

**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

**CORPORATE LEADERSHIP TEAM'S**  
**REPORT TO Finance, Assets and Performance Committee**

**16<sup>th</sup> January 2025**

**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 a review of the One Council Programme including lessons learned and achievements.			
<b><u>Recommendation</u></b>			
<b>That Finance:</b>			
<ol style="list-style-type: none"> <li>1. Acknowledges this report and the successes evidenced.</li> <li>2. Further acknowledges the lessons learned and the need to continuously improve as the One Council programme closes.</li> <li>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.</li> <li>4. Celebrates and endorses the significant efforts of Council teams involved in the transformation.</li> <li>5. Notes the inclusion of Staff feedback and the intent to review aspects of of service delivery</li> </ol>			
<b><u>Reasons</u></b>			
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 Acknowledges this report and the successes evidenced.
- 3.2 Further acknowledges the lessons learned and the need to continuously improve as the One Council programme closes.
- 3.3 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 themselves and others to continue to make positive change.
- 3.4 Celebrates and endorses the significant efforts of Council teams involved in the transformation.
- 3.5 Notes the inclusion of Staff feedback and the intent to review aspects of of service delivery

## 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

14.2 Appendix B One Council Staff Survey Feedback

15. **Background Papers**

15.1 n/a