

**OFFICER DELEGATION SCHEME
RECORD OF OPERATIONAL DECISION**



TO BE UPLOADED TO THE INTERNET BY DEMOCRATIC SERVICES

Date: 16/11/2020	Ref No:
Type of Operational Decision:	
Executive Decision <input style="width: 100px; height: 20px; text-align: center;" type="checkbox" value="X"/>	Council Decision <input style="width: 100px; height: 20px;" type="checkbox"/>
Status: For Publication	
Title/Subject matter: Procurement of a Transformation Partner	
Budget/Strategy/Policy/Compliance – Is the decision:	
(i) within an Approved Budget	Yes
(ii) in accordance with Council Policy	Yes
Equality Impact Assessment [Does this decision change policy, procedure or working practice or negatively impact on a group of people? If yes – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR]	n/a

Background

The Council is facing a significant financial challenge and has set an ambitious target of driving out £5m over the next 2 financial years through transformation. It is recognised that the Council does not have the necessary skills and capacity to take this forward and is therefore looking to procure a transformation partner to provide support and insight on what can be achieved. This is considered to be an essential component of the Council's approach to the financial strategy and is set out in the report to cabinet of 24 November 2020.

The scope of the work will be in two phases:

- An initial a Discovery 'Concept and Shape' phase
- An 'Implementation' phase, which will be business-case led based on findings and outcomes for the first phase (optional)

Discovery 'Concept and Shape'

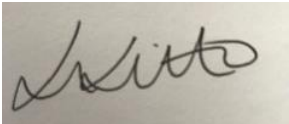

Deliverables from the initial discovery phase are required as follows:

- a sound understanding of how the organisation currently operates including analysis of the staffing establishment, assets and budget;
- proposals for a future operating model supported by detailed analysis;
- a set of future design principles to deliver the operating model that will be used to prioritise improvement projects;
- proposed priority pieces of work and outline business cases, through application of the above principles. For example projects identified to date include reviews of customer services, traded services;
- a defined improvement roadmap with a clear set of objectives and milestones (people, process, technology/digital);
- clarity on the rationale for change that can be communicated to our elected members and staff to obtain the buy in to the transformation process;
- a defined brand, values and behaviours, that support a modern workforce for the future and embraces partnership and agile working;
- programme governance structure focused on delivery;
- an indicative view on savings contribution for 2021+ and a benefits realisation process that captures cashable savings and recognises key outcomes as well as quick win projects to deliver savings and reduce unnecessary bureaucracy.

Implementation Phase (Optional)

The second Phase is currently considered as optional and a decision will be made on this once the Phase 1 work has completed. Work in scope include:

- a review of business support, to define a future model for executive and administrative support which achieves efficiencies by maximizing digital capabilities as part of the MS365 roll out and developing user "self-serve" skills;
- implementation of an agile working model to achieve savings from reductions in the council's estate and running costs. The programme will include the following workstreams:
 - asset mapping and buildings rationalization;
 - facilities management to oversee a process of building decant/evacuation and closure, together with management of the new, smaller estate footprint;

Decision taken by:	Signature:	Date:
Executive Director or Chief/Senior Officer		5 January 2021
Members Consulted [see note 1 below]		
Cabinet Member/Chair		05.01.21
Lead Member		
Opposition Spokesperson		

Notes

1. It is not generally a requirement to consult with any Members on Operational Decisions but where a Chief Officer considers it necessary to consult with the appropriate Cabinet Member and/or Lead Member, they must sign the form so as to confirm that they have been consulted and that they agree with the proposed action. The signature of the Opposition Spokesperson should be obtained to confirm that he/she has been consulted.
2. **This form must not be used for urgent decisions.**