



Westmorland
& Furness
Council

Our Transformation Journey

Shaping our future together



- **Community focused**
- **Digitally enabled**
- **Financially sustainable**



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Foreword

Miranda Cannon – Chief Executive



“As Chief Executive, I am proud to introduce this Transformation Plan, which sets out how we will build on the solid foundations established since 2023, and will further shape Westmorland and Furness Council over the next three years. I am deeply committed to this work. Our places and communities deserve a council that is modern, confident and built around the realities of today and the challenges of tomorrow.

This programme is not about tweaking at the edges. It is about doing things differently and better—organising ourselves around people and place, strengthening prevention, using our resources wisely, and working as one system with our partners. By listening to residents and staff, simplifying how we work, and using good data and modern digital tools, we will build a council that is easier to work with and easier to work in.

Since vesting day we have made important progress as a new council — stabilising services, strengthening how we work together, and laying the groundwork for wider transformation. The steps we have taken are moving us in the right direction, while also highlighting that the real work now begins as we shift from establishing the basics to delivering long term, sustainable change.

I know this comes at a time of significant pressure, and I do not underestimate the scale of the change ahead. But I also know the talent, commitment and pride that exists across this organisation. By working together, learning as we go and staying focused on what matters, we can create the strong, joined up and sustainable council our communities need and deserve.”

Cllr Jonathan Brook – Leader of the Council



“As Leader of the Council, I welcome this Transformation Plan as a clear and honest statement of how we will move forward. Standing still is simply not an option—for our people, our places or our future. Our communities expect a council that is responsive, financially responsible, and focused on improving lives, and this plan sets out how we will deliver exactly that.

I am passionate about the potential of Westmorland and Furness. We have strong, resilient communities and dedicated staff who want to make a difference. This programme will help us match that ambition with the right structures, the right culture and the right approach. By prioritising prevention, strengthening local delivery, improving customer experience and investing in our workforce, we will build a council that truly reflects the needs and strengths of our area.

The Corporate Peer Challenge’s positive feedback—recognising us as a credible, ambitious new authority with strong partnerships and high engagement—shows that our direction is the right one. It also reinforces the responsibility we have to build on this momentum and deliver the long term change our communities expect.

This journey will not always be easy, but it is necessary. With clear leadership, shared purpose and a focus on practical, real world improvements, we can create lasting change. Together, we will shape a council that delivers for today and is ready for tomorrow.”

1. Purpose

This high-level document explains why and how we will transform Westmorland and Furness Council over the next three years.

It describes the approach we will take to develop a robust Transformation Plan including the framework for transformation, the governance approach, immediate priorities for the next 9 months, what benefits we will look to achieve and the risks we must mitigate.

2. Why we need to transform

We want the best outcomes for people in Westmorland and Furness. Growing financial pressure, rising demand and increasing complexity makes achieving that ever harder.

To respond to the challenge, we need to transform our organisation. We need to shift how we organise ourselves, how we make decisions and how we work with communities and partners. The scale of transformation needed is significant, but without it we will not deliver sustainable services or better outcomes for our residents.

Staff have told us about frustrations with processes and ways of working, we need in future to work smarter not harder and to maximise the opportunities of technology to underpin this.

Continuing to operate as we do today will not deliver the outcomes we want and is operationally and financially unsustainable.



3. Our vision: Three years from now

In the future, the council will be organised around people and places, not internal services. From a resident's point of view, support will be simple, joined up and easy to access. People will experience one system, not multiple organisations passing them between teams.

Services will be delivered as close to communities as possible, physically and digitally. Staff will know the places they serve and will work routinely with local partners, voluntary groups and town and parish councils. Decisions will be made at the right level, with clear ownership, so issues will be resolved as quickly as possible.

We will operate as part of a single public service system. Working closely with partners will be built into how services are designed and delivered, not added on afterwards. This will result in services that are safer, fairer and more consistent, while still responding to local need.

The organisation will seek to live within its means by focusing on prevention, productivity and long-term value. Acting earlier will reduce avoidable demand and will allow resources to be focused where they have the greatest impact.

Staff will be trusted and accountable for outcomes, supported by clear shared standards, smart and efficient processes, good data and insight, and modern digital tools. Technology will connect services, will support better decisions and will remove unnecessary manual work. The organisation will learn and will improve continuously, using feedback and evidence to adapt as it goes.



4. How we will transform our council

To make real, lasting change, we need to look at how the whole council works together.

This means redesigning:

- How we organise ourselves
- How we use money and resources
- How we work alongside our communities
- How information flows
- How staff are supported to do their best work

When all these parts work together, the result is a council that is efficient and effective - easier to work with, easier to work in, and better for the people we serve.

Our Guiding Principles

In making these changes we will be guided by our Values and our three Guiding Principles:



1. Community focused

As part of a wider system, we work with people and places to shape services that work for them. Our focus is on prevention, long-term outcomes and reducing escalation of need, risk and demand.



2. Digitally enabled

We use digital, automation and data where they improve services or reduce cost. This enables simple access, modern ICT and streamlined processes that cut repeat contact and rework.



3. Financially sustainable

We improve productivity and value for money of service delivery for our residents. Our staffing, structures and processes are aligned to what we can sustain over the long term, keeping resources focused on the services that matter most to our communities.

Underpinning our Guiding Principles are a set of detailed design principles. The detailed design principles span across key functions and will shape how we structure services, design processes, use technology, build our workforce and make financial decisions.

Every time we want to make a change, it should be designed and delivered in line with these principles and our values - they set the foundations for our future ways of working.

5. Bringing existing work together

As a new council, we have already done a lot of work to make sure our services are safe, legal and running properly. Different teams have made improvements and carried out reviews to help stabilise the organisation.

To move forward, we need to clearly understand all the work that is still happening — the work that keeps us stable, the work that improves services, and the work that helps us transform the whole organisation. Some of these pieces are big, complicated changes that affect many parts of the council, so they need to be brought together into one clear Transformation Plan.

Right now, some of this work is happening in separate directorates. If we don't join it up, we risk repeating effort, missing important links, or losing the value of work already done.

By bringing everything together, we aim to:

- Avoid doing the same work twice
- Recognise and build on the hard work staff have already done
- Reduce change fatigue
- Maximise efficiency in the use of resources and drive best value for money
- Help teams see how their work fits into the bigger picture
- Keep the focus on outcomes and real benefits, not just tasks
- Use the strength of the whole organisation working together

Some changes will still need to stay within individual services. These will be managed through Directorate and Service Plans. But even these service specific changes must follow our Guiding Principles and Values, so that all improvements support the council's overall vision and direction.



6. Transformation Programmes

The Transformation Plan will focus efforts on the following programmes:



The table below summarises the key transformation programmes that will guide how we improve the council over the next three years. Each programme sets out what it focuses on and the future we are working towards.

Programme	What is the programme about?	The future vision
People, Place, Prevention: Test, Learn and Grow	This is the council's fundamental shift towards addressing inequalities through building family and community resilience embedding prevention, early help, and designing support around people and places. The work focuses on understanding need, how we deliver services physically closer to our residents, reducing avoidable demand, and shaping a more joined up public service system with partners.	Residents and communities experience timely, integrated support and services, organised around their needs. Strengthened workforce and relationships support improved outcomes for residents' and reduce avoidable demand across council services by intervening earlier to improve resilience and prevent crisis.
Future Focused Workforce	Building a workforce and leadership model that is aligned to the new Guiding Principles — community focused, digitally confident, delivering value for money and working to clear expectations. It includes senior structure redesign, clarity of roles, and culture change.	Staff have the required skills, are clear on responsibilities, able to make decisions, and equipped to work in modern, collaborative, place-based ways. We have strong leadership capability and an innovative, empowered and engaged workforce – we have a positive future focussed culture.
Customer Experience	Improving how residents interact with the council — simplifying access, reducing confusion across multiple channels, and building a single, consistent customer front door. It also strengthens digital enablement to shift interactions online where appropriate.	The council is easier to contact, residents have issues resolved first time more often, and we have minimal avoidable contact. We listen to and engage with our customers to act promptly to concerns or feedback for improvement. We have a joined-up customer experience that supports our wider prevention ambitions.
Employee Experience	Redesigning the efficiency, effectiveness and consistency of internal services such as procurement, HR, finance, business support and corporate processes. This includes reducing handoffs, simplifying processes, making it clear how people access internal services and process. Aligning enabling services with our Guiding Principles.	Our teams are sized correctly, and it is easy to make the right decisions but difficult to make bad decisions. We have faster, more reliable enabling functions that allow frontline services to focus on residents. Our employees can self-serve where needed and know where to go to get support on more complex matters.
Digital, Data and Technology Foundations	Creating the digital and data foundations needed for a modern, connected, efficient council. This includes a long-term integrated ICT roadmap, a strengthened data environment, better analytics, and modern digital tools.	We have a fit for purpose technology infrastructure that enables prevention, automation, better decisions, smoother customer journeys, and more efficient ways of working across the organisation.

We will plan and deliver our work in manageable steps so we can move quickly and improve as we go. We will focus on the most important goals for the next 9 months, check our progress often, and update our plans whenever we learn something new.

Below are the deliverables we are committing to over the next 9 months, broken down by each programme:

People, Place, Prevention: Test, Learn and Grow

1. To develop a Prevention Framework for Westmorland and Furness that establishes our approach to early intervention and helps people stay healthier, safer and more independent for longer. We will:

- We will start testing out this new way of working by using two early examples: helping people stay in work and helping people avoid becoming lonely.
- Build on the success of Family Hubs to try out new ways of supporting people within their community, particularly those needing the greatest level of support, to build community and family resilience.
- Identify and begin to test new ways to help adults stay safe and avoid falls, which often lead to increased health and care needs and have a significant impact on residents' wellbeing.

2. To identify the most important tasks in response to the Care Quality Commission assessment that will deliver improvements to adult social care and will help us meet increasing demand and cost. We will:

- Produce a simple improvement plan that will deliver quick progress on the most important work, including the things that help reduce demand pressure and improve efficiency in adult social care.
- Agree a business case for the future of adult care services, with the selection of the preferred option being informed by the views of our residents.

3. To develop a new approach to locality working, including which services can move locally, how local decisions will be made, and how we will test and roll out the new local delivery model. We will:

- Identify which services can be run locally, which can't, and any problems we need to look out for.
- Design a simple way for local areas to help make decisions, handle funding, and know what they are responsible for.
- Agree how local teams should work in the future and create a step by step plan to test the new approach in a few places before using it everywhere.
- Review how the council currently supports Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) groups. We will work with council teams and the groups we support to refresh our approach.



Our People, Place, Prevention programme will help us be financially sustainable by:

1. Reducing the need for expensive care by helping people earlier.

If we spot problems sooner—like helping someone avoid a fall, stay independent, or move more smoothly from children's to adult services—we can delay or stop the need for costly home care, residential care, or hospital treatment. Giving support early is usually much cheaper than dealing with a crisis later.

2. Helping people stay independent at home for longer.

By improving the support people get to stay independent—such as reablement, community help, technology that helps them at home, or better housing options—we reduce how many people need long-term care packages. These long-term packages are one of the biggest costs in adult social care.

3. Creating a clear long-term plan for adult social care.

By understanding how many people will need support in the future, and how prevention can help, we can design services that are affordable over time. This means we can invest money in the things that bring the most benefit to both residents and the council.

4. Designing a local model that cuts wasted effort and brings services closer to communities.

Working in a more joined-up way in each area will reduce duplication between teams, make decisions quicker, and support people earlier. Stronger local relationships also help us spot problems sooner, before they turn into expensive crises.

5. Working with VCFSE sector to build strength and resilience.

By giving better support to VCFSE groups, we can grow low-cost and local support networks. This helps take pressure off formal services, especially for people with lower-level needs who can be helped well within their own community.

6. Spending money on prevention activities that clearly save money.

By testing ideas, learning from them and growing the ones that work, we only invest in things that improve outcomes and save money. This might include fewer hospital stays, fewer falls, shorter care packages, or avoiding the need for residential care.



Future Focused Workforce

1. To design and implement changes to our Senior Leadership Team structure in a smooth and planned way. We will:

- Explain the senior leadership reshape - what is changing, why it is happening, and how the new structure will support our future plans.
- Implement the new Senior Leadership Team structure in two stages, starting the first stage in March 2026.
- Implement a programme of Service Reviews to redesign services aligned to the transformation ambitions and financial sustainability requirements of the Council.

2. To support our senior leaders to grow the skills and behaviours they need, and to build a positive workplace culture that enables future change. We will:

- Create a set of leadership behaviours and competencies based on our guiding principles and values.
- Deliver training and development to help our Senior Leadership Team build the right skills to lead organisational change.



Our Future Focused Workforce programme will help us be financially sustainable by:

- 1. Creating a simpler and more efficient leadership structure, including fewer senior roles.**
We are redesigning the senior leadership team so we have the right jobs at the right level for what we need in the future. This will include reducing the number of senior posts. Doing this saves money every year, while still keeping leadership where it is needed most.
- 2. Making responsibilities clearer and reducing overlap.**
A simpler leadership structure helps decisions get made faster and makes it clearer who is responsible for what. It also reduces duplication between different directorates. This helps the organisation run more smoothly and cuts down on wasted time and effort.
- 3. Building stronger leadership skills that improve performance and make services more efficient.** By developing clear leadership behaviours and skills, senior leaders will be better able to manage resources, lead change, and help teams work in more joined-up and productive ways. Better leadership means fewer delays, less rework, and better value for money.
- 4. Creating a positive, high-performing culture that reduces staff turnover and agency costs.**
Investing in culture and leadership development helps more staff stay with us and reduces the need to hire expensive interim or agency workers. This saves money and helps keep the workforce more stable.
- 5. Supporting major change that leads to more sustainable services.**
Skilled and confident leaders are key to improving how services work. They can help bring in new ways of working, use digital tools, and redesign processes to save money and improve results. Strong leadership helps these changes happen faster and ensures the savings actually happen.
- 6. Making sure the organisation is designed for future needs, not old structures.**
By matching leadership capacity to the council's priorities, we make sure resources are used where they will have the biggest impact. The new structure will stop old inefficiencies building up over time and help the council cope better with financial and population pressures.

Customer Experience

1. To develop a deeper understanding of how people contact us and use this information to identify changes needed to improve their experience and make our customer services easier, quicker, and more efficient. We will:

- Rapidly analyse all the ways people contact us and work out how much they cost, how often they're used, and how well they work. We will then suggest ways to improve or redesign them and reduce unnecessary contact.
- Use this information to find the main reasons people get in touch, so we know where to focus first when building our single customer front door.

2. To continue improving how customers contact us and get help, by making our systems easier to use and better at managing their requests. We will:

- Identify and prioritise the systems to integrate into our Single Customer Relationship Management system to improve customer transactions and case management.
- Integrate our legacy Revenues and Benefits systems into one system to deliver a consistent service for all our customers.

Our Customer Experience programme will help us be financially sustainable by:

1. Reducing unnecessary and repeated contact, which is expensive and takes up staff time.

By understanding why people contact us and redesigning those journeys, we can stop avoidable calls, emails and visits. When we cut down on repeat or unnecessary contact, staff can spend less time answering the same questions and more time helping people with complex issues who really need support. This reduces costs and helps us work more efficiently.

2. Encouraging people to use cheaper, digital-first services.

Having one simple way for people to contact us—supported by easy-to-use online services—helps move people away from more expensive options like phone calls or face-to-face visits. Digital services cost much less each time someone uses them, and making them easy to use means more people choose them without losing quality.

3. Streamlining systems so work is faster and less repetitive.

Bringing old systems together into one Customer Relationship Management (CRM) system means staff no longer have to switch between several platforms, re-enter information, or keep track of progress manually. This makes work quicker, reduces admin tasks, and lowers back-office costs.

4. Improving Revenues and Benefits by bringing systems together.

Combining multiple systems into one platform helps us use more accurate data, process claims faster, and manage high-volume work more efficiently. Better collection rates, fewer mistakes and less manual work all help improve financial stability.

5. Focusing resources where they make the biggest difference.

By understanding the types of requests we receive and when they happen, the council can make smarter decisions about staffing, service design and digital investment. This stops unnecessary spending and makes sure every improvement supports long-term savings.



Employee Experience

1. To engage with staff to design easier and more efficient ways for them to get the help they need. We will:

- Listen to staff to identify where changes are needed in enabling and corporate services across the council to develop a clearer, simpler ways for them to get support, starting with the areas that need it most.
- Agree a new business support model for the organisation and create a plan for how it will be put in place.

2. To improve processes that staff use every day to make immediate efficiency changes. We will:

- Use customer journey mapping to engage staff to identify and put in place improvements to make the following processes faster, simpler, and easier to follow:
 - Purchase to pay and
 - Recruitment
- Agree changes to how decisions are made by officers and members, making sure the process is simple, clear, timely, and easy for teams to follow.



Our Employee Experience programme will help us be financially sustainable by:

1. Reducing the cost of internal processes by making it easier for staff to get support.

Develop a clearer, simpler way for staff to get help from enabling and corporate services, people will spend less time trying to navigate complicated systems and more time doing their actual jobs. This cuts down on wasted effort, improves productivity, and reduces the hidden costs that come from slow or confusing internal processes.

2. Introducing a simpler and more affordable business support model.

Having one consistent way of delivering business support will reduce duplication, make responsibilities clearer, and help us organise resources more efficiently across the council. This means we can provide support at a lower cost, while keeping service quality the same—or even improving it—for staff.

3. Making everyday processes faster and cheaper to run.

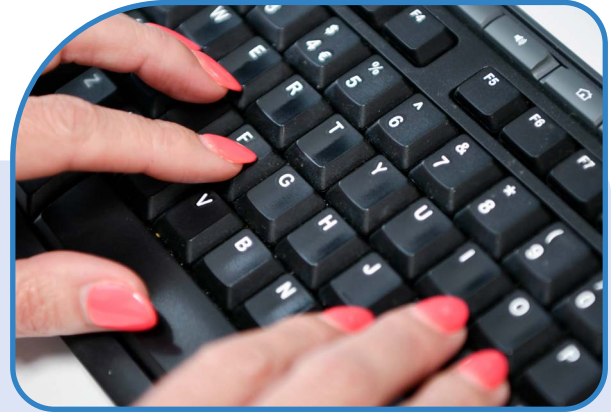
Improving processes like purchase-to-pay and recruitment—using staff-led journey mapping—will help remove delays, prevent rework, and reduce admin tasks. Faster recruitment also means we won't need to rely as much on costly agency staff, and a more efficient purchasing process means lower transaction costs and stronger financial controls.

4. Freeing up staff time by removing unnecessary complexity.

When internal processes are simple and easy to follow, staff won't have to spend time filling out long forms, chasing missing information, or correcting mistakes. This frees up time across the whole organisation so teams can focus on high-value work that helps residents and reduces long-term costs.

5. Making sure enabling services are designed for long-term efficiency.

By reshaping how corporate and enabling services work together, we can make sure the “behind-the-scenes” support that keeps the council running is affordable, easy for staff to access, and ready to support future changes without adding extra cost.



Digital, Data and Technology Foundations

1. To build a single ICT network for Westmorland and Furness that works well for everyone and makes it easier to get work done. We will:

- Build one ICT network for all of Westmorland and Furness, including our data centres, networks, and other core technology, so it meets the council's future needs.
- Provide advice to staff on what to do with their data and documents so they are ready to move to the new ICT network.
- Decide the best way to update and standardise staff devices across the council.
- Finish the first phase of our priority business applications and make sure the agreed ones are ready for use.

2. To design and implement changes to create a single ICT support service that supports modern ways of working and helps us choose the right technology for the future. We will:

- Review and update the council's ICT Strategy so it sets out a clear vision for how our technology will support modern, efficient services.
- Design a clear future structure for the ICT support service, including creating one easy-to-use ICT helpdesk.
- Progress the disaggregation from our hosted ICT setup working with Cumberland Council.
- Put in place a simple way to decide which ICT projects should come first so we use our time and resources well.

3. To create the systems and tools to enable the council to make better use of data to inform our decision making. We will:

- Create and put in place the processes, systems and day-to-day practices that organise, maintain and improve data so it is accessible, reliable and useful for decision-making.
- Build and test the council's new data platform and tools to make sure they work well and meet our needs.
- Develop the organisational approach for data and insight that clarifies roles, responsibilities and ways of working across the council and supports the growth of our data maturity.
- Agree a list of the most important data improvements and use this to plan the order in which data will move into the new platform.

4. To test new Artificial Intelligence (AI) tools that can help us work smarter, while making sure we use them safely and responsibly. We will:

- Deploy new AI tools, where it makes sense, is secure and the technology is ready, so we can learn what works and improve over time. We will make sure all AI use follows our safety and responsibility rules.

Our Digital, Data and Technology programme will help us be financially sustainable by:

1. Reducing the cost of running lots of old ICT systems.

By creating one single ICT setup—with shared networks, data centres, devices and main applications—we cut out duplication and avoid the high costs of maintaining several separate systems. One platform also means fewer support contracts, cheaper maintenance, and easier upgrades.

2. Using standard devices and core technology to cut support costs and boost productivity.

When everyone uses the same types of devices and core tools, there are fewer problems with compatibility and less time spent fixing issues. It also makes buying and replacing equipment simpler. This lowers ICT spending and helps staff work more efficiently.

3. Making sure technology spending gives the best value by choosing projects more clearly.

Having one simple, organisation-wide way to choose ICT projects ensures that time, money and skills are focused on changes that bring the biggest benefits. This stops us spending too much on low-impact projects and reduces wasted effort.

4. Improving data quality and access so decisions are smarter and better value for money.

A clear data framework, a modern data platform and a strong Data and Insights team will help the council understand demand better, target resources more effectively and avoid unnecessary spending. Better data means earlier intervention, improved forecasting and stronger service planning.

5. Using AI and automation to save staff time and improve efficiency.

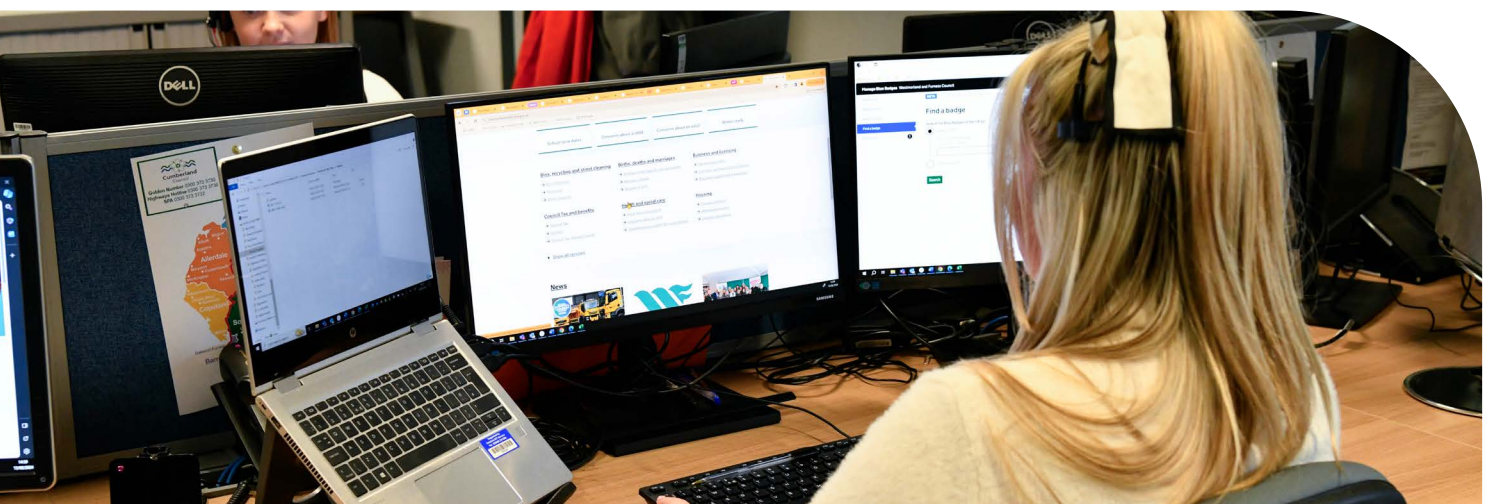
Testing AI tools safely and responsibly can help automate routine tasks, speed up how we handle information, and support better decision-making. This frees up staff time, reduces manual work and helps services run more efficiently without increasing costs.

6. Supporting modern, flexible and secure ways of working.

A strong, reliable technology base makes it easier for staff to work flexibly, reduces travel and office costs, and ensures people have the tools they need to work effectively from anywhere.

Now that we've agreed what needs to be done, the Transformation team will start creating the programme and project plans. These will include SMART plans—plans that are Specific, Measurable, Achievable, Realistic, and Time-bound.

These plans will help us track progress, manage risks, and make sure all work is completed on time and to a good standard. We will keep all key stakeholders updated as the plans are developed and as we move into the delivery stage.



7. Making the best use of our buildings and spaces

The council owns many buildings and spaces, like offices, community buildings and other sites. Looking after these places properly is important because they help us deliver services, support residents, and work with partners. How we utilise our assets is critical to the way we transform our council – from supporting how our residents engage with us, facilitating our physical presence in place to offering opportunities to work differently with partners in line with our prevention approach. However, they also cost a lot of money to run and therefore, we need to make informed choices about what we do with them if we are to achieve our future vision.

Our Asset Management team keep these buildings safe, legal and fit for purpose. They give expert advice on whether we should repair, change, or stop using certain buildings. As we move towards more local, joined up services and earlier support for residents, their role becomes even more important.

When we make decisions about buildings—such as closing them, changing how they are used, or selling them—we must think about the bigger picture. These choices affect how people access services, how staff work, how partners work with us, and how much money we can save. If we make decisions without looking at the whole organisation, we could cause problems, waste money, or make it harder to deliver services in the future.

To make good choices, we will take a more joined up approach. This means:

- We can still make quick decisions when a building is unsafe, too expensive, or no longer worth the cost.
- All proposals will be checked to make sure they support our transformation plans and improve services for residents.
- Big decisions about buildings will go through our transformation governance so everyone understands the risks and benefits before anything is agreed.
- Transformation programmes—especially People, Place and Prevention—can suggest changes to buildings when new ways of working need different spaces or shared locations.

This approach will stop us making decisions in isolation and will help us protect the council's budget, while still acting quickly when buildings are no longer suitable or affordable.



8. Transformation Plan delivery: Benefits and Risks

The Chief Executive will lead this transformation, and the senior leadership team will share responsibility for making it happen. The focus will be on making decisions quickly, managing risks early, and working together across the whole organisation to deliver the changes.

The Transformation Plan will be performance managed, and we will track progress of deliverables, risks and benefits. This will be governed through the Transformation Programme Board with a robust and clear focus on the savings (cashable) and the benefits that don't create cash but still add value (non-cashable). We will clearly set clear targets and show how we are performing against them.

This transformation plan will help the council use money wisely and protect important services. We will save money in three main ways. These savings are based on the work already planned across early intervention and prevention contracts, customer services, ICT, internal processes and workforce changes.

1. Direct savings: these are savings we can see clearly in the budget.

- We aim to save at least £5.75 million next year and at least £15 million over the next three years.
- These savings come from simpler processes, fewer system costs, better technology, and clearer structures so work gets done faster and with less waste.

2. Reducing demand: by helping people earlier, we can stop problems from growing and becoming more expensive.

- We will reduce repeat calls and requests by fixing more issues first time.
- Earlier help, especially in social care and local areas, means fewer crises and lower long-term costs.

3. Cost avoidance: some actions stop future costs from rising.

- Early intervention and prevention – taking action early to avoid more intense or costly service provision at a later date.
- Modern ICT stops us paying to maintain old systems.
- Better data and improved processes mean we don't need extra resources to manage growing workloads.
- Joined-up decisions about buildings mean we avoid spending money on places we don't need.

If we keep working the way we do now, costs will keep rising and services will struggle. This plan helps us work smarter, make faster decisions, give residents better support and keep services affordable for the future.

Every month and every quarter, leaders will use data from one shared dashboard, so everyone is looking at the same information. This will help us track risks and benefits properly, stay consistent, and give clear updates on how the work is going.

Over a three year period, the **benefits** of delivering transformation of this scale would be:

- 1. Better Enabling Processes:** Free up staff time by bringing together business support and administrative tasks, reducing handovers, and making self-service the default for standard internal requests. Improve decision-making times as a result.
- 2. Financial Savings:** To deliver at least £5.75 million in 2026/27 of the identified budget savings and identify more savings each quarter for the following years, aiming to achieve at least £15 million saved over three years.
- 3. Customer Experience:** Increase the number of customer requests that are resolved the first time, improve customer satisfaction scores, and reduce the number of avoidable repeat contacts.
- 4. Reduced Demand:** Reduce repeat requests in key areas such as housing queries and low-level social care by giving people earlier help through locality teams.
- 5. Staff Satisfaction:** Increase staff satisfaction, shown through improved staff survey outcomes.

Delivering transformation of this scale carries a set of **organisation wide risks** that require ongoing oversight. The most material are summarised below:

- **Capacity and capability:** Limited officer capacity in both services and the Transformation Office may constrain pace and quality of delivery.
- **Workforce morale and change fatigue:** Sustained change following LGR, restructures, and high workloads may reduce engagement and slow adoption.
- **Financial risk:** Savings may not be realised at the pace assumed and upfront investment requirements may increase.
- **Digital and data dependencies:** Delay to ICT single infrastructure and data improvements may prevent other programmes from progressing.
- **Leadership alignment and decision making:** Restructure and new governance arrangements may create short term uncertainty or inconsistent ownership.
- **Cultural and behavioural change:** Shifts to prevention, locality working and new processes, structures and ways of working may take longer to embed.
- **Partner/system dependencies:** Prevention and locality models rely on partners (NHS, VCFSE, etc.) who face their own pressures.

Every three months, we will take a proper look at our plans to see how things are going and update what we expect to happen next. Doing this regularly helps us spot problems early and check whether the actions we have taken to reduce risks are working. It also helps us see if any risks are becoming real issues that we need to deal with quickly.

These reviews will also help us keep improving our savings plan. We will check whether our savings are on track, where we might need to adjust our approach, and how this links with the council's official financial reports each quarter. This means everyone will be working from the same information and there will be no surprises.

Once we have finished all our baseline work, reviews and discovery activities, we will set out the improvements we need to make. We will explain what changes are needed, how much they will cost, and how much money they could save in the future. This will give us a clear picture of what we need to do next and the benefits we can expect.

9. Change Management and Engagement

As we begin this transformation, supporting and involving our staff, recognised trade unions and partners where appropriate, will be just as important as making technical changes. Our employees have been through a lot of uncertainty, organisational changes, and high pressure. Many agree that change is needed but are understandably unsure about whether this time will be different. We need to respond to that with honesty, clear information, and actions that show we mean what we say.

Our approach to change will focus on fixing basic problems, removing barriers that make everyday work harder, and building a more connected and stable council over time. This means being honest about where we are starting from, clear about what we know and what we don't yet know, and open about the choices we will have to make. Most importantly, it means a clear, prioritised programme of work, working with our staff, not just talking at them.

Our Approach: Key Commitments

We will create a clear plan that covers:

- Listening to and involving staff
- Supporting strong and confident leadership
- Giving people the development and tools they need
- Building a positive and consistent culture where we are living and breathing our values everyday: people collaborate across services, embrace digital and new ways of working, use data to make decisions, take ownership and act early and are open to learning and continuous improvement



Clear and honest communication: We will explain:

- Why change is needed and the pressures we face
- What we are trying to improve for staff, communities and residents
- How we will make changes carefully and learn as we go, rather than rushing
- Utilising existing and dedicated communication channels to keep staff informed about progress

Involving people early: We will ask for staff ideas and experiences to help shape solutions. This means:

- Involving staff and recognised trade unions in designing improvements where possible
- Being clear about what can be changed and what cannot
- Showing that we listen and act on feedback

Strong leadership and clear responsibility: Leaders will support staff by:

- Modelling the behaviours we expect in the future
- Being clear about decisions and roles
- Guiding teams through change with consistency and empathy

A structured and well-planned approach to change: We will use tried-and-tested methods to:

- Understand the impact of changes
- Plan communication, development and support
- Help teams adopt new ways of working

This approach will help us become a council where staff and residents can expect to feel and experience fewer barriers and easier processes, more consistent decisions and clearer communication, better tools and data, more involvement in shaping improvements, a council and leadership that listens, explains and supports.

A council that is easier to work in, easier to work with, and better able to support our communities now and in the future.



10. Governance Arrangements

Our Transformation programmes will be run in a way that is quick, open, and based on real evidence. It will be led by our Chief Exec reporting to the Leader and Cabinet, through the following approach:

- **Transformation Steering Group:** Checks delivery, helps solve problems, and handles issues that need to be escalated.
- **Monthly Corporate Management Team (CMT) Programme Board:** Looks at whether we are getting the benefits we expect, manages risks, and makes sure we have the right people and resources.
- **Monthly Transformation Leadership Group:** Gives political oversight, provides assurance, and offers leaders a chance to give feedback on performance, risks, and issues.
- **Bi - Monthly Cabinet with Transformation Agenda Item:** Gives political oversight and checks that the transformation is on track.
- **Senior Leadership Team (SLT) sessions:** Updates the roadmap, works together on plans, and reviews opportunities, risks, and priorities.

We recognise that there may be requirements for additional resources to deliver this plan – whether that be to support pace or to increase capability. As we progress to detailed programme planning, where specific resource requirements are understood, we will utilise the governance in place to request approval for resourcing and the best mechanism for funding.

Asset related decisions:

When we make decisions about council buildings and spaces, we follow a clear process to make sure choices are safe, agree with our transformation plans, and support the whole organisation:

- **Transformation Steering Group:** This is the first group to look at any suggested changes to buildings. They check whether the idea fits with our transformation goals, look at how it affects other parts of the council (like local working or customer access), and spot any urgent risks that might need a fast decision.
- **Monthly CMT Programme Board:** Bigger decisions — such as closing, selling, changing or investing in buildings — are passed to the Corporate Management Team. They look at the financial, service and workforce impacts and make sure decisions are right for the whole council.

By using this clear governance route, we can make decisions quickly when needed, while also making sure each choice supports our long term plans and helps us use our buildings in the best possible way.

This governance as a whole will help:

- Everyone share responsibility,
- Decisions to be made quickly, and
- Teams across the council work together to deliver the transformation.

11. Closing Summary

This plan explains how we will make the council work better for our residents, our communities and our staff. This will be a three-year programme, with this plan focusing on the next 6 to 9 months. We will update our plans as the programme evolves.

We know at times things can feel confusing or slow today, so we are setting out clear steps to make services easier to use, more joined up and quicker to respond. We will focus on helping people earlier, using better technology, and making smarter choices about how we spend our money so we can keep providing important services in the future.

We will also make sure our staff have the support, tools and development they need, because they are the people who make change happen. We will listen to their ideas, involve them in decisions, and help remove the barriers that make their jobs harder.

As we deliver this plan, we will check our progress often, learn from what is and isn't working, and keep improving over time. By working closely with our communities, partners and each other, we will build a simpler, stronger and more reliable council that can meet people's needs and face future challenges with confidence.





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