

Sandwell Metropolitan Borough Council

Action Taken Under Delegated Powers

To appoint C.Co to support the Business Excellence Service to develop a Transformation Programme for the Neighbourhoods Directorate

1 Summary Statement

- 1.1 Vision 2030 is about how Sandwell generates a reputation for getting things done and delivering services which are focused on what really matters in people's lives and communities. To deliver this we need to completely transform the way our services are organised, developed and delivered.
- 1.2 The driver for engaging with C.co at this point is to support the delivery of planned savings proposals, which are critical for the council, particularly for 2019/20, 2020/21 and 2021/22. Investing in improving our approach to reviewing and transforming services is essential to ensure the planned savings will be delivered as and when required.
- 1.3 Transforming services across the Council, via "make or buy" reviews, diagnostic evaluations of service performance, redesign of processes, development of new operating models and the delivery of key business projects will lead to service improvement and efficiencies. This approach will be utilised across corporate services, neighbourhoods and adult services to support the delivery of future savings. The transfer of skills into the organisation will ensure the approach can be operated across the council.
- 1.4 C.co are a consultancy service who are part of CIPFA, The Chartered Institute of Public Finance and Accountancy. They have a track record of delivering local government transformation and transferring skills onto employees via coaching and mentoring. They have worked with many local authority organisations, including; Wirrall MBC on development of a new senior management restructure; Cheshire West and Chester on a

make or buy review of the highways service and a whole service review as part of the establishment of Doncaster Children's Services Trust. All of which improved service delivery and delivered significant efficiency savings for the organisation.

- 1.5 We would engage C.Co to co-design a structured transformation programme. They will also provide training to 10 key employees in the make or buy methodology, introduction to commercial management and

[REDACTED]

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[REDACTED] dependent on the levels of support we need. This would be compliantly procured through the Eastern Shires Purchasing Organisation (ESPO) framework using lot 2a – Auditing Consultancy, via a direct award.

2 Recommendation

- 2.1 To engage C.Co to co-design a Transformation Programme and provide training and support for employees to facilitate transformational change across the council.

In accordance with the authority delegated to Chief Officers to act on matters within the authority delegated to them under Part 3 of the Council's Constitution, I intend to take the action(s) recommended above.

^{not AS.}
I do/~~do not~~ have an interest to declare in this matter


[REDACTED]

Executive Director of Neighbourhoods

Date: 18.6.18.

If the Constitution requires the decision to be taken in consultation with another chief officer, the following signature box should also be included

I confirm that I have been consulted on the above proposals and have no objection to their proceeding.

A black rectangular redaction box covers the signature of the Executive Director of Resources. A thin line extends from the right side of the box.

Executive Director of Resources

Date: 19-6-2018

If the Constitution requires the decision to be taken in consultation with a Cabinet Member, the following signature box should also be included

I confirm that I have been consulted on the above proposals and have no objection to their proceeding.

N/A

Date:

Contact Officer

**Nicky Denston
Service Manager – Business Excellence**

3. Background Details

- 3.1 The development of a transformation programme of this scale is going to require a change in how resources are used and further development of employees' skills and attributes. It has been identified that there is a lack of transformational skills within service areas and the creation of transformation 'champions' through this work will be a huge step towards redressing this.
- 3.2 The development of a transformation approach builds on the Vision 2030 consultation and the areas identified by stakeholders as being important to them or not being delivered in the way they want them to be delivered. The consultation with employees itself, identified areas for improvement, areas of duplication and potential suggestions for implementation. These would be considered as part of the transformational activity outlined in this report.

Source Documents
(Not Applicable)