

	<b>AGENDA ITEM 4</b>
	<b>ES/15/13</b>
<b>Committee:</b>	<b>Executive Scrutiny Committee</b>
<b>Date:</b>	<b>23 April 2013</b>
<b><u>TRANSFORMATION II</u></b>	

## **Transformation**

Building on the success of our first Transformation Programme we are now planning a second phase which will ensure that we respond to the significant financial challenges which are forecast in our Medium Term financial plans. These show that by 2016/17 council finances will have a gap of at least £200m as a consequence of reduced income and increased pressures.

## **Aims and Objectives**

### **Creating a truly agile and flexible council**

Our new operating model will allow the organisation to better respond to the increasingly volatile market conditions that we operate within. Creating an enhanced commissioning capability will enable commercially orientated decision making and a range of delivery options which can flexibly create service solutions reflecting customer needs.

### **Delivering operational performance and efficiency across all areas**

Over the last few years the council has invested in core capability including enhanced IT and this investment will continue to deliver tangible productivity gains. Core business processes will continue to be re-engineered and legacy IT systems will be modernised offering better customer experiences as well as employee efficiency.

### **Delivering major improvements in key customer services at a lower cost**

Our second phase of Transformation will continue to reshape our service offer which reflects the changes in society and the demands of our customers. The Council will continue to shift towards digital/on-line channels allowing people 24/7 access to the information and services that matter to them, at a time and place which is convenient.

### **Long-term sustainability of key services**

As with our first phase the ambition remains that we, wherever possible, continue to identify opportunities to streamline the organisation and to remove cost from support and infrastructure in order to continue to invest in delivering services that are valued by the tax payer. This is a significant challenge given the deteriorating fiscal position but our programme has this element as a core ambition. We anticipate that more of this efficiency will come from working with partner organisations as the internal opportunities reduce. Our involvement in the Community Budget Pilot is an example of how we anticipate this being achieved over the next few years.

### **Pro-actively managing demand for council services**

Essex has led the way over the last few years in enabling residents to take control and to help themselves. We will continue along this path giving more information and signposting residents so that they are able to take control of their lives and to have a greater influence over the services they receive. In addition our innovative approach will continually look to develop interventions much further up-stream and to focus on prevention thus helping residents deal with issues at an earlier stage and reducing the need for highly complex interventions.

### **Progress Summary**

This month saw the beginning of our next phase of Transformation and we are now in the detailed design phase. It is critical that the planning phase is completed thoroughly as the level of complexity of the next phase of Transformation will be significantly higher than anything we have been involved in previously. Our involvement with partner organisations has increased and the benefits profile will require sophisticated tracking methods to ensure we are clear that the activities are having an impact on our financial gap. Over the next few months programmes of work will go to the Outcomes Board for review as we build our approach to the next three years of change here at Essex County Council.