

**CORPORATE LEADERSHIP TEAM'S  
REPORT TO CABINET**

**3<sup>rd</sup> December 2024**

**Report Title:** One Council Review and Next Steps

**Submitted by:** Service Director for Strategy, People and Performance

**Portfolios:** One Council, people and Partnerships

**Ward(s) affected:** All

<b><u>Purpose of the Report</u></b>	<b><u>Key Decision</u></b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
To provide an review of the One Council Programme including lessons learned and achievements.			
<b><u>Recommendation</u></b>			
<b>That Cabinet:</b>			
1. Acknowledges this report and the successes evidenced.			
2. Further acknowledges the lessons learned and the need to continuously improve as the One Council programme closes.			
3. Notes that service level change and delivery of improvement moves into business as usual as teams use the skills they have learned through this process to challenge them selves and others to continue to make positive change.			
4. Celebrates and endorses the significant efforts of Council teams involved in the transformation.			
5. 5.Agrees that Agile becomes the espoused project methodology across NULBC, along with knowledge of the tools used to deliver the One Council Programme – Refresher training be offered to Business Managers to ensure the required adoption.			
6. Approves that the Benefits Tracker continues to be used to capture opportunities organisation wide to ensure their delivery and inclusion into succession programmes and Efficiency Boards.			
7. Agrees that the Programme governance, approach and dashboard model is emulated in the One Council Green, Digital and Commercial follow-on Programmes.			
8. Agrees to refer the report to Finance, Assets and Performance Scrutiny Committee.			

## **Reasons**

A large scale programme such as the One Council will create lasting change and improvements to services. These changes will not be linear.

Acknowledging where things could have gone better is a valuable learning experience and supports organisational learning and continuous improvement.

## **1. Background**

- 1.1** The One Council Transformation Programme was Newcastle Borough Council's biggest ever change programme borne out of both future financial uncertainty and learning from the pandemic when the Borough Council was required to swiftly adapt and change.
- 1.2** The Programme aimed to fundamentally change the Council's operating model to better meet the needs and demands of our community, to become both more efficient and effective with the resources at our disposal and to provide enhanced customer journeys whilst bringing about annual financial savings of over £1.17m (amounting to 6% of the Council's net budget) year on year.
- 1.3** The appendix report summarises the process followed, achievements and lessons learned of the programme and sets the scene for The One Green Council, One Digital Council and One Commercial Council programmes.

## **2. Issues**

- 2.1** In 2020, the Council was facing significant future financial challenges, alongside the operational and strategic challenges of service delivery during the Covid 19 pandemic.
- 2.2** Taking a forward thinking approach, the Council took the decision to face these challenges head on and embark on a full scale transformation which launched in 2021.
- 2.3** The transformation delivered a new operating model alongside significant operational efficiencies measured in officer time and delivery cost
- 2.4** Central to the programme was a focus on culture and behaviours leading to improvements in staff engagement as well as a renewed emphasis on organisational values designed to enhance the delivery of excellent services to residents.
- 2.5** Teams and services were encouraged and supported to work together in order to create slick and efficient experience for our customers.
- 2.6** A spend to save model was used with an outlay of £1.2m over the life of the programme, which resulted in overall savings of £1.17m per annum.
- 2.7** Programme progress was tracked throughout via innovative use of Power BI tools and a 'benefits tracker' which supported live tracking and measurement of intended and realised benefits.

## **3. Recommendation**

### **3.1 It is asked that Cabinet:**

- 3.11** Acknowledges this report and the successes evidenced.

3.12 Further acknowledges the lessons learned and the need to continuously improve as the One Council programme closes.

3.13 Notes that service level change and delivery of improvement moves into business as usual as teams use the skills they have learned through this process to challenge themselves and others to continue to make positive change.

3.14 Celebrates and endorses the significant efforts of Council teams involved in the transformation.

3.15 Agrees that Agile becomes the espoused project methodology across NULBC, along with knowledge of the tools used to deliver the One Council Programme – Refresher training be offered to Business Managers to ensure the required adoption.

3.16 Approves that the Benefits Tracker continues to be used to capture opportunities organisation wide to ensure their delivery and inclusion into succession programmes and Efficiency Boards.

3.17 Agrees that the Programme governance, approach and dashboard model is emulated in the One Council Green, Digital and Commercial follow-on Programmes.

#### **4. Reasons**

4.1 A large scale programme such as the One Council will create lasting change and improvements to services. These changes will not be linear.

4.2 Acknowledging where things could have gone better is a valuable learning experience and supports organisational learning.

#### **5. Options Considered**

5.1 n/a

#### **6. Legal and Statutory Implications**

6.1 n/a

#### **7. Equality Impact Assessment**

7.1 The programme was designed to ensure that all citizens have equal access to Council services, and that the website in particular was and remained accessible. All transition processes were undertaken in line with equalities legislation, and the Mission and Values promote an overall increased focus on inclusivity.

#### **8. Financial and Resource Implications**

8.1 Overall savings of £1.17m per annum.

#### **9. Major Risks & Mitigation**

9.1 None as result of this report.

#### **10. UN Sustainable Development Goals (UNSDG)**



## 11. **One Council**

Please confirm that consideration has been given to the following programmes of work:

- One Commercial Council
- One Digital Council
- One Green Council

For all One Council follow-on programmes (Commercial, Digital and Green) learning will be taken from the One Council approach and forward activity will be in line with the recommendations for this report.

## 12. **Key Decision Information**

12.1 n/a

## 13. **Earlier Cabinet/Committee Resolutions**

- 13.1 Programme approved February 2021 Cabinet.
- 13.2 Update report November 2021

## 14. **List of Appendices**

14.1 Appendix A One Council Review and Next Steps

## 15. **Background Papers**

15.1 n/a