

Local Government Transformation Masterclass:

Whole Council Transformation ECC

Agenda

Context

1. ECC transformation Journey

2. Why change, why now

Our solutions, Our plans

3. Transformation Vision

4. Whole Council Transformation

Our Culture, One team

5. Starting Well (WCT Strategy)

6. People and Governance

7. Conditions for Success

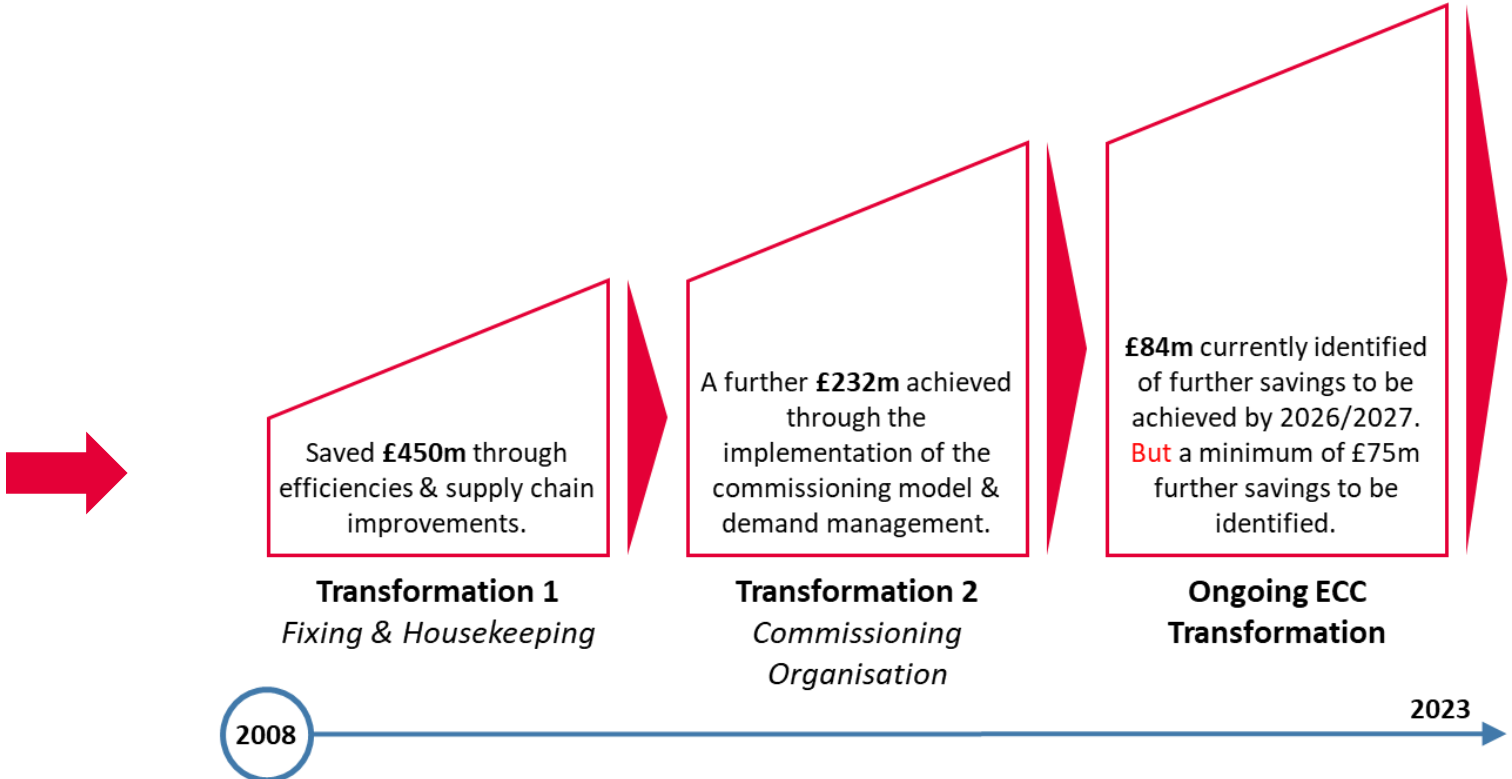
1. ECC Historical Transformation Journey

ECC is no stranger to transformation

- As an organisation and group of people we deal well with change and uncertainty.

Our transformations do not stop

- Alongside our large change efforts/programmes, different parts of the organisation have been transforming and evolving for years.



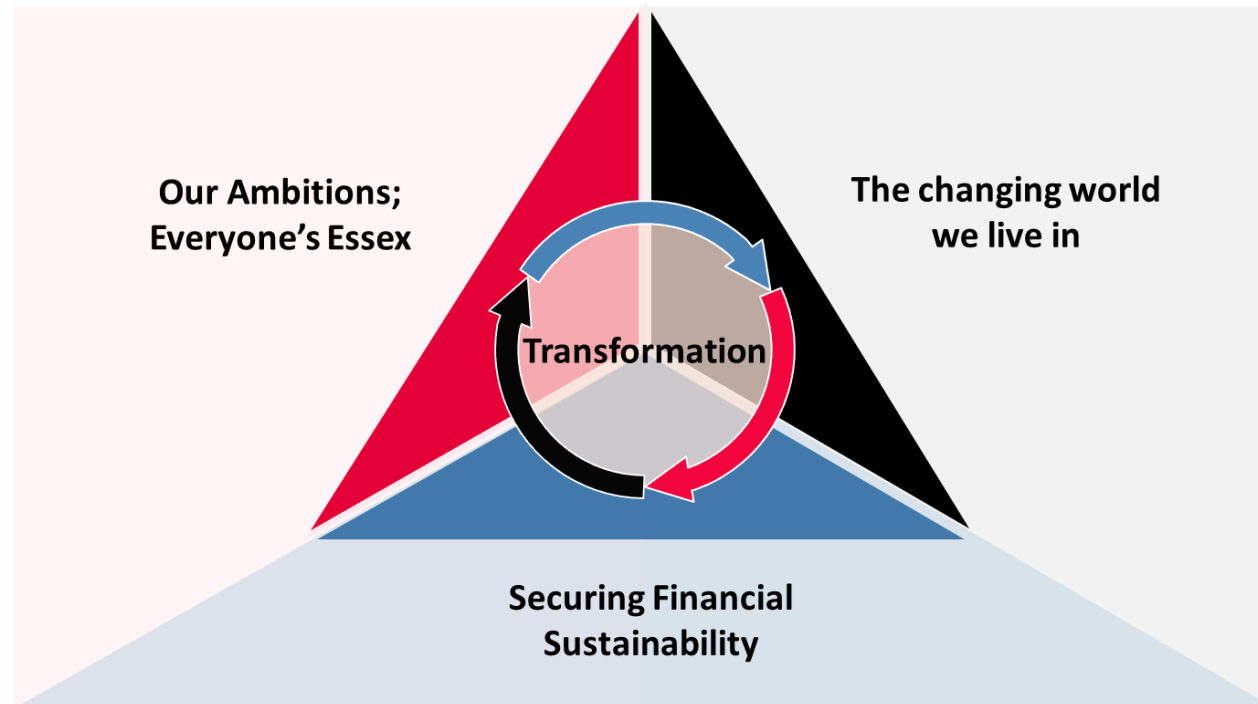
Transformation for ECC is not about starting something new, but building on the experience, lessons and great work achieved throughout the years.

That said, we have commenced **Transformation 3 – Whole Council Transformation**

2. Why change, why now?

- We have entered 2023 with renewed energy, ambition, and focus.
- As many of Essex residents' lives have become more complex and uncertain, they need us to deliver greater, improved support. And we at the Council know our jobs have become harder too – with increasing demand on our services and finances post-pandemic.

We have identified and need to address the challenges faced holistically as a Whole Council to ensure the right balance across the competing drivers for change are achieved



Forecast budget gap is £158m (before any savings) by 2026/27.

3. Our Whole Council Transformation (WCT) Vision

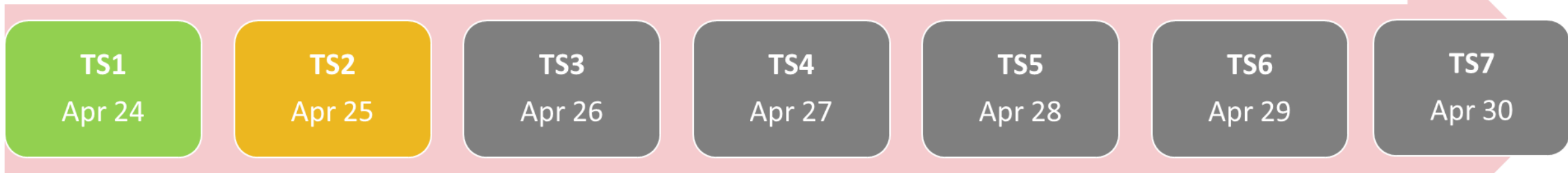
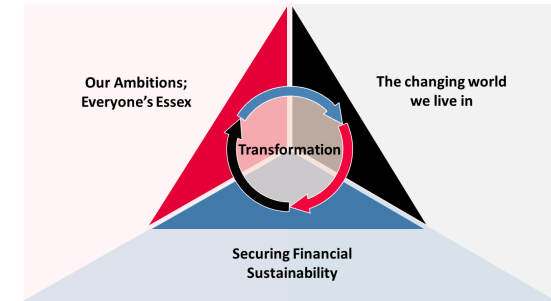
“Essex County Council is ambitious and by 2030, it will be one of the most forward looking, effective and financially sustainable Councils in the country.”

In practice, this means that the outcomes of WCT must *significantly*:

1. Improve how services are delivered, including through innovative approaches.
2. Reduce the cost of delivering services, including for the longer term.
3. Improve or sustain defined outcomes for Essex residents.

4. Our Whole Council Transformation Programme

- A seven-year programme set up to - contribute to the vision and govern and deliver transformational projects/programmes, aligned to WCT outcomes and that will significantly help to address three fundamental factors below:
 1. The Everyone's Essex strategy which sets out commitments to the residents of Essex
 2. Responding to the changing world we live in
 3. Working towards financial sustainability including contributing to closing the financial gap
 - *WCT is expected to realise at least £100m of the required savings by 2027/28*



As part of WCT - we will design and plan delivery our Transformational projects/programmes in a structured way, with each initiative belonging to one of the above transition states

While the changes we have planned for the next seven years may seem ambitious (and they are), they are vital to enable us to build the resilient, efficient, and effective council that we want, and that our residents deserve.

4. A flavour of Transition State 1 (TS1) projects

- Work has commenced to design and deliver TS1
- TS1 is made up of 91 Projects, split into 3 main distinctive categories

29 High Outcome /
Key Strategic
enabler



SEND Research (New)



What it is: Developing our approaches to SEND through research & evidence to deliver a pro-active SEND strategy which is agile in response to changes in demand & supports development towards our Inclusion Strategy.

Impact on Outcomes: Supports education outcomes e.g. ECC will be the 'Champion of Children', driving and enabling an excellent, equitable, safe and inclusive education system across Essex

43 Statutory /
keep the lights on



NVP Contact Centre & Telephony (Inflight)



What it is: Replacing contact centre telephony system that is due to go out of support and ensuring value for money from 3rd party arrangements.

Impact on Outcomes: Key to business operations and ensuring ECC is getting value for money from 3rd party arrangements. Also Supports financial sustainability.

Estate Transformation Programme (Inflight)



What it is: Rationalising the ECC estate to ensure our estate is better, smaller, greener and more cost effective

Impact on Outcomes: As well as supporting financial sustainability, the programme also supports cross-council outcomes for property and climate in its aim to achieve a greener overall estate

19 Financial
Sustainability



Our Culture, One Team

5. Starting Well



The WCT Strategy pledges, identifies and emphasises the need to create the right environment (Culture and Opportunities) for success and this has been endorsed by the Political Leader team (PLT) and Corporate Leadership team (CLT)

We will establish a single Transformation Programme to ensure both strategic alignment and efficient use of finite resources. Change professionals and leaders will be provided with the skills and tools to make this happen.

We will articulate the programme through Transition States which guide and structure our Whole Council Transformation journey. They will be aligned to the electoral and business planning cycles.

We will use Delivery Portfolios to bring together the implementation of projects to create a force multiplying effect.

We will increasingly align Change activity with partners across the public sector.

We will base our decisions on evidence and data and expected benefits will be high impact, measurable and aligned to political priorities.

We will ensure we place equal emphasis on long term prevention and on solving the here

We will investigate new ideas and take active decisions about slowing down, speeding up or ceasing projects to maximise delivery.

We will actively seek ideas, innovation and best practice from within the whole organisation as well as further afield, including Universities and sectors similar and different to our own.

We will embrace digital opportunities increasingly as we secure our technological foundations.

We will support all employees to engage with the ambition of WCT and build the optimistic collaborative culture of ECC.

6. People and Governance

- **Whole** Council Transformation means that everyone has a vital role to play and is very much part of the transformation journey.
- For WCT to be successful and as part of imagining our future - we want to work as part of an interconnected system – **Residents, Employees and Partners**
- As part of embedding WCT, we aim to.....



Public Communication

...have comms strategy in place to connect with the public, ensuring they are able to hear about what matters to them and understand the choices that the Council has to make



Thinking the 'unthinkable'

...come out of our comfort zone and created a space to think laterally and creatively



Working in the open

...ensure ideas will take into account partners needs and visions of the public to improve the quality of hypotheses

6. People and Governance

WCT Governance examples:

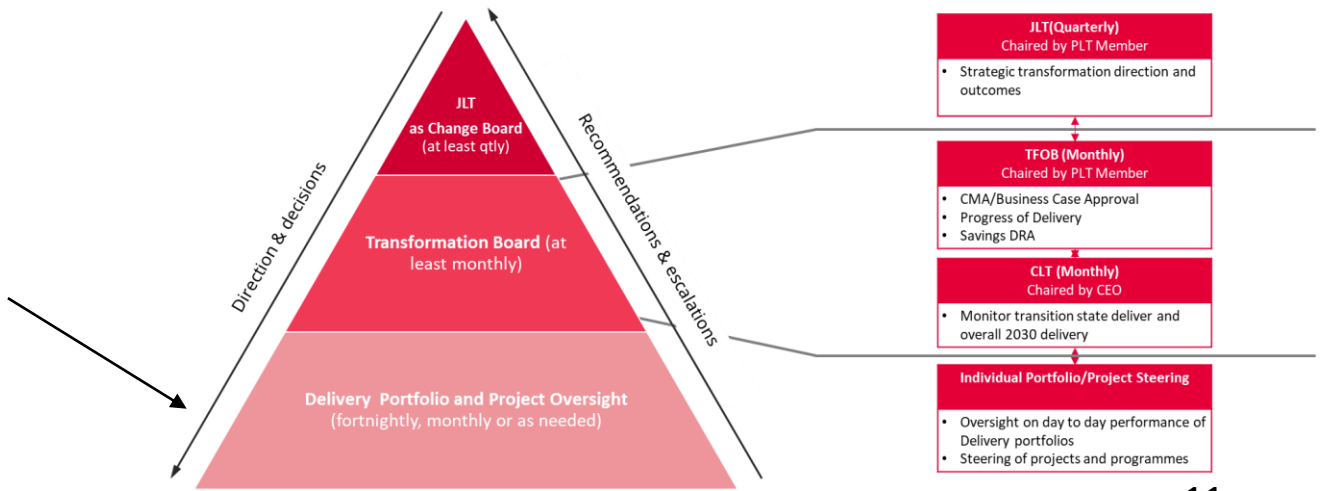
WCT Delivery Portfolios

- We have grouped projects into delivery portfolios, to enable us to manage the volume of work in a way which is easy to communicate and is cost effective
- These Portfolios will be led by members of the Corporate Leadership team, supported by Service Sponsors and delivery capability

Joint Leadership Team (JLT)

- A meeting attended by all members of Political Leadership Team (PLT) & Corporate Leadership Team (CLT)
- Meets quarterly to discuss Transformation
 - Transformation focus is on Outcomes and Strategic Direction linking Business Plans with Transformation (quarterly)
- Will set direction for the organisation using the Everyone's Essex Strategy as a guiding principle (monthly)

Strong Foundations	Independent Adults	Community Resilience	Modern Digital Council	Effective Organisation	High Quality Environment	Operating Model
Strengthen family resilience and stability including vulnerable groups	Adults maintaining an independent and fulfilled life as possible	Education to support Essex residents to lead a healthy lifestyle	A leading-edge digital council that drives excellent customer service, on a greener smaller ECC estate	Foundation for a forward looking effective and resilient organisation	Net zero Essex, minimising waste, modernising transport and considering aesthetics of place	Devo plus Creating a way of working for ECC that addresses our future ambitions



7. Overall Conditions for Success



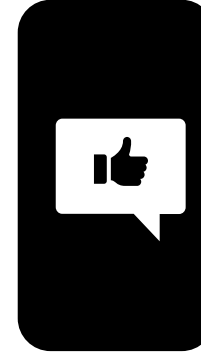
Whole Council Ownership

No Silos - Focus kept on the success of WCT, supporting one another to ensure no fractures in programme



Workforce buy-in

The workforce is engaged on approach and plans and are all behind WCT. People feel confident to offer their ideas through meaningful dialogue



Leadership Capability

Capability/capacity to deliver is not underestimated and is included in improvement plans. Enabling leaders to create a culture that is accepting and supportive of change

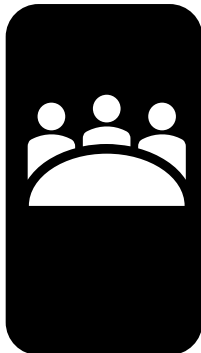


Fostering creative ideas

There is a risk that the process of planning, structuring, and delivering change crowds out the space for creativity. We will work hard to Ideas and opportunities are planned and phased over the short and long term



Integrating WCT with our system WCT is just one element of ECC's wider framework for securing change. The way Essex plans transformative change, takes decisions and allocates resources to change must compliment and align with ECC's planning framework



Mature approach to Benefits realisation

Costs are not shunted. Cost avoidance is considered too. All benefits are evidenced and measurable. focussing not only on savings but also cost avoidance where demand is give weight to achieving defined outcomes for residents escalating



Learning Culture

Everyone is supported to be comfortable with uncertainty and hungry for experimentation. We'll try things out and be confident to stop them if they aren't working reflecting, and capturing the learning to inform future decisions