

**Meeting:** Cabinet **Date:** 29 September 2020

**Wards Affected:** All

**Report Title:** Council Redesign Programme – Transformation Plan

**Is the decision a key decision?** Yes

**When does the decision need to be implemented?** Immediately

**Cabinet Member Contact Details:** Councillor Christine Carter, Cabinet Member for Corporate and Community Services, [christine.carter@torbay.gov.uk](mailto:christine.carter@torbay.gov.uk)

**Supporting Officer Contact Details:** Anne-Marie Bond, Interim Chief Executive – [anne-marie.bond@torbay.gov.uk](mailto:anne-marie.bond@torbay.gov.uk)

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## **1. Proposal and Introduction**

- 1.1 Torbay Council, like other councils, continues to face the ongoing challenge of austerity and is rapidly realising that the opportunities for making savings are diminishing. In parallel to this, the Council is currently embarking on its 'recovery programme' in response to the COVID-19 pandemic with the aim of ensuring our community, in its widest sense, is strengthened following this emergency.
- 1.2 As such the Council Redesign 'Transformation Plan' has recently been 'reset' to demonstrate how we will bring a coherent, joined-up approach to change, and at the heart of our transformation must be a renewed focus on our priorities, our customers and our communities.
- 1.3 At the same time, the recovery from the COVID-19 pandemic provides us with the opportunity for the council to radically rethink services and improve outcomes. We need to respond urgently and safely by transforming our services, our focus and our working practices.
- 1.4 The main objective of the Council Redesign Programme is;

**To modernise, simplify and standardise how we work so we can support the communities of Torbay and build a resilient council fit for the future**

## **2. Reason for Proposal and associated financial commitments**

- 2.1 The Cabinet is asked to approve the Transformation Plan as this sets out the objectives of the Redesign Programme together with the Design Principles for Torbay Council moving forward.

2.2 The proposals contained in this report do not commit the Council financially at this stage, with any required decisions to follow appropriate decision making in due course with supporting business cases. It is however envisaged that both financial and non-financial benefits will be realised by this programme, these will be quantified as the programme progresses to support the delivery of financial targets in the Medium Term Resource Plan.

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### 3. Recommendation(s) / Proposed Decision

(i) That the Council Redesign Transformation Plan be approved.

#### Appendices

Appendix 1: Council Redesign Programme – Transformation Plan

#### Background Documents

None

#### Report Clearance

<b>Report clearance:</b>	<b>This report has been reviewed and approved by:</b>	<b>Date:</b>
Chief Executive	Anne-Marie Bond	
Monitoring Officer	Amanda Barlow	
Chief Finance Officer	Martin Phillips	
Relevant Director/Assistant Director	Anne-Marie Bond	

## Section 1: Background Information

1.	<p><b>What is the proposal / issue?</b></p> <p>The Transformation Plan sets out the Objectives and Design Principles for the Council Redesign Programme.</p>
2.	<p><b>What is the current situation?</b></p> <p>It is acknowledged that the Council needs to consider bigger and bolder transformation opportunities that build a sustainable operating model for the 21st century, post COVID-19 whilst also delivering a range of financial and non-financial benefits.</p> <p>The Transformation Plan sets out how we will bring a coherent, joined-up approach to change, that meets the council's priorities as set out our Community and Corporate Plan, and will support the delivery of financial targets in the Medium Term Resource Plan.</p> <p>At the heart of our transformation must be a renewed focus on our priorities, our customers and our communities, with a determination to put people and outcomes ahead of organisational boundaries and bureaucracy.</p> <p>At the same time, the recovery from the COVID-19 pandemic provides us with the opportunity for the council to radically rethink services and improve outcomes. We need to respond urgently and safely by transforming our services, our focus and our working practices.</p>
3.	<p><b>What options have been considered?</b></p> <p>Work had started on the Council Redesign Programme at the end of 2019. However, the Council's response to the Covid-19 showed that we can operate differently and flexibly, building on the partnerships that we have had in place for many years.</p> <p>Reflecting on these changes, the opportunity to reset the Redesign Programme in this context. This Transformation Plan is an articulation of how we will work to put our customers at the centre of our organisation; how we will reconnect with and enable and empower our communities; and how we will become an organisation that our people are proud of.</p>
4.	<p><b>What is the relationship with the Council's Principles?</b></p> <p>This programme supports the delivery of all aspects of the Community and Corporate Plan.</p>

5.	<p><b>How does this proposal/issue contribute towards the Council's responsibilities as corporate parents?</b></p> <p>This programme will ensure that our responsibilities as corporate parents are central to how we how we operate.</p>
6.	<p><b>How does this proposal/issue tackle poverty, deprivation and vulnerability?</b></p> <p>We want to work with our communities to ensure that together we tackle poverty, deprivation and vulnerability.</p>
7.	<p><b>How does the proposal/issue impact on people with learning disabilities?</b></p> <p>We will ensure that the impact on people with learning disabilities is considered at each stage of the Redesign Programme.</p>
8.	<p><b>Who will be affected by this proposal and who do you need to consult with? How will the Council engage with the community? How can the Council empower the community?</b></p> <p>The Council Redesign Programme will have a positive impact on our residents and communities. Whilst the Transformation Plan itself will not be subject to consultation, as the Programme is implemented customers, residents and the community will be engaged.</p>

## Section 2: Implications and Impact Assessment

9.	<p><b>What are the financial and legal implications?</b></p> <p>There are no financial or legal implications associated with the recommendation.</p> <p>However, it is envisaged that both financial and non-financial benefits will be realised by this programme, these will be quantified as the programme progresses to support the delivery of financial targets in the Medium Term Resource Plan.</p> <p>Business Cases will be developed for any funding requests and these will be taken to the relevant decision maker/committee.</p>
10.	<p><b>What are the risks?</b></p>

	<p>The risk of not agreeing the Transformation Plan is that there will not be a coherent approach to ensuring that Torbay Council is a resilient council that is fit for the future.</p> <p>The risks of the Council Redesign Programme will be managed through the Programme Board, with any strategic risks being escalated to the Strategic Risk Register.</p>
<b>11.</b>	<p><b>Public Services Value (Social Value) Act 2012</b></p> <p>Not applicable.</p>
<b>12.</b>	<p><b>What evidence / data / research have you gathered in relation to this proposal?</b></p> <p>The experiences gained over the course of Torbay's existing Transformation Programme, together with those gained during the response to Covid-19, have been used to inform the Transformation Plan.</p>
<b>13.</b>	<p><b>What are key findings from the consultation you have carried out?</b></p> <p>Not applicable.</p>
<b>14.</b>	<p><b>Amendments to Proposal / Mitigating Actions</b></p> <p>Not applicable.</p>