



Transformation Programme Assessment & Final Report

Executive Portfolio Holder: Tony Lock, Protecting Core Services incl Transformation
Strategic Director: Kirsty Larkins, Director of Strategy and Commissioning
Lead Officer: Brendan Downes, Lead Specialist People Performance and Change
Contact Details: brendan.downes@southsomerset.gov.uk

Purpose of the Report

1. The purpose of the report is to communicate the SSDC Transformation Programme Assessment and Final Report to members.

Forward Plan

2. This report is on the Executive Forward Plan for review in January 2021.

Public Interest

3. The SSDC Transformation Programme Assessment & Final Report provides a review of the delivery and achievements of the Transformation programme and functions, as a checkpoint for the organisation on its ongoing improvement journey.

Recommendations

4. Members are asked to note the content of the attached report, the SSDC Transformation Programme Assessment & Final Report.

Background

5. In November 2015, Ignite Consultants and Civica completed an initial business case for transformation of the Council using the 'Future Model' concept, which was presented to members for approval in February 2016.
6. The 'Future Model' concept is a framework for operating model design in local authorities and this was developed into a customer centric future operating model for South Somerset. The projected benefit of the model were to be realised against four benefit drivers:
 - Customer enabling
 - Customer self-serve
 - Internal remodelling
 - Technology and process improvement



7. The transformation blueprint and updated business case for the council was approved by members in April 2017. The programme then commenced with the development of the detailed operating model design.
8. Implementation of the Transformation programme was led and managed by staff of SSDC, reporting to a Programme Board which comprised of the Leader, Portfolio Holder and Senior Leadership Team. Implementation was supported by Ignite Consulting, Civica, Rebecca Bevins and South Hams & West Devon District Councils.
9. In October 2020, Ignite Consulting were commissioned to conduct an assessment at closedown of the transformation programme. The closedown report reflects on the journey the organisation has been on and assesses the current status of transformation and achievement of programme objectives. In addition, it considers what is next in the overarching goal of continuing to offer excellent services to its residents.

Report Detail

10. The assessment is intended to act as a checkpoint for the organisation, with an acknowledgement of the significant changes on the horizon for the future of local government in Somerset. The challenge for SSDC is to ensure that the organisation is ready for change and able to maximise the opportunities this will present.
11. The assessment focused primarily on the two main benefit groups identified in the programme. These are:
 - the financial savings benefit the organisation would achieve through the reduction in FTE and
 - the benefit of unlocking efficiency/smarter ways of working across the four key benefit drivers.
12. The assessment provides an evaluation of what was intended to be delivered from the programme and compares to what was achieved from the transformation programme.
13. The following activities were scheduled and undertaken by Ignite Consulting during November 2020 to produce the assessment findings:
 - Performance assessment: reviewing and analysing reports and assessing consistency with the emerging narrative from engagements
 - Staff and member engagement through a range of workshops, focused sessions and stakeholder engagement to gain further insight into the transformation journey
 - a “deep dive” into one of the key benefit drivers (technology) and also a closer look at how two teams have progressed through transformation



14. The output from the review conducted by Ignite Consulting has been the production of the “SSDC Transformation Programme Assessment and Closedown Report” which is shared at Appendix A.
15. The report covers the background to the engagement and findings across the following areas:
 - Overall Assessment of programme outcomes
 - Realisation of Financial Benefits
 - Customer enablement and customer channel shift benefit driver findings
 - Remodelling benefit driver findings
 - Technology/processes benefit driver findings
 - Assessment of Cultural shift within the council and wider benefits of the programme
 - Potential opportunities to continue to improve efficiency and effectiveness in customer delivery.

Financial Implications

16. There is no direct request for funding as a result of Executive noting this report. Should any funding outside of existing revenue budgets be required as a result of implementing any of the recommendations proposed in the Ignite report then this will come forward for approval on case by case basis.

Legal implications (if any) and details of Statutory Powers

17. None

Risk Matrix

Not applicable at the current time as the report is for information only.

Council Plan Implications

Council Plan 2020-2024

Protecting Core Services

Delivering a high quality, effective and timely service to our customers and communities

Carbon Emissions and Climate Change Implications

Not applicable this report is for information only.

Equality and Diversity Implications

Not applicable this report is for information only.



Privacy Impact Assessment

Not applicable this report is for information only.

Background Papers

Appendix A SSDC Transformation Programme Assessment & Final Report