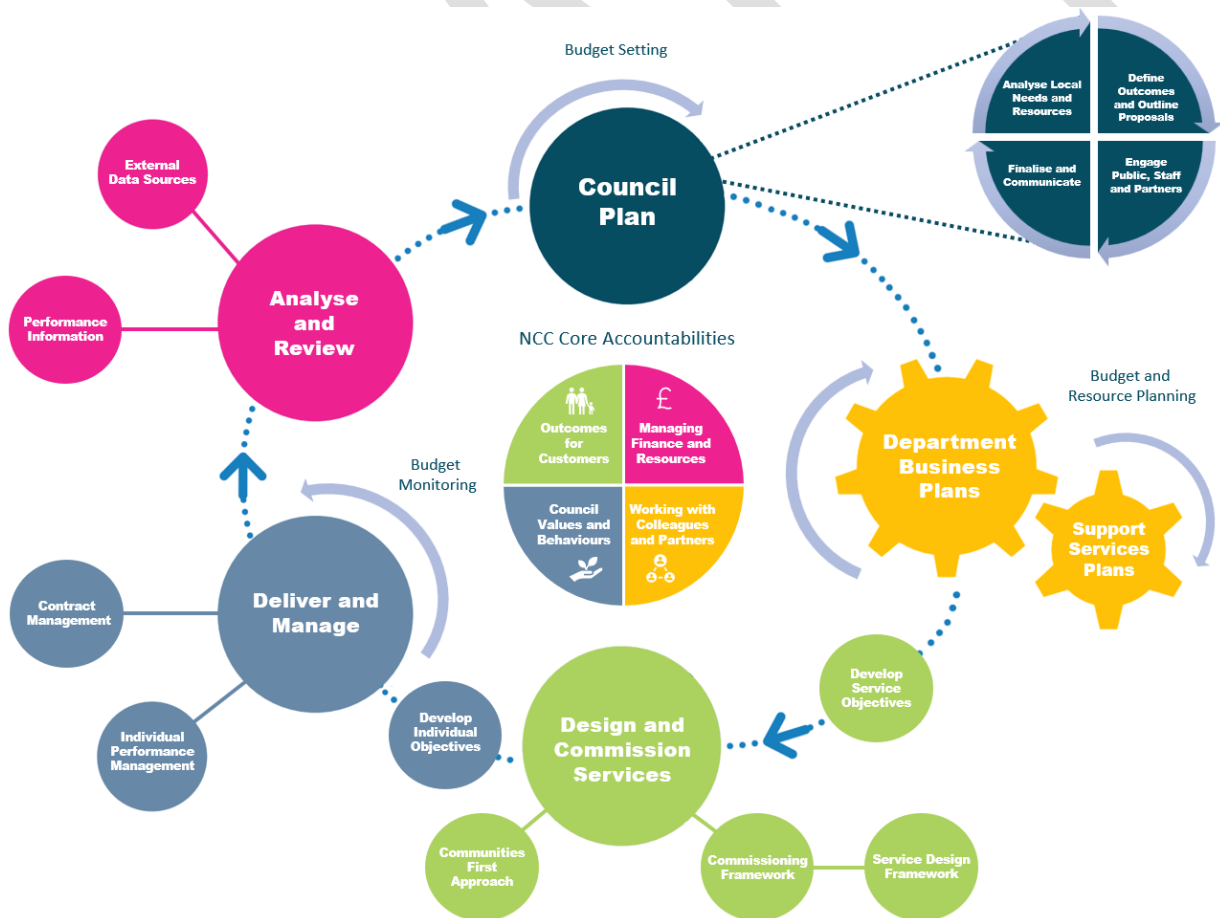
The new framework will align the council's strategic priorities, financial planning and service area activities. This will create a clear golden thread from the council's Strategic Plan all the way through to objectives for teams and individuals that will ensure everyone understands the council's mission and is working together in the same direction to achieve it. This will be supported by clear accountabilities at all levels of the organisation and a robust approach to performance management – whether services are being delivered by the council, external suppliers or with partners.

Once a mature level of organisational planning and performance management has been successfully embedded, this will be developed into an Outcomes Based Resourcing Framework. This will provide a change in mindset towards budgets being about investment in achieving outcomes, with clear targets and expectations around measurable outcomes for customers and communities. This will be supported by the council's new Commissioning Framework, which will provide a systematic way of determining whether the council, external suppliers, partners or communities are best placed to achieve the desired outcomes within the available budget.

This will be underpinned by robust intelligence gathering and analysis, drawing on internal and external data sources to identify the services and solutions that will address the needs of customers and communities in the most resource-efficient way. The detail of how this will be achieved will be set out in a new Data and Business Intelligence Strategy, which has already been commissioned.

Benefits
- A clear golden thread from the council's strategic priorities to team and individual objectives
- Clarity over how political priorities are translated into day-to-day service delivery
- Improved decision making through better quality evidence, analysis and planning
- A robust approach to mapping council and community assets, and making best use of all available resources when setting budgets and designing services
- Plans for support services (e.g. Finance, HR, ICT, Procurement) that are clearly linked to departmental business plans, allowing for effective forward planning and resource management
- Streamlined governance and project management arrangements across the council
- Consistent high standards for the management of both in-house and contracted services
- Improved visibility of performance, focusing on the most relevant performance information

Service Reviews

Service areas with high levels of demand were subject to service reviews to determine opportunities to drive down demand or change operating models. Key lines of enquiry were determined based on level of expenditure and demand pressures on the service. Deep dives were completed into:

- Adult Social Care
- Children's Services
- Local Services

Adult Social Care

Demand for Homecare

There is currently a low use of Direct Payments and the Personal Assistant (PA) market is underdeveloped across Northumberland. Whilst there is a risk that stimulating the PA market may have an adverse impact on recruitment in homecare, experience would indicate that the typical individual who is interested in becoming a self-employed PA is not usually currently employed by a homecare agency.

There is ongoing work to review the requirement for 'double ups', where two carers are required to support an individual, placing a greater strain on homecare agencies. To support this review, there should be focus on the role of tech-enabled care in reducing the requirement for sleep ins and waking nights which will create capacity in the care sector.

Longer term, there is opportunity to work with the market to increase and change the profile of extra care in the county. There are areas within the county that do not have access to suitable Extra Care schemes.

	Year 1	Year 2	Year 3	Total
Savings	£960,336	£1,920,672	£960,336	**£3,841,344**

*note these savings have been modelled using a weekly net cost for residential care of £450 and a net weekly cost of a domiciliary care package of £207 (above the current average of £139), based on a full year effect reduction of 304 placements equating to 25% of OP long term packages of care.

Reducing Demand for High-Cost Independent Supported Living Placements

Analysis has shown that there is low take up of Shared Lives in Northumberland with currently 35 adults with learning disabilities in receipt of a long-term package of support. This equates to 4% of 18–64-year-olds with learning disabilities. Shared Lives schemes offer people aged 18 and older the opportunity to live an ordinary domestic life with an approved carer. This offers an alternative to supported living or residential care.

ASC will look to refresh the campaign for recruiting adult foster carers. We will use profile modelling to target groups who may be interested in opening their homes to vulnerable working age adults or older people. The campaign will also deliver a series of engagement sessions for social care frontline workers and service users and their families, to heighten the profile of shared lives schemes as an alternative to supported living and residential care.

The savings outlined below are based on reducing 10 independent supported living placements with overnight support to shared lives placements.

	Year 1	Year 2	Year 3	Total
Savings	£56,550	£113,100	£56,550	**£226,200**

Children's Services

Across Children's Services, Northumberland County Council benchmarked well against statistical neighbours across the country. This led to only one service forming a key line of enquiry.

<u>Home to School Transport</u>

Like many Home to School Transport Services, the service is under increasing financial pressure caused through both an increase in children with SEND requiring transport (18% in 21/22), but also due to inflationary pressures impacting on operational costs such as fuel and vehicles.

Opportunities for efficiencies are summarised as:

- Reviewing pick up points
- Better use of personal budgets
- Use of enhanced budgets
- Reduction in travel distance
- Route mapping

- Review of application process
- Better use of resources
- Supplier management
- Independent travel

The above initiatives have been quantified in the table below:

	Year 1	Year 2	Year 3	Total
Pick up Points	£55,000	£55,000	-	£110,000
Personal Budgets	£118,500	£59,250	£59,250	£237,000
Enhanced Budgets	£70,000	£77,000	-	£147,000
Route Mapping	£92,500	£92,500	-	£185,000
Independent Travel	-	£44,632	£144,981	£189,613
Investment in back-office team	(£150,000)	-	-	(£150,000)
Investment in ITT team	(£50,000)	(£50,000)	-	(100,000)
Total	**£136,000**	**£278,382**	**£204,231**	**£618,613**

Local Services

Four service reviews were completed as part of the Local Services review using cost benchmarking from LG Inform, CIPFA family cost groups and comparing this with NCC service models. The following opportunities have been identified:

Waste
- Reconfiguring collection services to make efficiencies in collection rounds and scheduling.
- Re-modelling of the residual waste and recycling collections to deliver productivity gains and make use of spare capacity on rounds can deliver savings of £250k
- Bringing trade waste services in line with industry best practice for resource deployment, productivity and charging can deliver additional net income of £150K

Grounds Maintenance
- Reducing expenditure by head of population based on benchmarking can deliver savings of £250k

Street Cleansing
- Reducing expenditure by head of population based on benchmarking can deliver savings of £210k

Highways
- Opportunities through a review of highways strategy, Asset Management Plan and prioritisation of structural maintenance work, review of highways safety policy and inspection risk management can delivery revenue savings of £250k
- Opportunity to increase income from parking fees and charges of £200k

Savings	Low	High
Waste	£398,000	£1.375m

Grounds Maintenance	£250,000	£250,000
Street Cleansing	£210,000	£210,000
Highways	£450,000	£450,000
Total	**£1.31m**	**£2.03m**

Community Based Service Provision

A new Communities First model will provide better outcomes at lower cost, preventing people from going into higher cost health and care services.

This will build on the work that has already been done by Northumberland Communities Together, which has built the foundations for a new approach to community delivery and has already delivered quantitative and qualitative benefits to communities and the council alike. There is also good evidence from other authorities that small investments in community-based initiatives can keep people out of higher cost services for longer.

Northumberland has a strong set of lessons learned from the pandemic and Storm Arwen evidencing the role of community response and community groups in service delivery. These are already shaping service delivery and can enable this new model of community-based service provision to be sustainable. We have learned that:

- The county has resilient communities, giving us confidence that this model can be successful
- Our voluntary and community groups hold the best local knowledge, and we need to do more to empower them
- Previously perceived barriers to working have been removed. Communities and council have worked closely over the last two years to challenge previous ways of working
- We are able to make risk-aware, rather than risk-averse, decisions to get services delivered
- Our cross-system partnerships have improved and were critical to delivering crisis response service during the pandemic and Storm Arwen
- Communities are already 'doing it' for themselves and our role is to support them to remain self-sufficient and resilient

Community based services should be aimed to prevent the necessity for higher need care by focussing on:

- Supporting communities to be healthy and independent
- Developing skills and employability
- Creating better placed to live, work and socialise
- Encouraging community cohesion

Our Community Based Services Model

Our model seeks to shift demand from high need, high-cost services to lower cost community driven services that are accessible to residents where they live and in so doing increasing community capacity, capability and cohesion.

Similar models of delivery have shown an average cost of VCS intervention at £1,882 per interaction annually. This compares to Northumberland's average homecare packages costs of £7,512 annually.

This model can deliver savings by transitioning those who receive low level packages of care to community-based services, deflecting referrals from the adult social care front door and Care Act assessment waiting list to community-based services and prevent additional care needs. Benchmarking has shown that a strong community-based service model can deflect or joint work with up to 70% of referrals into adult social care.
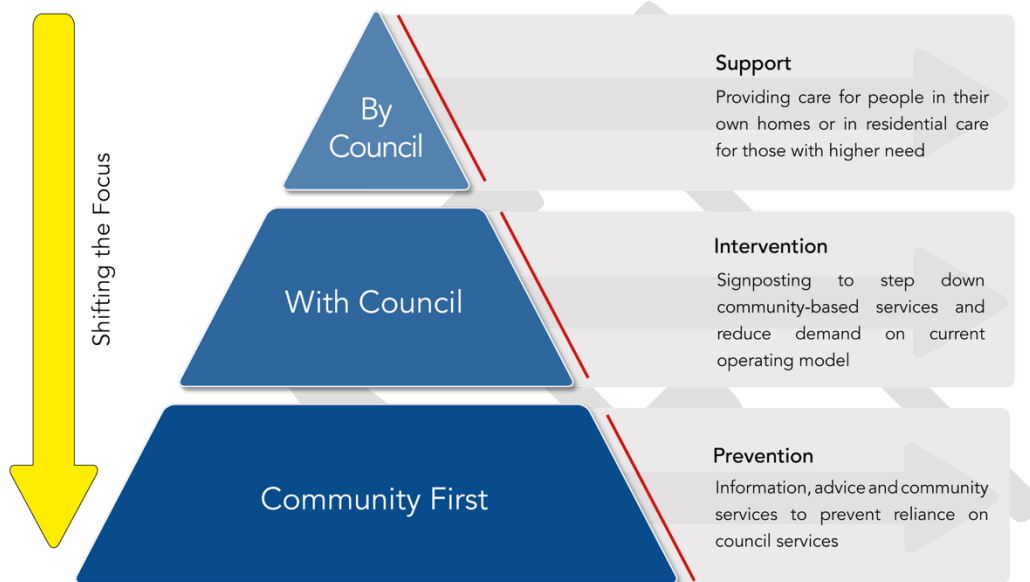
This model will work alongside the ongoing Inequalities Programme and Thriving Together by bringing partners together and utilising Community Connectors and Link Workers to signpost and provide information, advice and guidance to residents. The model will be implemented through pump priming community projects that deliver against the objectives of the and enable projects to become sustainable.

Partnership and Co-production
Working with our partners across Northumberland is critical to successful shifting the focus to communities first.

Such a partnership approach will also support cross-locality partners deliver in line with the recently published working in partnership with people and communities statutory guidance from the NHS.

Savings

Delivering our new Communities First model is an invest-to-save approach. We will seek to pool existing grant funding pots to maximise economies of scale, remove duplication of funding and ensure best use of resources. Savings are based on a target 5% transition from low level packages of care to community support, a 100 reduction in growth through deflections from Care Act Assessments and investment in intervention and prevention services to increase capacity and capability of community-based services.

Investment in the communities first model can be scaled up or down to widen reach of funded initiatives. It is anticipated that year 1 of the programme will be used to co-design and co-produce the model, with community funding available from year.

	Year 1	Year 2	Year 3	Total
Savings		£723,424	£966,132	£1,689,556
Investment		(£188,188)	(£251,353)	(£439,541)
Net		£535,236	£714,779	**£1,250,015**

Other Benefits

In addition to financial benefits, a communities first model will deliver a series of non-financial benefits to communities, the council and partners:

- Better outcomes for individuals and communities
- Reducing inequalities in communities most in need by targeting services based on locality need
- Helping people to live independently for longer in their own homes
- Reducing demand on high-cost health and care services across the public service system, such as social care hours, GP appointments, hospital bed days and A&E visits
- Impact on the wider determinants of health, such as skills and employability, housing and social isolation
- Improved pathways between services and better joined up prevention and early intervention services, including outreach contact from NCC customer services (see Best Services to Customers chapter)
- Increasing capability of voluntary and community groups
- Enabling the council to target under-represented groups across the county, be that by geography, interest or identity
- Opportunity to increase volunteer numbers across Northumberland

Best in Class Commissioning

By introducing a new commissioning framework, underpinned by a category management approach, we'll improve the quality of public services in Northumberland, involve more people in how they are designed and delivered, and manage our spend with suppliers more commercially to make savings of:

£5m	£21m
Low	High

Commissioning Framework

Around 60% of the council's budget is spent with third party suppliers, from social care services to energy and staff travel. A new Commissioning Framework will provide a robust and commercially minded approach to ensuring that good outcomes, value for money and social value are achieved from all decisions to spend money with third parties.
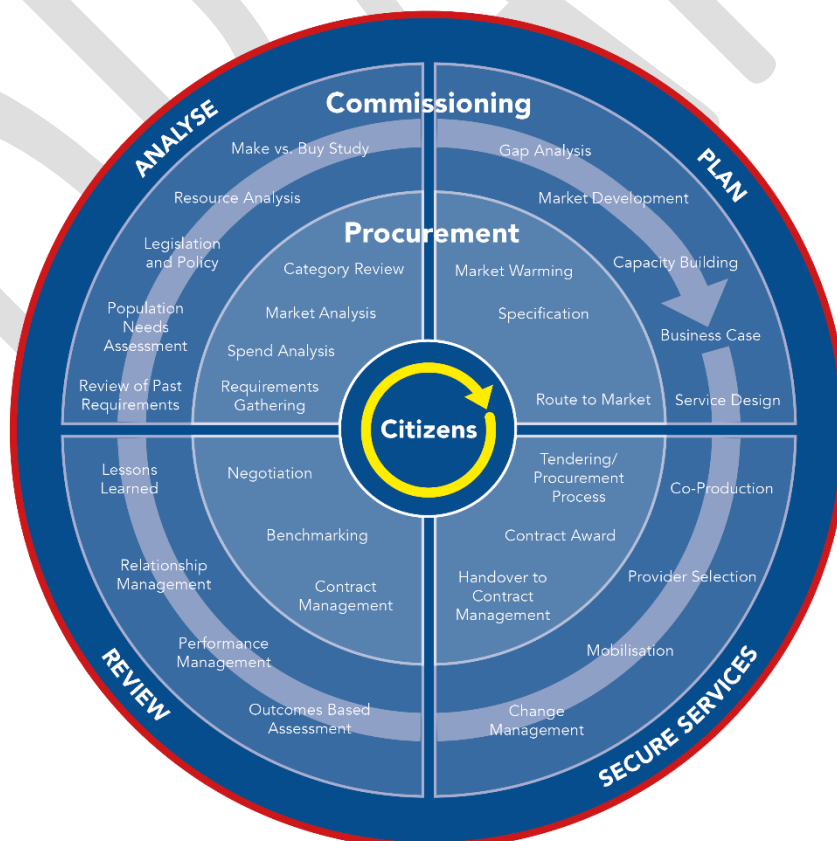
Supporting this will be a Service Design Framework that blends customer-centric engagement principles from Design Thinking methodologies with the council's Communities First approach to tackling inequalities. This will ensure that the assets and resources of communities are considered in service design, as well as their specific needs. The approach will apply to geographical communities, communities of need and when designing services for internal users (staff and Members).

The council's approach to commissioning is currently fragmented. There are individual examples of good practice within departments but no overall strategic approach to commissioning. This misses opportunities for collaboration and joining up spend to achieve better value for money. To successfully embed the new Commissioning Framework, staff in relevant roles (commissioning, procurement and contract management) will work together much more collaboratively within a new, 'networked' model of professional practice. This will be supported by a Commissioning & Contracts job family as part of our new Workforce Blueprint.
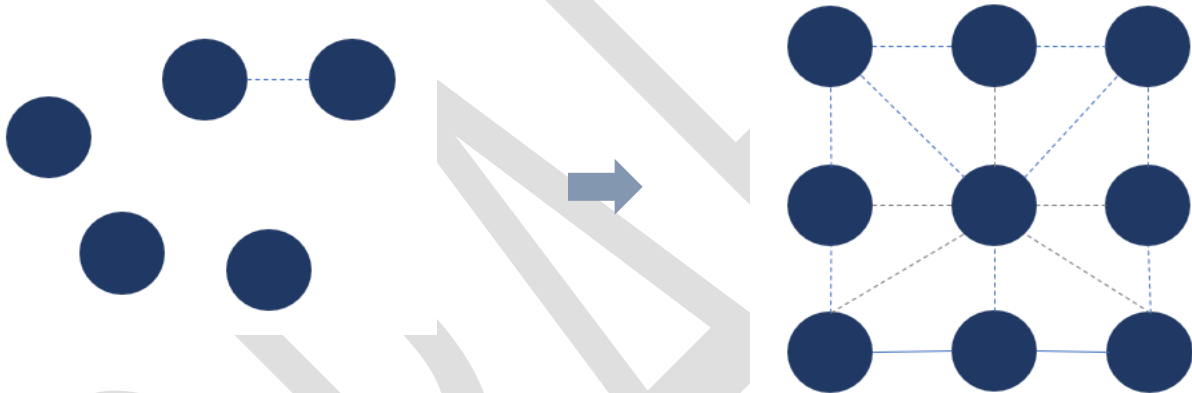
Benefits
The council's new approach to commissioning will:
▪ Achieve better outcomes for service users through robust planning and analysis
▪ Involve individuals, communities and Members in designing and delivering services
▪ Improve strategic planning and compliance through a systematic approach to commissioning
▪ Ensure that value for money is delivered on an ongoing basis, beyond the current transformation
▪ Create a community of practice for knowledge sharing and skills transfer
▪ Allow policy requirements and best practice to be more effectively embedded in the organisation

Spend with Third Parties

In 2021/22 the council spent £1.5bn with third parties, around £500m of which is 'addressable spend', meaning that the council can influence it in some way. This spend is highly fragmented, with many service areas purchasing similar goods, works and services – either from different supplier or from the same suppliers under different contracts or with no formal contracts in place. Examples include:

- **348 suppliers of Repairs and Maintenance** services, across 275 different cost centres
- **162 suppliers of Grounds Maintenance** services, in addition to an in-house team
- **163 suppliers of Fleet and Plant Maintenance**
- **198 suppliers of Printing and Reprographics**
- **80+ suppliers of Temporary Agency Staff**

Initial analysis of the opportunities to reduce third party spend through consolidation of contracts or renegotiation of prices have identified savings of between £1.4m and £2.4m.

Spend Category	Target Low	Target High
ICT Spend Rationalisation	£500,000	£1,000,000
FM, Repairs and Maintenance	£60,000	£90,000
Fleet and Plant Maintenance	£70,000	£140,000
Fleet and Plant Hire and Lease	£122,500	£245,000
Grounds Maintenance	£55,000	£110,000
Reduction in Agency Fees	£45,000	£225,000
Printing, Reprographics and Postage	£92,000	£185,000
Renegotiation of High Cost Packages	£588,744	£588,744
Total	**£1,533,250**	**£2,583,750**

Total of Savings Opportunities*

	Year 1	Year 2	Year 3	Total
Savings	-	£516,000	£516,000	£1,033,000
Investment**	-	-	-	-
Net	-	£516,000	£516,000	**£1,033,000**

* ICT figures have been excluded from above table to avoid double-count with Best Use of Technology.
** Investment requirements are covered by Category Management investments below.

Category Management

The savings identified from spend with third parties identified above are an initial assessment of opportunities from an evidence-based, but high-level, analysis of the council's contracts and spend data.

Supporting this will be a new approach to Category Management, a strategic approach to procurement that enables organisations to better manage both their spend and their relationships with the market. Category management will take the council's existing, fragmented spend and organise it into common groups called 'categories'. This will allow requirements to be consolidated and simplified; savings will be made through economies of scale and leveraging the council's combined purchasing power. Requirements that are specific to certain departments will also be better supported by a strategic, commercially skilled procurement team which will work with budget holders to identify savings.
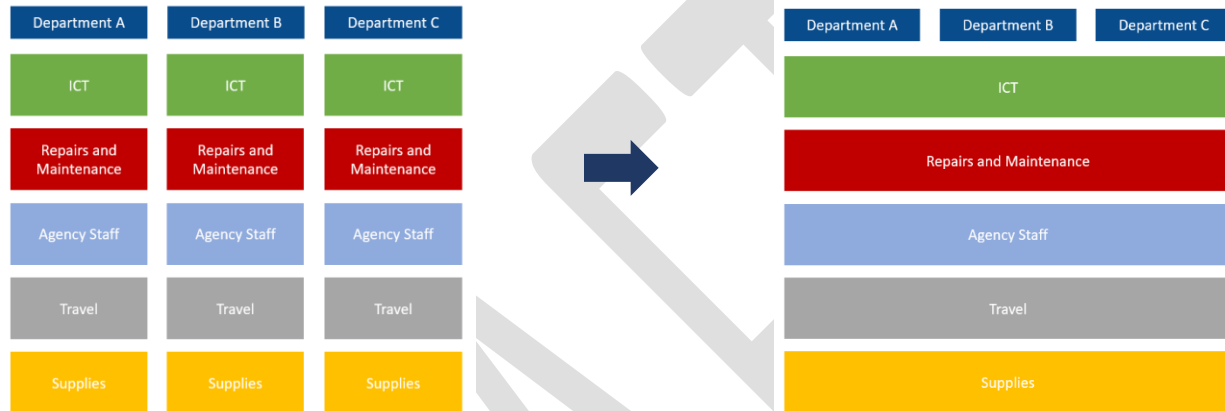
The specific opportunities identified in Spend with Third Parties section above serve as a proof of concept. Further savings will be identified by the council's new category management capability, both within the lifetime of this three-year transformation and on an ongoing basis. If the council reduces its remaining third party spend (excluding the areas already identified) by just 1%, this will generate savings of £4m. There is potential to significantly exceed this figure – savings of 5% would generate savings of £20m.

A new Contract Management Framework, supported by toolkits, training and resources, will ensure that cost reductions remain locked in during the lifetime of contracts and that suppliers deliver ongoing value.

Savings

	Year 1	Year 2	Year 3	Total
Savings	£500,000	£2,000,000	£1,500,000	£4,000,000
Investment (recurring)	(£150,000)	(£150,000)		(£300,000)
Net	£350,000	£1,850,000	£1,200,000	**£3,700,000**

Best Service to Customers

By redesigning our customer access model, we will change the way we deliver our customer services, better use the customer insight we gather, deliver proacting customer services and make best use of digital services to make savings of:

| £3m	£4.65m
Low	**High**

Customer Target Access Model and Strategy

To determine an understanding of the 'as is' position of customer services, customer access and customer experience a maturity assessment was undertaken across six themes; strategy, culture and skills, performance, demand management, digital and customer insights. This set out the current maturity of the organisation's customer access, services and experience and the ambition for development. Our new operating model for customer services is underpinned by the following designed principles, which were agreed to guide business case implementation.

1. **Seeing the whole picture:** Customer access, services and experience will be considered interlinked when improving our offering.
2. **Accessible Services:** Our strategy and services will be jargon-free to improve customer understanding. We will manage expectations with clear and accessible service standards.
3. **Right channel for the right customer:** Customer outcomes will be at the forefront of our thinking - we will consistently push the benefits of self-service options as the first point-of-contact where it is right to do so but remain conscious of the need for alternative channels for different community groups.
4. **Empowering our customers:** Our strategy and services will be designed to create a sense of empowerment and control. We will reduce the number of times we ask customers for the same details.
5. **Proactive as well as reactive:** Our strategy and services will be two-way, proactively signposting customers to services based on the insight we gather, as well as supporting customers with the service they require.
6. **Committed to user research:** Our strategy and services will be underpinned by a commitment to continuous user research, rather than one-off engagement at the beginning of a project.

This new approach will be delivered through a new customer access model which will help focus on delivering services through the right channel at the right time. The new customer access model sets out how online self service will be the first point-of-contact for all information, advice and guidance and transactional council services. Whilst we expect to deal with most queries through this channel, we know

this is not always the right approach so the model sets out how we will utilise telephony and face-to-face contact to support with more complex cases and utilise proactive outbound calling as a preventative measure to reduce future demand on services (see community-based service provision chapter and customer insight project).
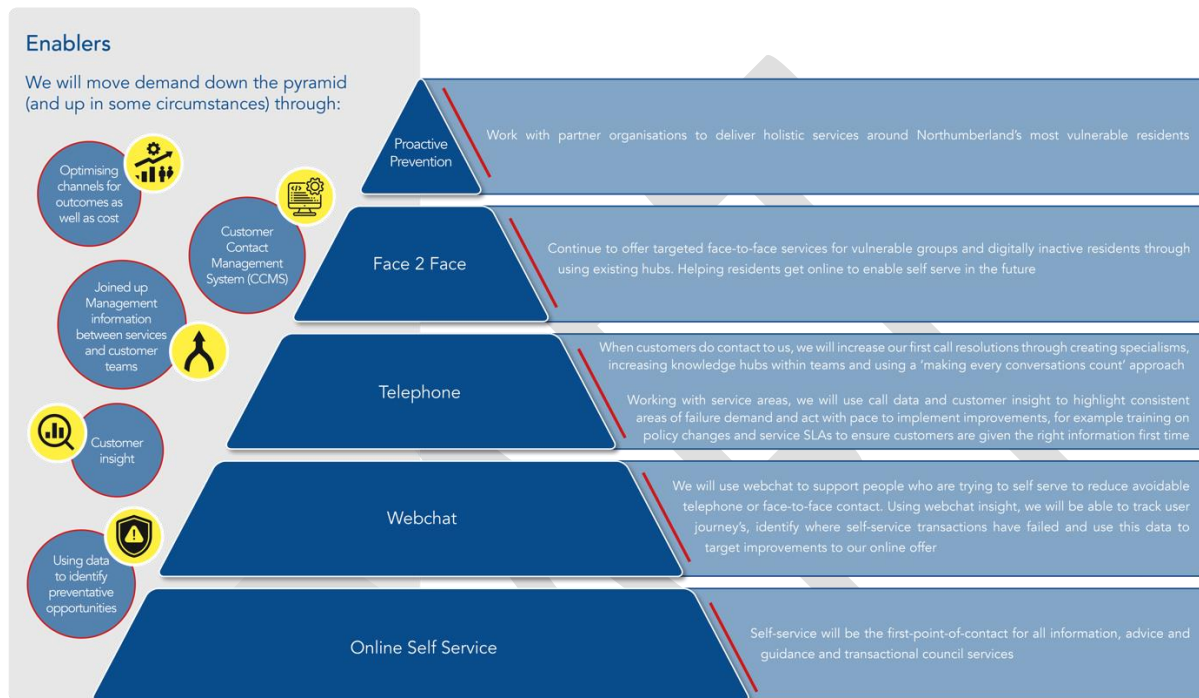
Benefits

- Development of a customer service strategy to provide consistency in our approach to customer services, access and experience
- Empowering customers with a channel of their choice
- Creating a structure that incorporates resource management, customer insight and absorbs more contact from all areas of the organisation
- Promotes the role of proactive outbound contact that aligns with prevention objectives of community-based service provision and other initiatives, including the Inequalities Programme
- Reduction in failure demand prioritising those key high-volume services
- Increase in first contact resolution
- Improved customer experience by triaging enquiries so that they are solved at earliest point of contact

Customer Services Integration and Improvement

As well as the corporate contact centre the deals with the majority of customer contact, there are currently separate contact teams for adult social care, school admissions, family information service, school transport and revenues and benefits (including council tax and blue badges). Integrating more

services into the corporate contact centre will create economies of scale and create capacity for service teams to deliver more complex work. It will enable a more joined up experience for residents that can have multiple queries across the organisation dealt with in the one place and create the data to support "a single view" of the customer. However, moving the contact across on its own it not enough and specialist teams will be created to upskill customer staff to deliver what the services need them too.

Customer Service teams have told us:

"We spend a lot of time apologising for other departments who do not explain why a service hasn't been completed or give us any support."
"I do not have a good understanding of other services to be able to signpost"
"We are often the last to know about changes."
"I feel as though I do not have enough knowledge to help customers in the 'best' way. Sometimes feels as though we fumble our way through."

Benefits
- More resolution at FPC
- Greater understand of customer need
- Reduced failure demand
- Reduced officer time in back-office services to aid productivity and service delivery

Customer Insight

Customer insight will play a crucial role in developing and improving services by understanding customer demand and measuring the impact of delivery. We will develop the resources and tools to measure customer satisfaction in real time and enable us to recognise frustrations and immediately react to them. Customers will be able to leave feedback and this will be collated through a dashboard to score the level of service they receive, against which service and which advisor. This will lead to the team identifying barriers and pain points for customers, recognise training needs and reduce complaints by reacting to customer needs swiftly.

Benefits
- Real time understanding of demand and customer contact
- Better use of resources
- Services shaped on customer feedback
- Stronger and more collaborative relationships with services

Delivering Proactive Customer Services

The access model sets out the ambition to deliver customer interactions through digital channels, giving them the option to self-serve at a time and place of their choice. However, for some residents this will neither be possible or indeed deliver the right outcome for them or the organisation.

Some residents rely on information centres to support them with applications – the highest demand for face-to-face services is for Blue Badges and Concessionary Bus Passes. Northumberland has an above average older person population, with 25.5% over the age of 65, compared to 18.9% nationally. There are currently over 55,000 concessionary bus passes in use, 21% of these are for 81 – 100-year-olds. Feedback from staff and customers say they find the online process difficult to navigate and are unable to upload required documents.

The diagram below details the locations and activity levels for existing face-to-face contact centre provision in the county. It demonstrates where services are co-located to provide insight to where more partnership working could be developed to support residents.

6. Hexham - 1933

Wednesday and Friday 10:00 - 13:00, Total 6 hours

8.3% of F2F visits. Visits per opening hour 6.2

Population 11,713, 28.7% over 65

Reason for visit
- 50% Transport
- 26% Revs and Bens
- 5% Housing

Services Co-located
- Library

Location - Library

7. Berwick - 1093

Tuesday and Friday 10:00 - 13:00, Total 6 hours

4.7% of F2F visits. Visits per opening hour 3.5

Population 13,518, 26.8% over 65

Reason for visit
- 38.1% Transport
- 23.7% Revs and Bens
- 3% Housing

Services Co-located
- Registrars
- Homeless Service
- Adult Learning
- Archives

Location - Library

8. Alnwick - 2629

Monday, Wednesday and Friday 10:00 – 13:00, Total 9 hours

11.4% of F2F visits. Visits per opening hour 5.62

Population 10,141, 29.4% over 65

Reason for visit
- 33% Transport
- 21% Revs and Bens
- 15% Housing

Services Co-located
- Adult Learning
- Customer Services
- Food Bank
- Community Café

Location - Currently standalone moving in November to be part of Community hub

9. Cramlington - 3099

Monday, Wednesday and Friday 09:00 - 12:00, Total 9 hours

13.2% of F2F visits. Visits per opening hour 6.62

Population 29,437, 23.7% over 65

Reason for Visit
- 36.5% Transport
- 22.4% Revs and Bens
- 12.9% Housing

Services Co-located
- Learners Café
- NCT
- Citizens Advice Bureau

Location - Part of community hub. Library is located

1. Ashington (Wansbeck sq) - 6593

Monday - Friday 10:30 - 14:30, Total 20 hours

28.1% of F2F visits. Visits per opening hour 6.34

Population 28,521, 19.9% over 65

Reason for visit
- 33.5% Transport
- 33.2% Revs and Bens
- 3.9% Housing

Location - Standalone but moving in November to be part of the community hub

2. Blyth - 6497

Monday - Friday 10:30 - 14:30, Total 20 hours

27.7% of F2F visits. Visits per opening hour 6.25

Population 39,828, 19.5% over 65

Reason for visit
- 25.8% Transport
- 20.5%% Revs and Bens
- 20% Housing

Services Co-located
- Registrars
- Appointments

Location - Library

3. Blyth (Community Hub)

Location - Shopping Centre

4. Lynemouth (Community Hub)

Location - Welfare Pavilion -Fridge in the community

5. Newbiggin (Community Hub)

Location - In Leisure centre – Active Northumberland

Centres closed after the pandemic

- Morpeth Town Hall
- Morpeth
- Prudhoel Library
- Bedlington

Key

- Run by Northumberland County Council
- Receive Funding from Northumberland County Council

We will change our centres by inviting other complimentary services to co-locate (please see community chapter). This will ensure that residents have access to information, advice and guidance or support available to them. We will hold events to reduce demand and upskill our residents. We will better anticipate our residents needs through our centres to reduce demand from those who do not need it and actively seek opportunities to enhance the lives of those who require additional support.

Benefits
- Reduce number of residents needing high-cost services
- Improve the quality of life for residents
- More fulfilling role for customer staff
- Reduce stress and time spent for officers across the organisation

Digital Customer Services

Digital is a critical enabler to the new access model, not only by moving transactional, non-complex services online, but by providing the digital tools to enable officers to support residents. Using digital services will create end to end processes that will shorten service delivery and create efficiency in officer time.

We know our residents have an appetite to find information and self-serve. We had over 4.8m page views on our website this year and a recent survey of contact centre calls showed that 26% of all telephone calls were a result of not completing an online transaction successfully.

Tried and Failed to Self-Serve by Service

Service	Percentage
Waste	20%
Council Tax	15%
Concessionary Travel	13%
Registrars	10%
Parking	8%
Planning	5%
Blue Badge	4%
Benefits	3%
Roads	2%
Housing	2%

- Of the 26% customers that tried to self-serve 20% were for waste, the top reason given for having to call was Payment issue 23%
- Council Tax was the next highest service with 15%. The reasons varied from "not being able to find information online" to "difficulty using online system"
- Concessionary travel and Blue Badges accounted for 17% of customers failing to self-serve. Customers were unable to upload required information and had issues with the payment system

Despite residents demonstrating their ability and desire to use online services, only 4.5% are signed up for an account for their council tax. Residents and staff have told us that they are unable to locate the information they are seeking and that the "My Account" features are too limited. A recent study of our website scored 64/100 on accessibility.

Our customers told us:

"I am partially sighted and found the online system too difficult to use, so I have had to call you"

"I've looked on the website but can't find where to order a death certificate"

"I am trying to apply for school transport but my son's school is not on your drop-down list"

"Tried to renew my bus pass but needed a code which you have not sent me"

"I tried to pay my rent online but asked me for a 12-digit refence number and the one you sent me is 13"

"Tried to pay for green waste online but account stated I had multiple bins"

There is an increasing demand for digital change work across the organisation. Since March 2021 there has been 261 internal requests for digital support. Currently the team have completed 91 of those requests and have 60 in progress but a further 110 are still outstanding. Requests include reducing demand (automating emails), communicating with residents (support in SMS), reducing carbon footprint with digital advertising and updating systems and turning paper applications into online services.

There are many examples across local authorities where digital has transformed services. In Cumbria an end-to-end waste permit was developed with integrated number plate checking, resulting in an 83% reduction of officer admin time. A simple SMS reminder when council tax bills were due created £66k of savings instantly through reduced demand, postage and administration.

For officers, digital solutions offer opportunities to deliver services more efficiently. A high-level opportunities assessment has identified savings from reducing demand and reducing time spent by officers undertaking processing and administration activities. A proof of concept for this is outlined below through evidencing the impact of digitisation of the green waste permit renewal process. This demonstrates potential savings of approximately £50,000 for just one process.

	JANUARY	FEBRUARY	MARCH	APRIL

Outbound

- January: 12,500 emails sent with information to renew – including unique reference number and payment link
- February: Second email sent to those that have not responded with information to renew – including unique reference number and payment link
- February: 20,000 letters sent to with information to renew – including unique reference number and payment instructions **£6,917**
- March: Green Waste stickers sent in daily batches
- April: **£16,531** **+£3,800 Consumables**

Inbound

| 405 Calls **£2,082** | 2,484 Calls **£12,807** | 2,342 Calls **£12,038** | 677 Calls **£3,480** |

378 Face to Face visits **£6,917**

Customer comments:
- Attempted to pay twice and did not go through
- Tried to pay online and payment screen crashed
- Tried to make online payment but system was showing I had 2 bins!
- When is garden waste collected? In a new build and no online calendar
- Paid online but not sure if gone though, called to check and had not
- My neighbours have received their renewal letter – I haven't
- Need to make payment and can not find reference number
- Have received sticker but not bin
- Have received my bin but still no sticker

Total cost of customer contact £64,465

Benefits

- Reduce demand to enable more complex issues to be resolved
- Provide a channel of choice for residents
- Use the data captured to continuously improve our services
- Reduce administrative costs and create efficiencies in back office
- Reduce the length of time to deliver a service

Savings

Savings opportunities across the customer programme come from economies of scale and transformation to reduce failure demand. All demand reduction is based on a low target of 25% and high target of 50%.

	Target Low	Target High
Customer Services Integration	£400,000	£800,000
Customer Insight – chasing a call back	£85,750	£171,500
Customer Insight – progress chasing a service request	£96,750	£193,500
Delivering Proactive Customer Services – Reduction in F2F	£107,500	£215,000
Digital Customer Services – reducing demand	£139,500	£279,000
Digital Customer services – Automating end to end customer journey	£1,000,000	£2,000,000
Digital Customer services – transition to paperless	£666,000	£1,000,000
Total	**£2,495,500**	**£4,659,000**

	Year 1	Year 2	Year 3	Total
Savings	£582,500	£1,746,500	£1,166,500	**£3,495,500**
Investment (recurring)	(£290,000)	(£260,000)		**(£550,000)**
Net	£292,500	£1,486,500	£1,166,500	**£2,945,500**

Best Use of Resources

By reorganising our structures, reducing bureaucracy and better managing our internal demand, we can create clearer career pathways for our staff, a better employee experience and make savings of:

£1.975m	£3.25m
Low	High

Streamlined Operating Framework

A leaner operating framework will streamline processes, make it easier for council staff to get things done for customers and strip out unnecessary bureaucracy. This will be achieved through a combination of raising approval thresholds (such as procurement thresholds), stripping out wasteful activity, empowering staff closest to customers to take appropriate action and taking a risk-based approach to decision making. In order to avoid double-counting savings with other efficiency measures proposed in the business case (such as the creation of the Transactions Hub and move to self-service), we have not attached specific additional savings to the operating framework. However, in similar sized authorities this has saved up to £150k through eliminating wasteful processes. Productivity savings released by the new operating framework will support the delivery of cashable savings in other workstreams.

Benefits
- Reducing bureaucracy and making it easier to get things done for residents
- Making better use of resources, focusing more efforts on value-adding activity
- Empowering staff to do more within a more agile and trusting operating culture
- Enabling the delivery of cashable savings across other workstreams
- Making the council an attractive place to work

Creating Centres of Excellence

An analysis of the council's workforce showed that some of our resources are fragmented and could be organised more efficiently. There are pockets of staff in service areas involved in activities like Finance, ICT and Business Support who could be brought together into corporate centres of excellence. This will allow us to make efficiencies through economies of scale, while building clearer career pathways and better career opportunities for staff, based on the nature of their work.

There are around 500 staff in the council in administrative roles, spread across different teams. The total cost of this resource is around £15.5m. By bringing these staff together into a Corporate Business Support function, the council can save between £1.5m and £2.3m through economies of scale, while creating clearer career pathways for support staff and reducing the cost of providing services for taxpayers.

The typical administrative role involves a wide variety of tasks, ranging from answering routine queries from customers to transactional finance activities such as ordering, receipting and paying invoices. In our new model, we will separate out general administrative tasks from Finance, HR and ICT related tasks and organise work into different teams based on the nature of work being undertaken.

The most common challenge to implementing this kind of model is isolating the different parts of someone's job in order to bring these together with other people doing similar tasks – often called finding 'arms and legs'. However, as we have identified more than 500 people in administrative roles, it will be possible to reorganise these staff into teams of whole individuals dedicated to common tasks. In addition to saving the council money and being more efficient, this will allow staff in scope to build up specialisms.
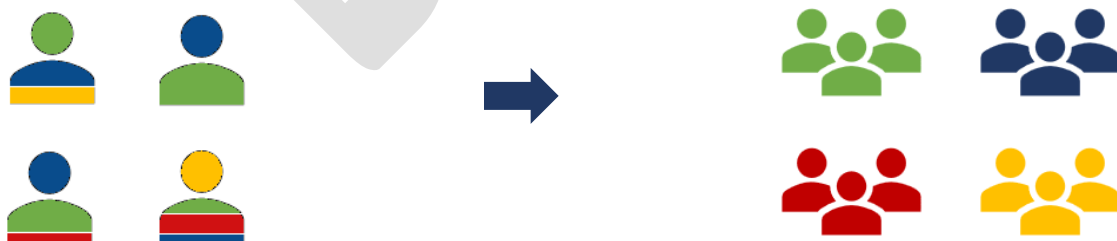
Our new operating framework and modernisations to our ICT will further reduce the need for traditional administrative tasks to be undertaken at all, ensuring that more staff time is freed up for value-adding activities and more public money is spent directly on public services.

The first stage in the transformation will be to bring together teams based on the most common tasks and processes they are undertaking and make savings through economies of scale and a reduction in management posts. Once the new service has been established and tested, a further phase of transformation will eliminate duplication, reduce bureaucracy and automate processes to deliver additional savings.

Common Administrative Tasks at NCC
▪ Filing
▪ Photocopying
▪ Handling post
▪ Sending and receiving faxes
▪ Laminating and binding
▪ Arranging meetings
▪ Booking rooms, hospitality and travel
▪ Telephone enquiries
▪ Meeting visitors
▪ Minute taking
▪ Clerical and typing services
▪ Data entry
▪ Handling cheques and petty cash
▪ 'General' office support

Other corporate services teams will be organised under a new operating model, providing clarity and consistency to the level of support provided to frontline services.

Figure 1

Adapted Ulrich Model

Staff in these roles will remain within their respective services (e.g. Finance, HR, ICT), with the exception of Transactional Services teams who will form part of a new Employee Services and Transactions Hub.

- **Business Partners** will provide strategic advice and planning services to the senior management teams in each department. Finance, HR and ICT Business Partners will work together with the management teams they support to develop department business plans for each area.
- **Centres of Expertise** include deep subject matter experts in technical disciplines such as Management Accountancy, Employee Relations and Digital Service Design.
- **Performance & Insight** teams support planning and performance both for the services they directly support (Finance, HR, ICT) and the wider council. This will include providing workforce, spend and customer data to support corporate and departmental plans.
- **Transactional Services** brings together staff involved in delivering the council's highest volume processes into a shared Transactions Hub and Employee Service Centre.

Work on this reorganisation will begin with a series of service reviews of Finance, HR and ICT to prepare services for the transition to the centre of excellence model. This will take place as soon as the business case is approved so that support services are in a strong position to support the rest of the organisation through change.

Savings: Corporate Business Support

	Year 1	Year 2	Year 3	Total
Savings	-	£1,500,000	-	**£1,500,000**

Savings: Other Professional Specialisms

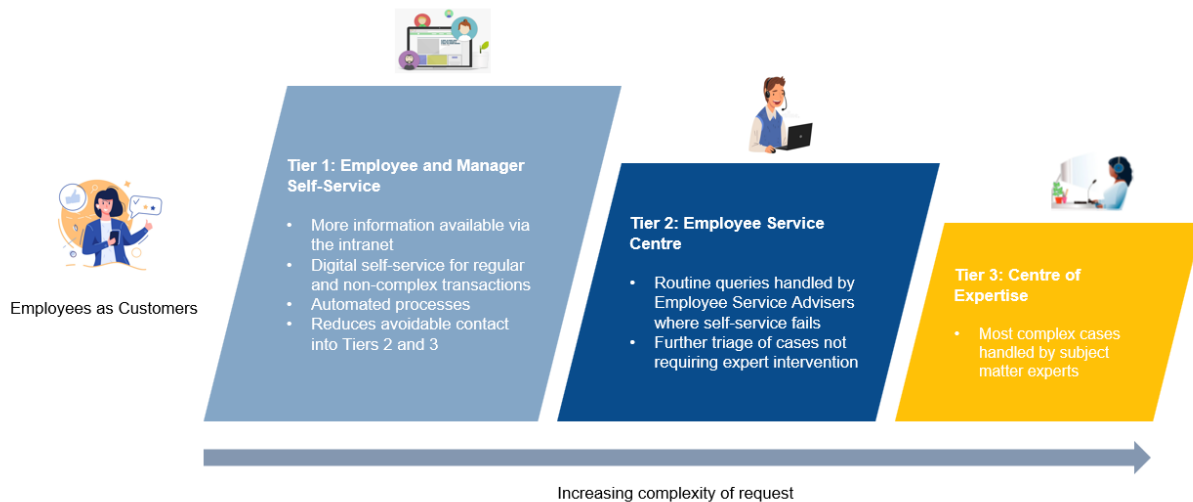|	Year 1	Year 2	Year 3	Total
Savings	-	£250,000	£125,000	**£375,000**

Employee Service Centre and Transactions Hub

The cost of administrating the council's high volume internal processes is around £4.5m a year, excluding ICT and the costs of supplies such as printing, postage and stationery. This includes services to employees such as payroll, HR transactions, transactional purchasing and common ICT requests.

Some services, such as ICT, already operate an internal customer service desk model, whereas requests in other areas often go directly to named individuals who are 'known for knowing' the answers. This means that higher skilled, and usually higher paid, professionals are often spending large amounts of time dealing with a high volume of low level, routine requests.

A new Employee Service Centre will provide a single access point for routine requests for Finance, HR, ICT and Procurement support. Fulfilling these requests and other transactional processes will be made more efficient and cost-effective by a new Transactions Hub.

Common Transactional Requests
▪ Starters / leavers
▪ Employment contracts
▪ DBS checks
▪ Payroll setup
▪ Payslip queries
▪ New ICT accounts
▪ New ICT devices
▪ Password reset / log-on error
▪ ICT user support and guidance
▪ Supplier setup
▪ Invoice processing

Employees as Customers

Tier 1: Employee and Manager Self-Service
- More information available via the intranet
- Digital self-service for regular and non-complex transactions
- Automated processes
- Reduces avoidable contact into Tiers 2 and 3

Tier 2: Employee Service Centre
- Routine queries handled by Employee Service Advisers where self-service fails
- Further triage of cases not requiring expert intervention

Tier 3: Centre of Expertise
- Most complex cases handled by subject matter experts

Increasing complexity of request

Over time, we will make it easier for employees and managers to self-service by providing better information, self-help guides and resources on our intranet. We will build more digital services to replace manual ones, involving users in designing services that will make their working lives easier. We will automate processes to reduce the need for manual intervention and reduce the cost of administration. This will be supported by the introduction of a new Service Desk Management Tool.

Savings

	Year 1	Year 2	Year 3	Total
Savings	-	£225,000	£112,500	**£337,500**

Other Benefits

- Improved customer service for internal users (Members and employees)
- Empowering staff to resolve issues quicker
- Reducing the operational burden on support services teams
- Freeing up time for more value-adding and strategic activity
- Reducing the cost per transaction
- More efficient use of public money, with less spent on back office costs

Best Use of Assets

By better managing our assets through a corporate landlord approach we will reduce the size of our property estate to deliver capital receipts and reduce how much we spend on maintaining buildings. A better approach to facilities management and planned maintenance will make savings of:
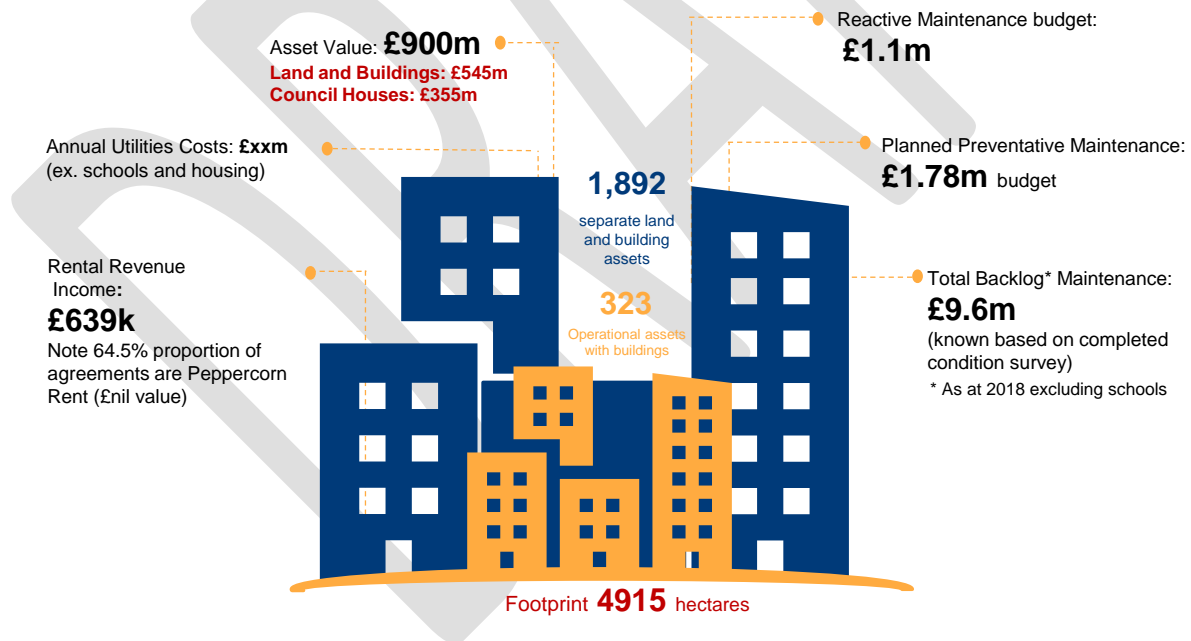
£255,000	£255,000
Low	**High**

Estates Review

The Council has just completed a high-level review of Property Services to assess the current position, what has been achieved to date and identify key strategic and operational priorities going forwards.

The review identified the overall scale of the Property Estate:

State of the Estate | Overview of Our Assets

Asset Value: **£900m**
Land and Buildings: £545m
Council Houses: £355m

Annual Utilities Costs: **£xxm**
(ex. schools and housing)

Rental Revenue Income**:**
£639k
Note 64.5% proportion of agreements are Peppercorn Rent (£nil value)

Reactive Maintenance budget:
£1.1m

Planned Preventative Maintenance:
£1.78m budget

Total Backlog* Maintenance:
£9.6m
(known based on completed condition survey)
* As at 2018 excluding schools

1,892
separate land and building assets

323
Operational assets with buildings

Footprint **4915** hectares

A more integrated vision for corporate landlord would achieve significant benefits for the council. The approach to achieving this is set out below.

Corporate Landlord Model Approach

Corporate Landlord combines all property related functions into one service, with centralised control of all property spend, space management, procurement, negotiations and capital programmes. This holistic approach not only improves quality by having a single point of contact but can deliver significant, sustainable savings in its own right.
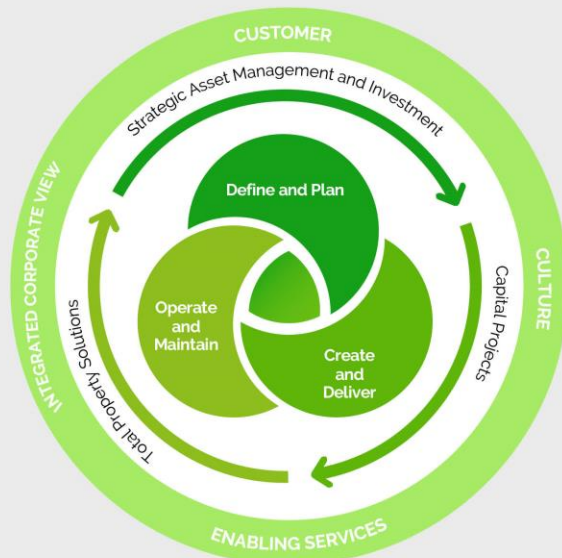
Strategic Asset Management and Investment

Roles and Functions

• Asset Ownership and Valuations
• Asset Management Strategy and Planning
• Corporate Objectives Delivery
• Customer Needs and Enabling Services to Deliver
• Holistic Corporate View and Decision Making
• Centralised Budgeting and Forecasting
• Commercial Portfolio and Investment Decisions
• Optimise Office Accommodation
• Data Ownership and Management
• Partnership and Combined Property View
• Benefit Realisation: Capital/Revenue and Social
• Acquisitions and Disposals

Capital Projects

Roles and Functions

• Programme and Project Management
• Technical Design and Expertise
• Commercial and Contract Management
• Intelligent Client/Commissioning/Procurement
• Whole life costing

Total Property Solutions

Roles and Functions

• Soft FM: Catering, Cleaning, Security
• Hard FM: Reactive and Planned Maintenance
• Energy management
• Compliance
• Traded Services/income Management
• Intelligent Client and Commissioning
• Digital Design and Technology

The council is part way to achieving a corporate landlord approach but there is the need for a greater level of integration. A review of current asset base would suggest that there is significant scope, given that:

▪ Only 44 out of 343 operational sites are managed by corporate landlord

▪ There was £9.6m of backlog maintenance as of 2018 with no overarching strategic plan to complete

▪ A review of external spend has highlighted 348 suppliers used for repairs and maintenance and a total spend £3.455m. This is despite the repairs and statutory maintenance budget managed by Property totalling £2.9m. This suggests there are a number of budgets which remain outside of the control of Property. This review also highlighted 275 cost centres, again suggesting delegated spend

▪ Land and Buildings owned by the council have an asset value of £545m evidencing a sizable opportunity to reduce asset holdings

A detailed business case will identify the scale of financial benefits. High level analysis suggests that:

▪ Asset rationalisation to release capital receipts could deliver savings of at least 10%
  • Rationalisation of office accommodation of around 30%
  • There is opportunity to reduce the £9.6m in backlog maintenance
  • Better use of community assets where there are multiple assets within the community
▪ Associated savings across facilities management and energy due to the rationalisation of properties
▪ Opportunity to improve return on commercial portfolio

Integrated Services

Integrated Services is split in to three distinct functions including:
- Facilities Management
- Statutory and Planned Maintenance
- Capital Delivery

The below outline the recommendations for Facilities Management:
- Through a corporate landlord model the council will best deliver overall building management.
- The service should review the current cost model for cleaning to confirm value for money and full cost recovery. Depending on the outcome of this review, consideration could be given to alternative delivery models which may offer improved value.
- A decision should be taken on the location of the Housing DLO, with consideration given to the transfer of this function to the housing team. An assessment should be taken regarding the insourcing of some repairs/compliance tasks performed on operational assets and whether this could be line managed by the Housing DLO team to ensure scale and overall efficiency.

Savings

	Year 1	Year 2	Year 3	Total
Building Management	£100,000	-	-	£100,000
Cleaning Cost Model	£105,000	-	-	£105,000
Housing DLO	£50,000	-	-	£50,000
Total	**£255,000**	-	-	**£255,000**

Best Use of Technology

By investing in our ability to design and build our own technology solutions, we will reduce the complexity of our technical architecture and make savings of:	
£500k **Low**	**£1m** **High**

Streamlined Technical Architecture

Like many local authorities, the council uses many different ICT systems and this has grown over time into a complex technical architecture costing around £6m a year. Different departments have contracts with the same ICT suppliers and, even where different systems are used, there is duplication of functionality.

The council has had success in building system functionality in-house using existing software platforms. The typical payback period for building, rather than buying, new software applications is 2.5 years, meaning the council avoids any ongoing licence costs after the second year of an application's lifetime. Operating this business model will also create opportunities for staff in ICT & Digital Services that will help to attract, retain and develop talent in Northumberland.

A radically streamlined technical architecture will consolidate the council's business processes onto three main platforms, eliminating the need for several hundred other applications and making the council's technology estate cheaper and easier to manage. The council's future technical architecture will comprise:

- A core suite of **productivity applications**, which are the day-to-day software applications used by staff and Members. The council has selected Microsoft 365 as its productivity platform.

- An **Enterprise Resource Planning (ERP)** system that fulfils core business processes for Finance and HR. The council's ERP solution is Oracle Fusion. An options appraisal during the next phase of work will determine whether this is the right solution for the council going forward and/or what level of investment is required to support the council of the future.

- A **digital service engine** that is used to make council services available, accessible and easy to use for customers, supported by a single **customer case management system** that brings together in one place customer journeys and customer data that is currently spread across many different systems. This solution is currently Digital Place (by Place Cube). In the future, we will provide most digital services via a single platform, with a small number of genuinely specialist systems used to deliver requirements that cannot be fulfilled by the core platform.
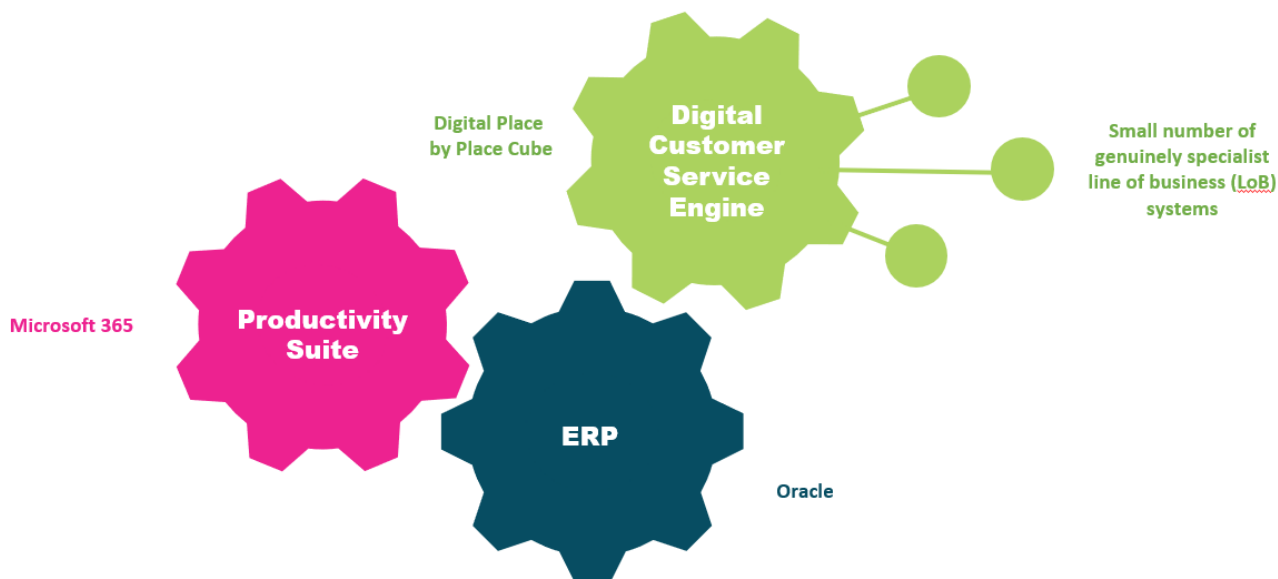
Figure 2 Target Technical Architecture

By investing our own digital design and build capability, we will reduce the council's expenditure on ICT licences, support and maintenance by 10% by the end of Year 3 of the programme. This will be enabled by a Technical Design Authority, which will provide governance for the council's technical architecture and ensure savings are delivered. Similar arrangements in other authorities have allowed councils to deliver £300k of savings each year over the first 5 years of their rationalisation programme, with a target to further reduce the number of applications by 10% over the next 4 years.

A streamlined set of applications and information management systems will also simplify the council's information architecture. This will provide a more consistent approach to storing documents, data and information and make it easier to extract key information such as performance data, on demand.

Initial investment will be made in external support to establish the Technical Design Authority, map our current applications estate and work with the ICT & Digital Services Leadership Team to develop a future technology roadmap and applications rationalisation programme. Investment in additional design and build capability is reflected in the savings and investments profile in the Best Service to Customers chapter.

Savings

|	Year 1	Year 2	Year 3	Total
Savings		£300,000	£300,000	**£600,000**

Modern Work Tools

Enterprise Resource Planning

There are mixed views on the suitability of the council's 'Enterprise Resource Planning (ERP)' system, which supports many of the council's core processes in Finance and HR like budget management and payroll. Replacing systems of this scale is expensive and any business case to do so would need to be clear that the gains in efficiency outweigh the costs. A detailed options appraisal will assess the user requirements and current costs of the system and compare these to the options available in the market today.

Service Desk Management Tool

The ICT Service Desk receives a large volume of requests for routine services (e.g. new starters setup) and as a result of incidents (where something isn't working or a user can't do something).   There are around 47,000 requests and incidents reported to the service desk each year, an average of 9.8 per user. Although this benchmarks only slightly higher than the national average for local authorities of 9.3 requests and incidents per user, the national data is influenced by some extreme statistical outliers. We also know that Northumberland's figures represent a minimum position, as not all requests are recorded and will sometimes bypass the service desk and be made directly to certain colleagues.

ICT Service Desk Demand Per User
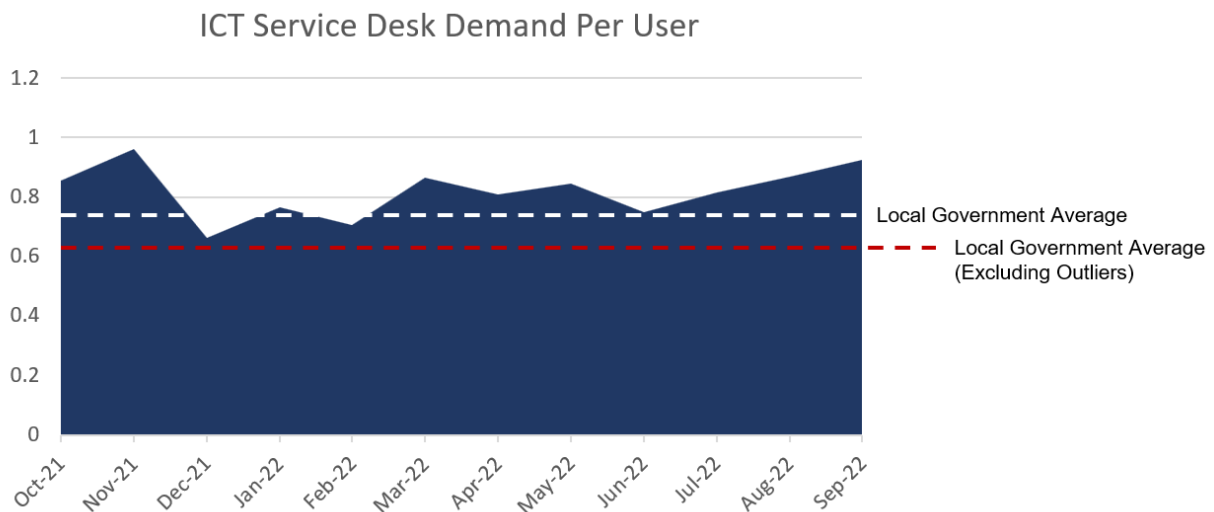
Demand is split roughly 50:50 between routine service requests and incidents. Because incidents are unplanned, it is difficult to anticipate demand and for the ICT Service to plan resources accordingly. Improving the level of self-service and automation available for both requests and incidents will significantly reduce demand on the service and create capacity for more value-adding activity.
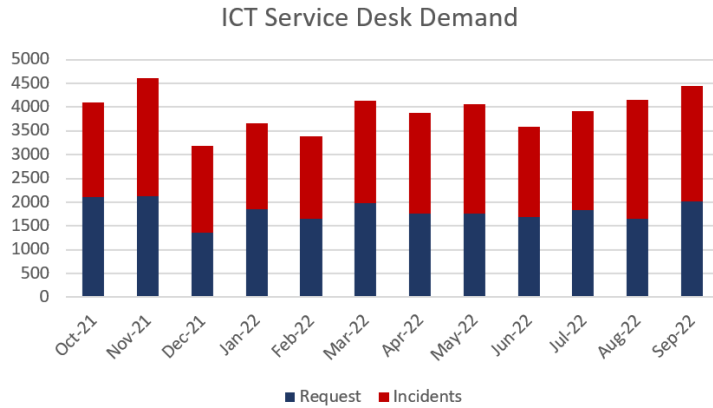
An equivalent level of information is not available for demand on Finance and HR services. Estimating this demand conservatively, we have assumed the combined demand on Finance and HR to be equivalent to the volume of service requests (excluding incidents) into ICT. This equates to around 70,000 transactional requests into these three support services each year.

A new service management tool will maximise the ability of staff to self-serve for these routine requests. It will automate common processes and enhance the quality of data available on volumes, types and trends of demand to allow us to plan our resources more effectively and drive further efficiency savings.

By shifting 1 in 4 requests to self-service, we will make it easier for staff to help themselves and eliminate around 17,000 routine requests a year into support services teams. Based on the average cost per contact in ICT of £6, this will save the council more than £100,000 across ICT, HR and Finance.
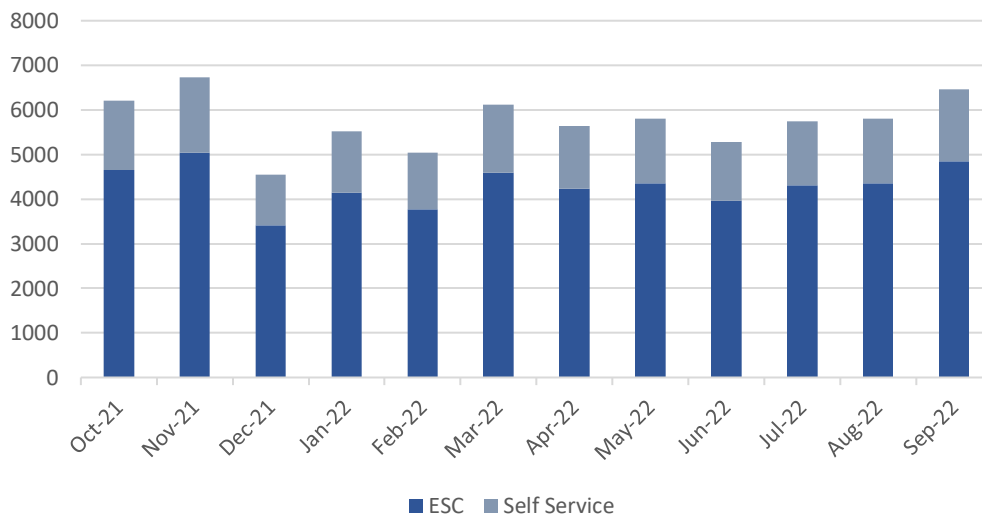

Figure 3 Volume of requests into support services; target to move 25% to self-service

Smarter Procurement and Device Management

The council's processes for ordering, configuring and deploying devices to users are outdated – in short, it takes people longer to get their IT equipment sent out, set up and working than it should. There are security risks with the way new user accounts and passwords are set up and issued, and the process of providing new equipment and accounts takes more time and resource from the ICT team than is necessary. By maximising the benefits of cloud services (such as Windows Autopilot), we will simplify the process of deploying, managing and retiring devices for both users and the ICT team, increasing efficiency and reducing costs. By pre-configuring new devices using a series of templates matched to user needs, we will:

- Speed up the time it takes to get new users set up and running, increasing the council's productivity
- Reduce the time ICT spends setting up, deploying, managing and retiring equipment
- Reduce the infrastructure (and costs) required to manage and maintain ICT equipment
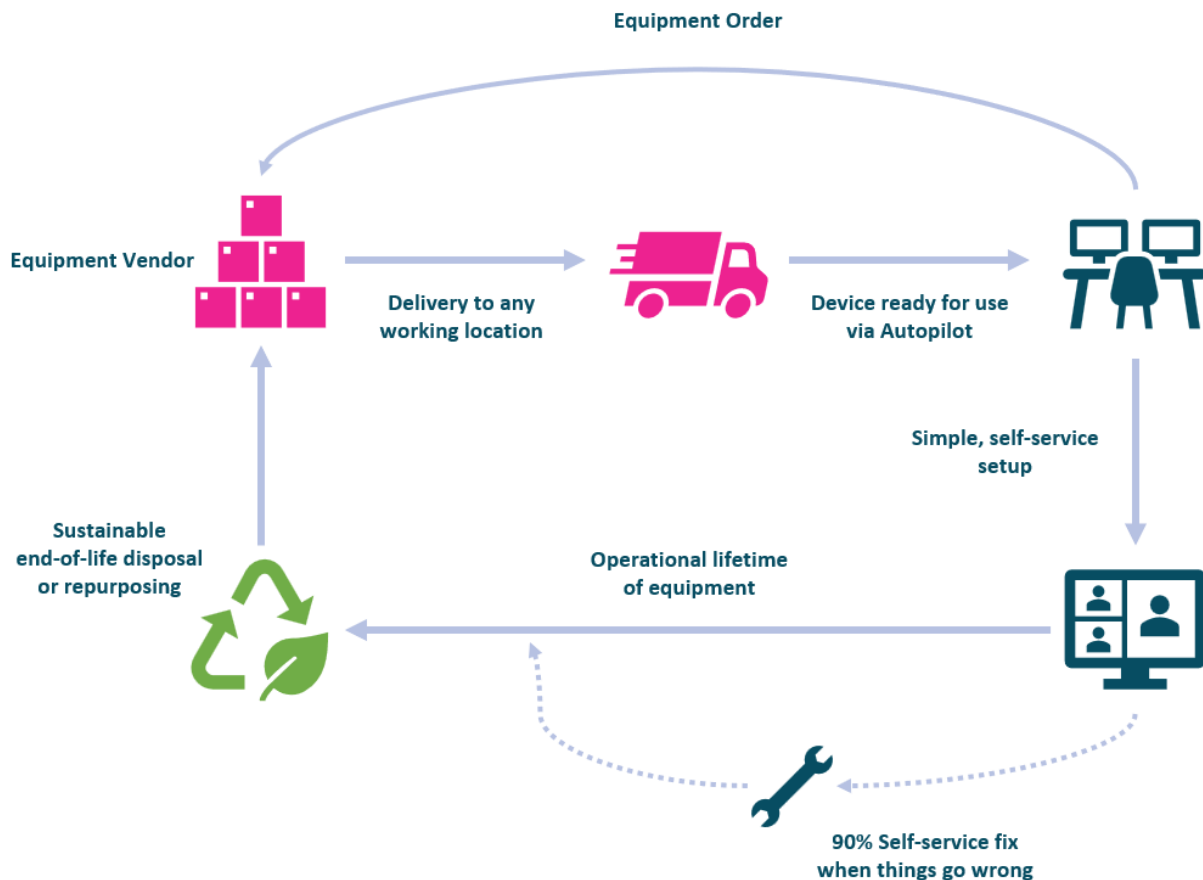- Make ICT equipment easier to use and easier to fix for users

Figure 4 Target ICT Device Lifecycle using Windows Autopilot

Line of Business Applications

At the same time as making a strategic change in our use of technology, we need to make investments and improvements to several line of business applications. These tactical changes will ensure that customers can continue to access services, while we look to consolidate digital services and customer case management onto a single platform. A number these business cases have already been approved for investment from the Transformation Fund. These are included below for completeness, alongside new investments we need to make to assess the available technology solutions against our future needs.

Investments

		Year 1	Year 2	Year 3	Total
Productivity	Microsoft 365 E5			(£394,715)	(£394,715)
Customer	iCasework	(£116,500)	(£45,000)	(£45,000)	(£206,500)
Management	Fix My Street	(£50,000)	(£38,000)	(£38,000)	(£126,000)
Enterprise	ERP Options Appraisal	(£70,000)			(£70,000)
Management	Service Desk Solution	(£30,000)	(£150,000)		(£180,000)
Total		(£266,500)	(£233,000)	(£477,715)	**(£977,215)**

Delivering Transformation through Technology

Delivering the transformational change set out in this business case will require a modern, strategic ICT & Digital Service with greater capacity to drive and enable change. This will require access to skills that the council has historically struggled to recruit. A reorganisation of ICT & Digital Services will create the capacity and capability the council needs to deliver change. A new set of job descriptions for Digital, Data and Technology (DDaT) roles, aligned to the national framework for these skills, will ensure that ICT & Digital professionals nationally understand and recognise the roles we are offering and opportunities working at Northumberland offers. Recruitment will be supported by a new recruitment strategy and 'employer value proposition' to ensure that we attract and retain the best talent.

Best Talent and Opportunities

By transforming our workforce to reflect the needs of a modern local authority, we will support the implementation of this business case and be best placed to deliver the council's strategic priorities. We will simplify our current, complicated organisational structure and create opportunities that attract the best talent to work at Northumberland and give people great reasons to stay.

Workforce Blueprint

The council has more than 1,000 separate job descriptions, many of which cover very similar requirements but have been written by different managers at different points in time. In many cases these were written more than 10 years ago and have had minor updates but have not had the major refresh required to reflect the council's current context or workforce needs.

Our new workforce blueprint will rationalise our 1,000+ job descriptions down to around 150 role profiles, grouped into 'job families'.
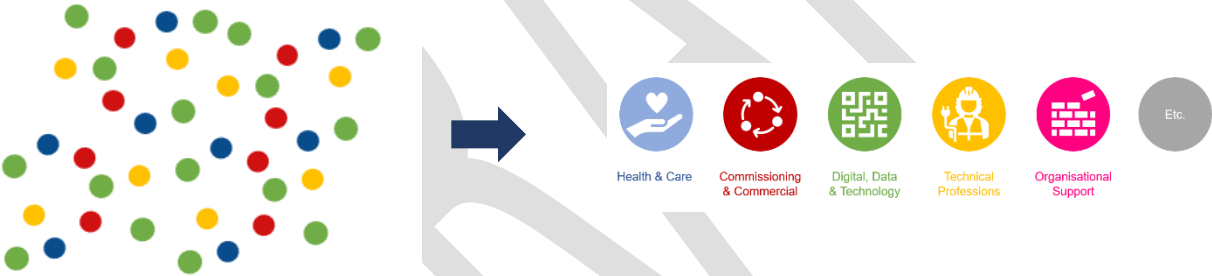
A job family is a group of positions that involve work in the same profession or occupation and have similar skills requirements. The job family structure is based on the roles that people perform and what those roles have in common, not on organisational structure. This is often better for staff because development and career progression is most often seen within job families. The job family model does not require staff to move out of the departments they currently work in, but provides clearer career pathways as part of a community of common professional practice.

The new workforce blueprint will also identify new roles and skills that the council has not had before, including:

- **User Researchers**, who can understand customer needs and turn these into accessible digital services that are so good, people prefer to use them

- **Service Designers**, not just for digital services but drawing on principles from Design Thinking to develop new and innovate models for customers, in line with our new Service Design Framework
- **Multi-skilled Community Professionals**, putting more holistic support around individuals, families and communities, in line with our Communities First approach

Leadership Framework

The Council have made significant investment in establishing and embedding a leadership development programme 'The Living Leader'. This is a reputable programme proven to encourage healthy leadership behaviours; positive, authentic role modelling; and is designed to develop and support staff in all aspects of their professional and personal lives.

A number of participants have experienced the Living Leader Personal Leadership Programme (PLP) directly delivered by a Living Leader associate. Of this group, participants have themselves been progressed to the Certified Trainer Programme (CTP) in order to deliver the training within the Council. There are currently 7 trainers qualified to deliver the training in-house and further investment has been committed to expand this group by a further 6 trainers. This presents an opportunity to be self-sufficient in terms of rolling out the programme and ensures the council has the capacity to reach as many of its employees as possible, minimising the common constraint of costs associated with external delivery. Delivering the training internally using a network of trained trainers also contextualises the training to the NCC environment and increases the likelihood of positively influencing culture. The programme has been very well received by those that have participated and this has served to increase the demand for future sessions of the programme.

The Senior Leadership team have experienced the training as delivered by a Living Leader provider. 500 licenses have been purchased for the CTP trainers to deliver training to the rest of the workforce with the possibility of purchase of further licenses.

Topical leadership management sessions based on Living Leader philosophies are coordinated and delivered to senior managers by the CTP trainers who act as cultural custodians and champions of good leadership. These sessions underpin the original training and are intended to build on knowledge and lived experience and keep the Living Leader message alive.

Investments

	Year 1	Year 2	Year 3	Total
Training	(£10,000)			
Leadership Framework				
Leadership Programme				
Total	**(£10,000)**			

Employer Value Proposition

Recruitment and retention have been a challenge for the council and for the majority organisations, across most sectors in the UK due to the impact of COVID, increased competition, low unemployment, and changes in candidate expectations.

A new, evidence-based Employee Value Proposition (EVP) will help us to attract the best talent, locally and nationally and give people reasons to stay. Work has already begun on this as part of the council's future workforce planning and is supported by improvements to our candidate experience including investments in technology.

We have completed a series of employee workshops across a variety of service areas so that we fully understand what motivates our colleagues to join and stay. In turn this will help us to develop a messaging framework that we can use to communicate effectively with our target audience - what we can promise them when joining NCC, how it feels to work for NCC and why they should join us.

With only around 20% of leading UK employers having a defined and relevant EVP (or 'People Deal'), completing this project for NCC will give us a competitive advantage. We will use this to inform the NCC employer brand and bring it to life by creating relevant and engaging content using our own people.

We have also been undergoing a recruitment marketing pilot across multiple platforms. The data from this pilot will inform investment decisions for 2023 and beyond as to which platforms are most effective to get our message to our target audience and to attract the right kind of people into the organisation

Investments

	Year 1	Year 2	Year 3	Total
Careers Site	(£50,000)			(£50,000)
Tribepad	(£48,730)	(£33,430)	(£33,430)	(£115,590)
Total				**(£165,590)**

Savings and Investment Case

The total savings available from the delivery of this business case are in the range of:	
£17.9m **Low**	**£38.2m** **High**

Savings Summary

We have modelled all savings opportunities across a range of low to high. Figures given within each chapter and in the table below are either at the low or mid-point of the savings range, in order to ensure the realism and deliverability of savings. However, we know that other authorities have been able to achieve the high end savings figures and so there is potential for the council to significantly over-deliver on the proposed savings.

By implementing the initiatives identified in this business case, the council can achieve the following savings (all figures in £000s, cashable savings only, with MTFP growth investments, excluding one-off investments):

Recurring Savings	Year 1	Year 2	Year 3	Total
Best Value for Money	1,352	4,343	2,187	**7,883**
Best in Class Commissioning	500	2,516	2,016	**5,033**
Best Service to Customers	582	1,746	1,166	**3,495**
Best Use of Resources	-	1,975	237	**2,212**
Best Use of Assets	255	-	-	**255**
Best Use of Technology	-	300	300	**600**
Gross Total				**19,479**
Recurring Investments				
Communities First	-	*(439)*	-	*(439)*
Home to School Transport	*(200)*	*(50)*		*(250)*
Category Management	*(150)*	*(150)*	-	*(300)*
Digital Service Design	*(290)*	*(260)*	-	*(550)*
Investments Total	-	-	-	**(1,539)**
Net Savings Total				**17,940**

By the end of Year 3, the council will be spending at least £17.9m less per year than it is today.

This could be as high as £38.5m if the council achieves the stretch targets within this business case.

Investment Summary

To achieve the benefits set out in the business case, the council will need to invest the following in the following one-off transformation costs (all figures in £000s):

	Year 1	Year 2	Year 3	Total
People				**1,412**
Programme Management	221	295	295	812
HR and Change – Backfill	200	200	200	600
Technology	**265**	**116**	**511**	**1,043**
Careers Site	50			50
Tribepad Recruitment App	49	33	33	116
iCasework Case Management	116	45	45	206
Office 365			395	395
Fix My Street Application	50	38	38	126
Service Desk Solution		150		150
Commissioned Support				**5,165**
PMO Support	96	96	48	240
Best Value for Money	907	1,045	23	1,975
Best in Class Commissioning	415			415
Best Service to Customers	672	293		965
Best Use of Resources	320	205		525
Best Use of Assets				
Best Use of Technology	360			360
Best Talent and Opportunities	525	160		685
Call-Off Fund				
Total				**7,620**

In addition to this, council will need to invest in the following ongoing costs in order to provide services in a different way that costs less. These figures have been accounted for in the net savings table on the page above and do not require funding from the Transformation Fund.

Service Investments	Year 1	Year 2	Year 3	Total
Shift to Community Provision	-	439	-	439
Home to School Transport	200	50		250
Category Management	150	150	-	300
Digital Service Design	290	260	-	550
Total	**640**	**899**	**-**	**1,539**

Departments have also made savings proposals as part of the MTFP process. £3.7m of potential overlap between the strategic business case and other MTFP proposals has been identified.
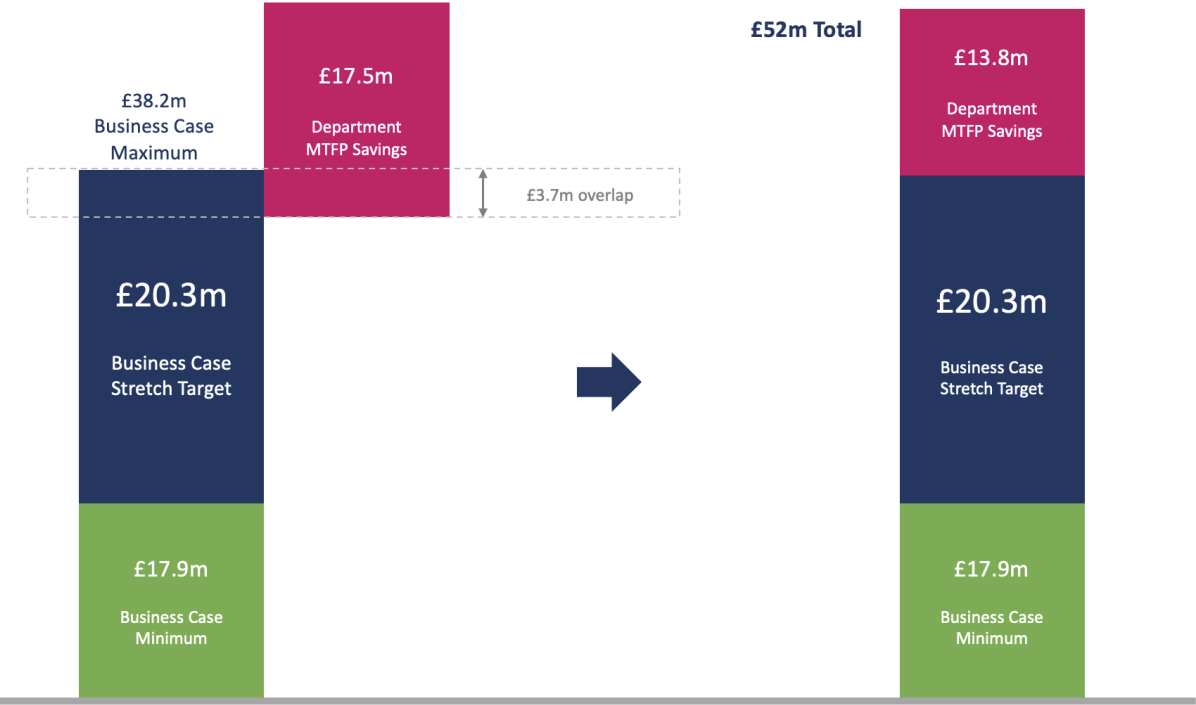
Based on this, the combined savings proposals from strategic change and departmental proposals reach a total of £52m. This is after any overlap that has been identified between the two sets of proposals.
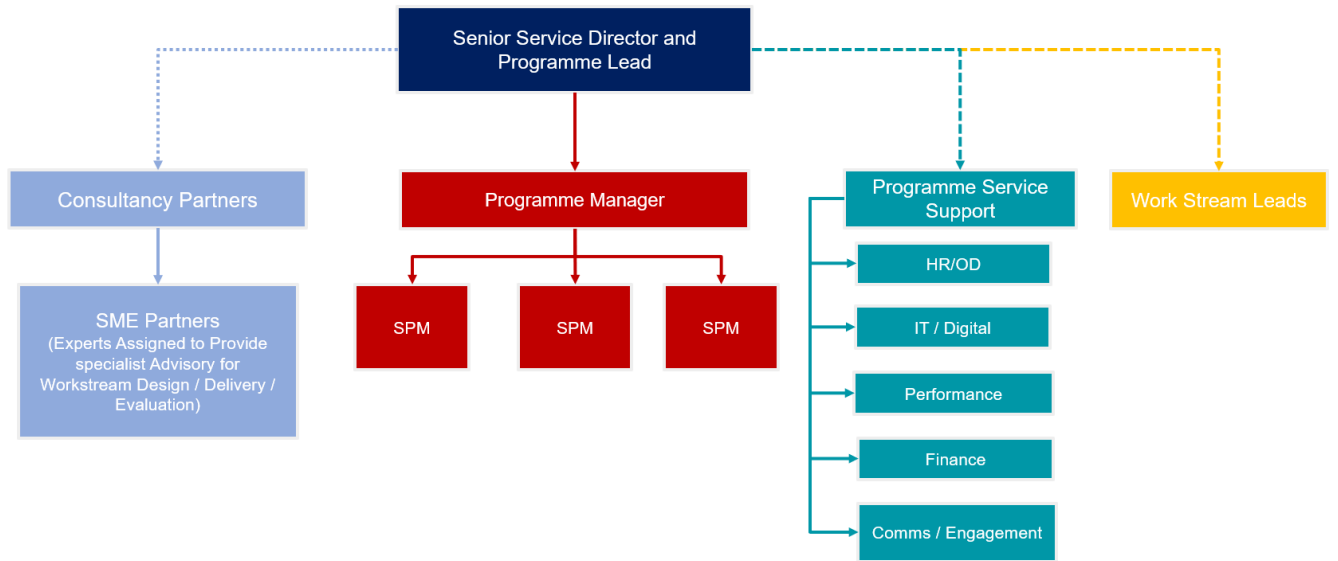
Programme Delivery Model

The first phase of the programme had a set of Discovery Workstreams, which were shaped around our key lines of enquiry to identify opportunities for change. Now that this phase is complete, the recommendations of the business case lend themselves to a new set of Delivery Workstreams, which will be used to organise work in the next phase. These are:

Delivery Workstream	Overview	Savings
Best Value Services	A series of reviews across high cost, high demand services will build on the opportunities identified from work so far to deliver modern, cost-effective services	£7.6m - £8.2m
Best Use of Resources	A new approach to planning and performance, supported by a streamlined operating framework with less bureaucracy, better managing internal demand and reorganising staff into functional centres of excellence	£1.9m - £3.2m
Best in Class Commissioning	A new approach to commissioning and procurement will improve the quality of public services, involve more people in how they are designed and delivered, and manage our spend with suppliers more commercially	£5 - £21m
Best Service to Customers	Redesigning our customer access model to change the way customers interact with our services, make better use of the data we gather, deliver a more proactive service and make the best use of digital services	£3.5m - £4.65m
Best Use of Technology	Investing in our ability to design and build our own technology solutions and reducing the number and complexity of our ICT systems	Up to £1m
Best Use of Assets	Assessing the impact of managing our assets better through a corporate landlord approach and a better approach to facilities management	£0.255m
Best Talent and Opportunities	Transforming our workforce to reflect the needs of a modern local authority	-

Each workstream will be assigned an Executive Team Sponsor and a Workstream Lead. This will build on the success of cross-council working and collaboration in phase 1 of the programme, where workstream leads were supported by the Improvement & Innovation Team and external partners to identify opportunities for savings and improvement.

The programme will be delivered by the following cross-council programme team, drawing on additional capacity and capability from external consultancy partners where the council has gaps in resourcing:

Risk Management

Risk management for the strategic change programme uses NCCs risk scoring matrix. The risk register identifies seven strategic risks for programme delivery.

Risk	Impact Type	Impacts	Likelihood	Impact	Current Risk Score
1a) There is a risk to programme resources due to the collective change programmes being delivered at the same time across the Council (i.e. Leveraging on internal staff for Strategic Change Programme plus: Governance Review Programme and Inequalities programme)	Programme and Project Delivery Risk	Resource Availability Impact for Delivery: Service and Subject Matter Expert resource availability to support / advise / deliver change for the programme Delays to implementation and failure to meet programme and supporting project timelines	C	3	C3
1b) There is a risk to programme delivery timelines due to the collective change programmes being delivered at the same time across the Council (i.e. Leveraging on internal staff for strategic change programme plus: governance review programme and inequalities programme)	Programme and Project Delivery Risk	Delays to implementation and failure to meet programme and supporting project timelines	C	3	C3
2) There is a risk to the programme due to imminent organisational restructure following the Caller Report (Tiers 1,2 and 3 Structure)	"Programme and Project Delivery Risk Resource Risk"	Delays to executive sign off of programme decisions Delays to resource allocation and or specialist advice for workstreams	B	3	B3

3) There is a risk of scope creep to strategic change programme due to size and scale of the programme and the volume of supporting projects	Programme and Project Delivery Risk	Delays to programme delivery timescales Adverse impact on programme budget Potential delays to benefits realisation	C	4	C4
4) There is a resource risk to the programme, stemming from market forces linked to recruitment and council reputational damage from the Caller Report and S114 Notice	Programme and Project Delivery Risk	Inability to recruit staff to backfill roles Inability to recruit staff into specialist roles required for the programme Adverse impact on programme budget	C	3	C3
5) There is a risk to programme delivery due to the lack of clear processes/procedures/criteria for the evaluation and consideration of business cases.	Programme and Project Delivery Risk	Delays to the programme plan Delays to the identification and realisation of programme benefit	C	4	C4
6) There is a risk that staff and stakeholders will not engage in the programme or support the programme objectives	Reputation Programme and Project Delivery Risk	Delays to the programme plan Stakeholder negative perception of the programme and its aims	C	4	C4