

Bolton Council's Transformation Strategy

November 2025

Version 1.0 10/11/25



Bolton Council provides over 300 different services. Over the last 12 years, like other councils, we've seen a lot of changes, including austerity measures that have significantly reduced our budgets and led to rising support needs, and a decline in our capacity to invest in our infrastructure; the rapid development of technology and new customer expectations; COVID; an ageing population; political changes nationally and locally; legislation changes giving us more and different responsibilities; and economic challenges like the Cost of Living crisis. Our partners in Bolton have also been impacted, by the same issues and more, such as reorganisations.

Despite this, we continue to deliver quality services with fewer resources, as supported for instance by Care Quality Commission and OFSTED inspections. Our recent Local Government Association Peer Challenge has confirmed that we have started to put the right building blocks in place to deliver transformation in Bolton, and that we now need to move forward at pace, by delivering this strategy.

It's not viable for us to continue working as we do – we need to become financially sustainable so that budget cuts to balance budgets over the short term are no longer an annual occurrence, and we need to ensure that we deliver services for the people of Bolton in ways that give them the right outcomes first time. This transformation strategy will help us to make significant inroads into this ambition.

We've already taken our first steps in creating a plan for change that encourages the right environment to deliver significant service improvements for citizens across Bolton.

Continued...



Foreword continued

We need to learn and adapt quickly, understanding today's challenges and the impact this has on services. We want to become a council that meets people's service and support needs and allows for meaningful interactions with our customers. Transforming the council for our citizens' futures is a priority, and we need a robust and consistent approach to deliver improvements collaboratively and effectively. Our Transformation Strategy will get us there, providing structure and ensuring our focus is on work that adds value and makes a positive difference for our customers and communities.

Transformation won't happen overnight and will feel challenging at times, but by building strong foundations and taking it step by step together we'll begin to have an impact, knowing that all our hard work is for the better.

Change is happening here in Bolton to ensure we're fit for the future and it's everyone's business!

Nick Peel
Leader, Bolton Council

Sue Johnson
Chief Executive, Bolton Council





The Vision

To drive creative, innovative and financially sustainable change to transform the customer experience and improve outcomes for people in Bolton.

To think differently about how we operate, working with those who use our services to truly understand and deliver what they need.

Our residents

Bolton's population



302,383



73,832
aged 0-17



176,783
aged 18-64



51,768
aged 65+



14,930 stay at home
to look after family/home.



3,453 births in 2021



2,132 children with
special educational needs



63.9% of pupils
achieving a good level of
development at EYFS
(aged 0-5yrs)



0.14% children
and young people were
permanently excluded



322 of our 544
Looked After Children are in
in-house foster placements



15% of Looked
After Children adopted



190 Care leavers



4,331 of adults
are accessing long-
term support



1,469 residents
have a different sex from
the one registered at birth



2 year lower life
expectancy than
England average



26% live in an
area that is among the
10% most deprived
nationally



65% of 40-74 year
olds receive an NHS
Healthcheck



18% (16+)
have a disability



25,980
unpaid carers



31.24%
ethnic minority



7,345
Armed forces veterans



5,695
LGBT+ community



Within Bolton, life
expectancy varies by
14.9 years (male) and
9.9 years (female)



Children and young
people make up
19% of all
offenders in Bolton



93% of babies visited
by public health nurses
within 14 days of birth



89.7% of adults
with a learning disability
live in their own home or
with their family

The Bolton context

Source: Bolton
2040 Borough
Plan

Information
accurate as of
April 2024

The Bolton context (continued)

Our borough



 **£3.8m** refurbishment of Museum

 **£12m** refurbishment of Octagon Theatre

 **3.4m** visitors to Bolton (2021)

 Award winning food and drink festival

 **£1bn** regeneration programme

 **£13.3m** Future High Street funding awarded

 **1,100** businesses

 **£83m** GVA

 Awarded **£11m** to develop and deliver a heat network

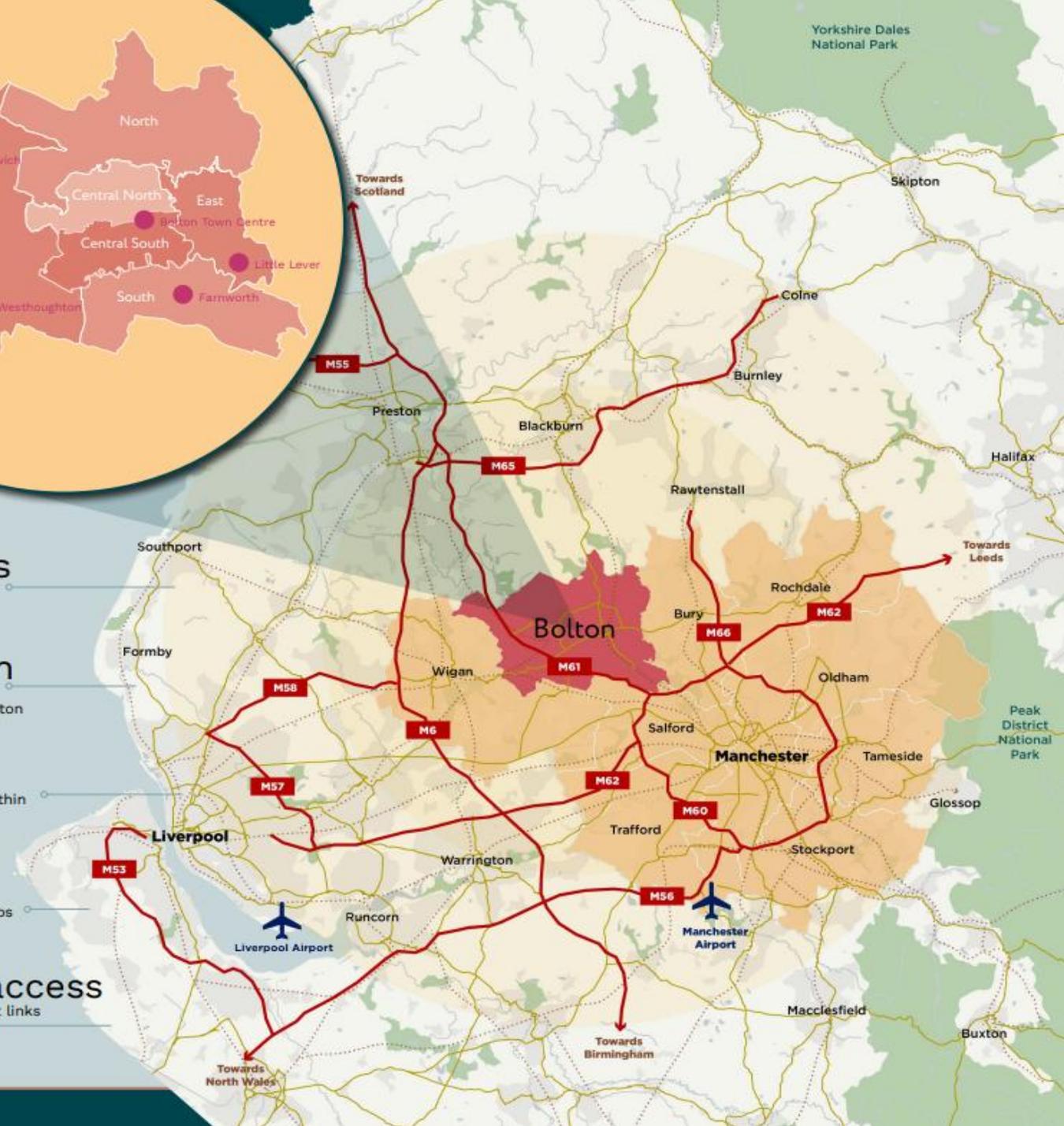
 **12 miles** from Manchester City Centre

 **1 million** people live within 45 minutes of Bolton

 **60%** of UK businesses are within a 2-hour drive

 **10,000** jobs

 **Direct access** to major transport links





Why do we need to transform?

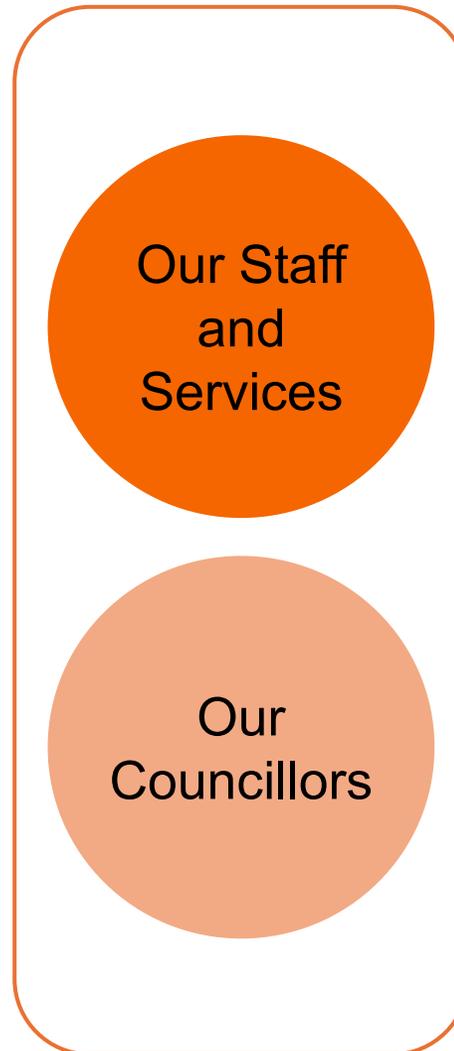
- **Significant financial pressures**
 - Constrained funding from Central Government and Business Rates
 - Increased reliance on local taxpayers through Council Tax increases
 - More people need more support and services from us
 - Increasing prices and Cost of Living crisis
- **Mixed levels of satisfaction**
 - 12+ years of cuts and service reductions
 - Services can be hard to access
 - People don't always feel listened to
 - We could get it right first time much more often
- **We need to keep up with a changing world**
 - Digital developments and changing customer expectations
 - Different jobs needing new skills
 - Globalisation
- **We need to use information better**
 - We have lots of information, but don't use it to shape our services enough
 - We also have gaps in our information, and need to fill those to help us deliver better services
- **We need to ensure our services are working together more closely**
 - We need to focus on the right outcomes for our customers.
 - Together we can be much stronger, more effective and more efficient
- **We need to respond to national and global changes**
 - Climate change
 - Requirements on us from Central Government
 - Economic challenges and changes in the jobs market



Who do we mean by customers?



External customers



Internal customers



Others with whom we work



Our Principles



Transformation principles



Clear vision: Everyone knows and understands the transformation vision and their role in achieving it, and it helps us make decisions. It keeps us on track to deliver our ambitions.



Customer Focused: Customers are our ultimate priority. Through listening to feedback, our services are effective and efficient and reflect the needs of our customers.



Collaboration: We work together, share what we have, and help each other to achieve our aligned goals. We learn together and celebrate the milestones together.



An agile environment: We keep learning new things and getting better. We test new and improved approaches at every opportunity. We design our services in a sustainable way so they can be easily adapted as things change.



Staff at all levels are empowered Everyone can make decisions and take action aligned to our vision. We are bold and brave in challenging the way we work now. We operate as one Council.

Our Approach





Our transformation goals



Customers

Getting it right first time for the customer

Council teams work together to provide the right services in the right way, more quickly

The customer is listened to using effective feedback loops, and involved in shaping services to deliver the right outcomes

Customers have easier access to the right services, including online

Better outcomes are achieved through preventative action



Workforce

A modern workplace

Increased job satisfaction through empowerment to make a difference and add value

A culture of learning, innovation and continuous improvement

A flexible, dynamic workforce to reflect our changing needs and Bolton's changing demographics

A workplace that facilitates staff to reach their potential

A workplace that attracts and retains good people



The Council

A sustainable financial footing

Better use of resources

Joined-up ways of working where everyone is clear on their role and responsibilities

A better understanding of who our customers are and what they want, using a more robust framework for acting on our customers' feedback

Improved customer satisfaction

Ongoing alignment to and achievement of the Council's priorities





Our strategy to deliver improvements



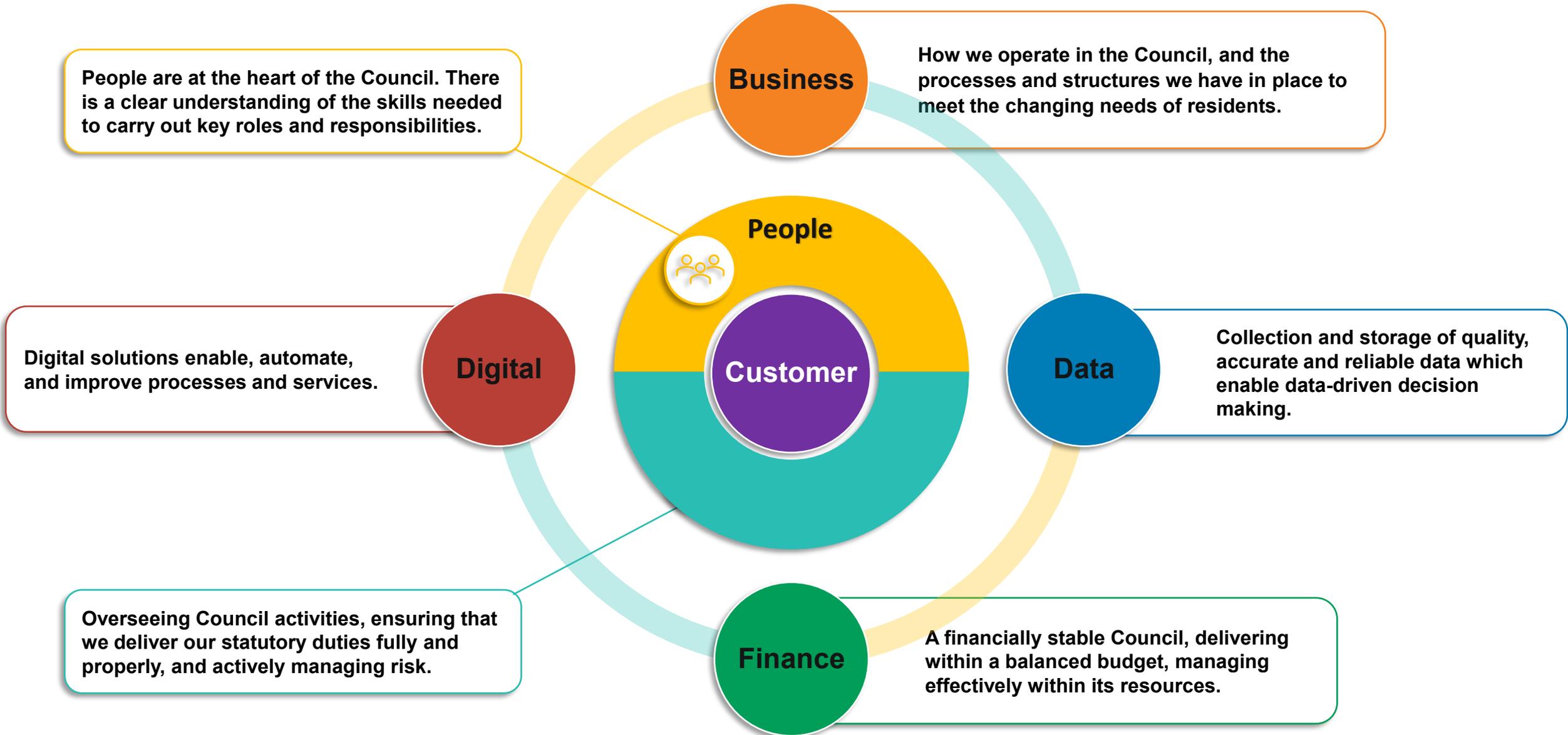
A high-level plan to describe how Bolton Council can be best organised so that we can provide the right services for our customers both now and in the future.

- It describes *how* things get done
- It focuses on the customer and considers people, culture, processes, data, and systems
- It explains how we will interact and engage with our customers differently
- It builds on the great work already taking place at Bolton Council and is based on an honest reflection of where we currently are, and what we can improve on
- It explains the approach we will take to future-proofing the organisation so we can adapt quickly and effectively to changes in our customers' needs, budget pressures, advances in technology and factors that are out of our control
- It outlines the specific things that we need to do differently to achieve our ambitions set out in the [Council Plan](#)
- It is driven by Senior Leaders within Bolton Council and will be understood and adopted by all Council teams





Our transformation model





How will we do this?

Data

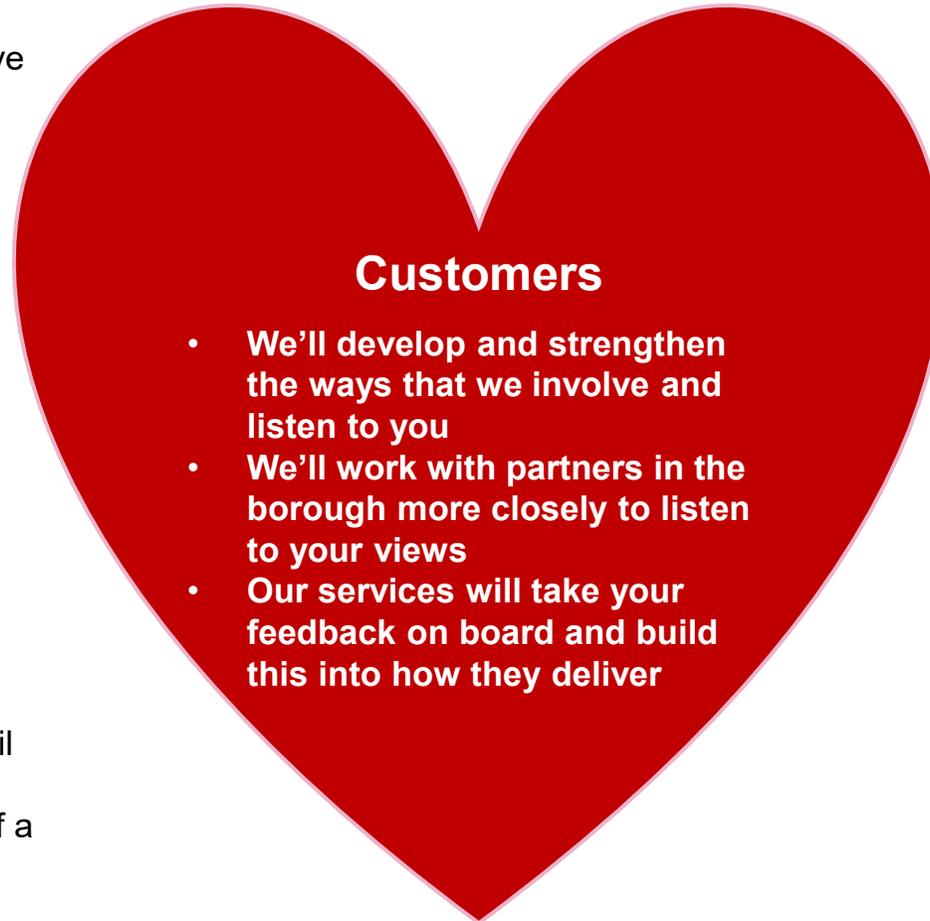
- We'll develop our approach to collecting, using, storing and protecting our data
- This will include information our customers give us about their experiences of our services

Digital

- We'll update our Digital Strategy to ensure it's focused on our priorities and can enable our transformation
- This will ensure that our staff have the right tools and training to use digital solutions that help us work more efficiently and cost effectively
- Where our customers expect modern, digital services, if possible, we'll put these in place. E.g. applying and paying for things online

People

- We'll develop a Workforce Strategy for Council staff, including:
 - Review of our People Plan and completion of a Workforce audit
 - Recruitment, retention and succession planning
 - Skills and training
 - Flexible roles, fit for the future needs of Bolton



Finance

- We'll move to a longer term, sustainable financial footing
- We'll move away from annual budget cuts
- We'll reduce demand on our services by matching our services to customers' needs more closely and supporting people earlier

Governance

- We'll speed up the time it takes to make decisions
- We'll make sure we're meeting our statutory duties
- We'll have strong risk and audit arrangements in place

Business

- We'll join up our services better so that customers have a faster, better experience
- We'll improve our processes and ways of working
- We'll aim to get things right first time, meaning less time dealing with queries and complaints



A customer-centred approach

We're a public service, here to deliver over 300 services to our customers. We take a Bolton-first approach to how we do things, working in partnership and across political differences.

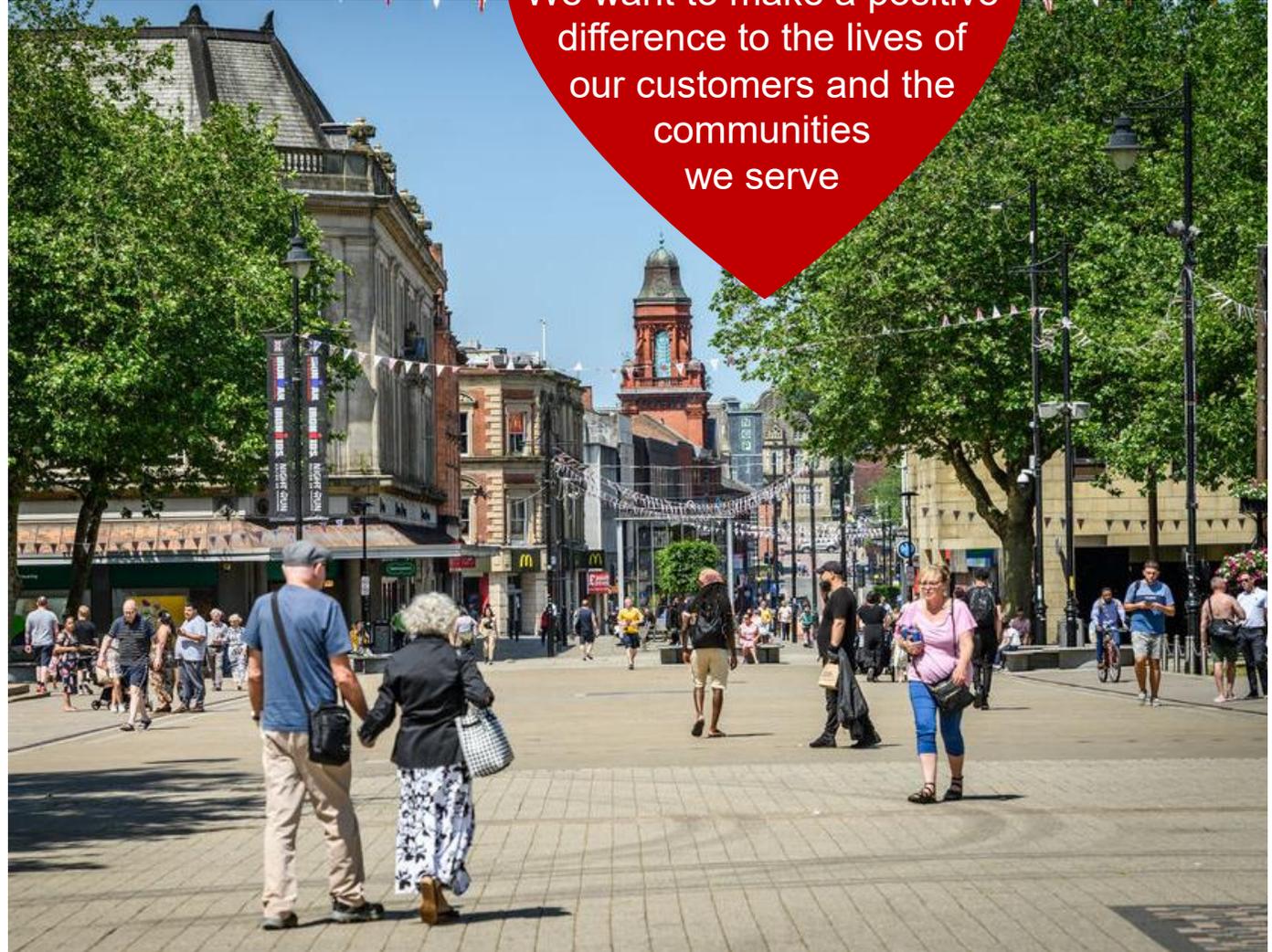
We have a diverse borough, and will listen to what our different communities, residents and businesses tell us. We'll involve people using our services in making them better for everyone. We'll keep you informed of our progress and recognise that improvements never end.

Your councillors will be actively involved and updated, helping us to shape our transformation work to ensure your needs and views are fed in. You can hear from them about the improvements we're making and how you can have your say.

We work in partnership and collaborate with our recognised trades unions, engaging regularly, to ensure that consultation and negotiation are completed appropriately and constructively.



We want to make a positive difference to the lives of our customers and the communities we serve





Gathering customer input on our services

We recognise that:

- We must do more to understand our customers
- We must get better at obtaining and using information to improve our services
- We must build stronger connections with our community
- We must show that we are listening by delivering improvements
- We must put ourselves in our customers' shoes
- We must design the way we work around what people need, to help them quickly and easily access the right support or services

Listen
Understand
Check



Hearing it from the customer's perspective

Meet
See
Connect



Getting in amongst our communities and staff

Surveys
Reviews
Social Media



Constantly measuring how well we're doing





Our commitments to people using our services



We're committed to:

Listening and Learning from You

Understanding your current experiences with our services to shape a better, more responsive future.

Putting You at the Centre

Ensuring your needs and perspectives are at the heart of every decision we make and every service we design.

Making Access Easier

Simplifying how you find and use our services, so you can get what you need quickly and easily.

Measuring What Matters

Putting strong feedback loops in place to check that our improvements are working - and making changes when they're not.

Improving Your Experience

Continuously working towards a smoother, more positive experience for every service user.





How we'll work

Look at the current service

Customer information

- Requests for service
- Complaints
- Consultations
- Community Alliances
- Partner forums

Service information

- Political priorities
- Performance and other data
- Processes
- Policies
- Workflows
- Financials
- Statutory requirements
- Council priorities
- Staffing and skills

Consider what is and isn't working well

Identify potential solutions, test and learn

- Co-design
- Involvement of staff who work in the service
- Elected Member input
- Engagement with & input from Unions
- Corporate support services input
- Dependencies on other services
- Change Managers drive and support the service to redesign

Identify potential solutions, test and learn

Redesign the service

- Evidence-led approaches
- Measuring and understanding
- Capturing the difference made
- Removing processes that don't add value
- Proofs of concept
- Feedback to customers, staff, elected members and unions
- Co-production

Redesign the service

Share the learning and replicate

- Support from Change Managers and Corporate support services
- Doing "with" not "to"
- Co-production
- Technology solutions and other enablers

Share the learning and replicate

Continuous improvement

- Review the customer experience
- Make improvements
- Keep listening to, and acting on, feedback

Continuous improvement





Our commitments to our staff

In line with our Council values, we're committed to:

Listening to your experience

- Gaining a deep understanding of your day-to-day experience to help shape a better workforce environment

Removing barriers to service delivery

- Identifying and addressing the blockers that hinder your ability to deliver effective services and streamlining processes to make your work easier

Equipping you for success

- Ensuring you have the right tools, technology, and training to perform your role confidently and effectively

Fostering collaboration

- Encouraging stronger collaboration across teams, departments, and with our partners to enhance outcomes and innovation

Prioritising what matters

- Aligning our work with available resources to focus on delivering high-quality projects and services that make a difference

Prioritising improvement and reflection

- Protecting time and space for you continually to improve how you work to deliver services for customers





We'll work towards an improved experience for all



We'll be bold and brave – if it's not working, we'll change it



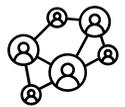
Reflection and honest conversations



Working together to get things done – collaboration and co-design



Learning and innovating



Connecting and aligning services across the Council



Putting you, the customer, at the heart of everything we do



Providing the tools and environment to make a difference





How we align with the Council Plan



Principle 1

Being stable, responsible and purposeful

We will manage our resource effectively and deliver our service as best we can.

Staff are empowered:

Everyone can make decisions and take action aligned to our vision.

Principle 2

Getting the basics right

We will continue to meet and deliver our statutory responsibilities.

Delivering services:

Design and deliver services that our customers can trust using data, good governance and careful financial management.

Principle 3

Empowering our residents

We will actively engage with Bolton's residents so we are able to support and enable them to help themselves

Customer-focused:

Customers are our top priority. Using consistent and meaningful engagement, we co-design services that meet our customers' needs.

Principle 5

Delivering more modern services

We will work to make our ways of working, infrastructure and services fit for the future.

An agile environment:

We keep learning new things and getting better. We test new and improved approaches at every opportunity.

Principle 4

Working together

We will work as one team across the Council, with partners and those who use our services to achieve our goals

Collaboration:

We work together and help each other to achieve our aligned goals through co-design and co-production. We celebrate the milestones together.

Clear vision: Everyone knows and understands the big goals and responsibilities. It helps us make decisions and keeps us on track to deliver our ambitions.





Our people will be crucial to enabling change and unblocking issues as we look to transform our services across Bolton.

We want to get better at joining up our efforts to get the best results. We want our people to use their skills and expertise to solve problems collaboratively.

This will mean we can use our time wisely, as we won't be duplicating work. We'll learn from each other, so good work carried out in one service can be repeated in another. We'll learn together from our mistakes. If we identify a risk, we'll work together to mitigate it.

We'll have Change Champions from across the Council to support and progress our transformation.



Our people (continued)

Our people underpin everything we hope to achieve in this strategy, and we need everyone's help to reach our goals. Transformation is everyone's business.

- We're **listening** through our staff engagement sessions and want to hear about people's hopes, fears and ideas for transformation.
- We'll be **communicating** progress using some new and creative ways to keep people updated and engaged.
- We'll **bring our Transformation principles to life** in a way that inspires our staff with 'real' examples.
- Change is hard, and we'll find different ways to bring people along with us and help to **shape the change** we need to see.
- We'll provide change tools and guides to **empower** staff to deliver change themselves.

Our people have told us about their:



HOPES:

- Outcome-focused
- Joined up
- Making positive change
- Inclusive
- Collaborative
- Customer-focused
- People-led
- Improving services
- Taking 'real' action



FEARS:

- Limited by capacity
- Lost at times, not engaged
- Lack of buy-in
- Slow to transform
- Resistant
- Not heard
- Impacted by job changes
- Restricted by the budget

IDEAS:

- Using technology better and opportunities to digitalise
- Ways to measure our progress
- Involving staff networks
- Staff enabled to unlock solutions
- A way to send in ideas
- Cross-service work
- Regular updates



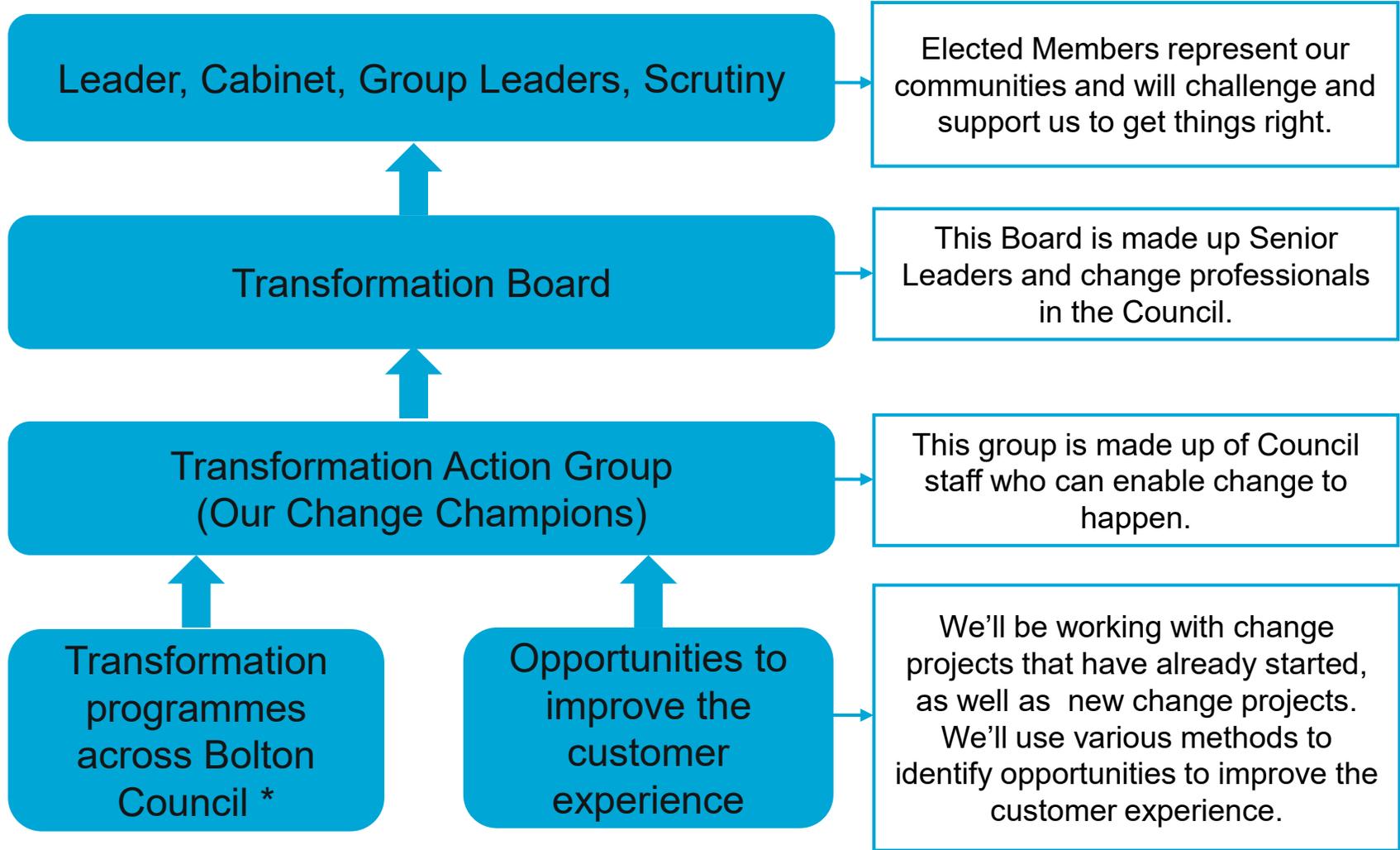


A structure to deliver

We have big ambitions. We want to get things done, make key decisions quickly and effectively, and remove the barriers that slow down our progress.

To do this we've designed a simple and streamlined approach to our Transformation governance structure.

At key stages we've built in opportunities to come together. This will enable us to make important decisions using a range of data, manage risks, solve problems and keep things moving forwards so that our customers can start to see results.



*Our pilot programmes include Corporate Support Programme, Children's Families First Partnership, Complaints Programme





How will we know it's working?

PURPOSE

We'll know what matters most to our customers

- We will collaborate with our customers more often
- We will understand customer behaviour using data to show us trends
- We'll listen and react promptly to customer feedback

MEASURES

We'll measure services against customer-centred outcomes

- Increased resolution at the first point of contact
- Reduction in customer wait times and repeat contacts
- Increased customer satisfaction
- Reduction in customer complaints
- Quicker end-to-end times - outcomes and decisions reached in a timely manner
- Shift towards preventative services
- Savings in terms of time and money

METHOD

We'll use data to ensure we're making a difference

- Customer satisfaction surveys
- Customer complaints data
- Cost savings
- Staff surveys
- Staff productivity
- Customer interaction data
- Service demand studies

We'll track our progress all the way





How do our customers tell us how they feel today?

We currently have six main routes to obtain customer feedback:

Requests for service

Compliments

Feedback via councillors

Consultations

Complaints

Community alliances

- We need to improve the way we analyse and use the information contained in the routes above truly to understand where we are getting it right for service users and where they feel we aren't
- We'll need to review how we get feedback and we will build on existing mechanisms to gain a deeper level of clarity, whilst also using technology that makes it easy and quick, where that works for people



Our Action Plan





Transformation: a five-year view

- We are thinking about the next five years, to see where we can do the most to help transform our services
- All the way through this work we'll be liaising with customers, staff across the Council, elected members and trade unions, in order that we can achieve the best results





Our transformation action plan 1

Ongoing engagement with stakeholders



What?	How?	When?	Who?	What will this give us? (Outcomes/What will be different)	Which principles in our Council Plan does this support?
Customer Insights	<ul style="list-style-type: none"> Map out the ways that we currently engage with and listen to people using our services 	Early 2026	<ul style="list-style-type: none"> Transformation Action Group Strategy and Policy team Individual services 	We will understand if our current ways are accessible to everyone and how effective they are now	Delivering more modern services
Customer Insights	<ul style="list-style-type: none"> Identify what gaps we have 	Early 2026	<ul style="list-style-type: none"> Change team Strategy and Policy team Customer Services Individual services 	We will know what our requirements are to improve our ability to listen to our customers	Delivering more modern services
Customer Insights	<ul style="list-style-type: none"> Develop a community engagement approach that we will embed into service delivery 	During 2026	<ul style="list-style-type: none"> Director of Adults, Communities and Integration Co-Design Group and Stakeholders 	We will bring to life the 'voice of the customer' and ensure it sits at the centre of our service improvements. We will ensure this is a constant loop	Delivering more modern services
Customer Insights	<ul style="list-style-type: none"> Review and improve the Council's Complaints function to lead to enhanced service delivery to customers 	During 2026	<ul style="list-style-type: none"> Deputy Director, Corporate Resources Complaints function Directorates and service teams Service Improvement Change Managers 	We will use complaints as a tool to improve processes that we know just are not working for the customer. We will regularly review our processes based on complaint details	Delivering more modern services



Our transformation action plan 2

Ongoing engagement with stakeholders



What?	How?	When?	Who?	What will this give us? (Outcomes/What will be different)	Which Council Plan principles does this support?
Our People	<ul style="list-style-type: none"> Review and refresh our organisational training and development needs to support transformation 	During 2026	<ul style="list-style-type: none"> Assistant Director HR & Organisational Development (OD) Head of OD Change Team Workforce Programme Manager 	<ul style="list-style-type: none"> We will prioritise training and knowledge so that we set our people and our plans up for success 	Delivering more modern services
Our People	<ul style="list-style-type: none"> Develop a dynamic and agile Council-wide Workforce Strategy that reflects the needs of individual directorates 	By 2027	<ul style="list-style-type: none"> Assistant Director HR & OD Leadership teams HR/OD Teams Change Team 	<ul style="list-style-type: none"> We will be able to deliver more because our people will be in the right place, with the right skills at the right time. 	Delivering more modern services
Our People	<ul style="list-style-type: none"> Implementation of the Workforce Strategy, also exploring capacity requirements for implementing its aims 	By 2030	<ul style="list-style-type: none"> Leadership teams Assistant Director HR & Organisational Development & Teams ProgrammeTeam 	<ul style="list-style-type: none"> We will be able to deliver more because our people will be in the right place, with the right skills at the right time. 	Delivering more modern services
Our People	<ul style="list-style-type: none"> Drive towards an organisational culture that delivers true success for the Council 	By 2030	<ul style="list-style-type: none"> Transformation Board Transformation Action Group Change Team Performance Boards 	<ul style="list-style-type: none"> Ability consistently to deliver on customer requirements A satisfied, retained, developed Council workforce The Council's financial sustainability 	Delivering more modern services



Our transformation action plan 3

Ongoing engagement with stakeholders



What?	How?	When?	Who?	What will this give us? (Outcomes/What will be different)	Which principles in our Council Plan does this support?
Data	<ul style="list-style-type: none"> Map out the data that we hold already that can help us to transform 	By mid 2026	<ul style="list-style-type: none"> Transformation Business Analyst Bolton Research And Intelligence Network (BRAIN) Performance Teams Customer Services Complaints Team 	<ul style="list-style-type: none"> A clear understanding of what issues we need to fix An understanding of why these issues are arising The interdependencies across different services 	Delivering more modern services
Data	<ul style="list-style-type: none"> Identify what gaps we have in this data 	By mid 2026	<ul style="list-style-type: none"> Transformation Business Analyst BRAIN Performance Teams Customer Services Complaints Team 	<ul style="list-style-type: none"> An understanding of what key information is missing and what we need to do to fix this. 	Delivering more modern services
Data	<ul style="list-style-type: none"> Develop a data strategy to set out how we will manage, use and keep safe our data, and train staff to use it 	By mid-2026	<ul style="list-style-type: none"> Technology Team Information Governance Team BRAIN OD 	<ul style="list-style-type: none"> Our staff have the skills to use customer and service data to help them respond, and where necessary redesign accordingly. We have guidelines in place for how we will manage and store our data, and keep it safe, that everyone understands. 	Delivering more modern services
Data	<ul style="list-style-type: none"> Implement the data strategy 	2026-2030	<ul style="list-style-type: none"> To be determined by the strategy 	<ul style="list-style-type: none"> A data-driven Council that gives rise to the use of compelling intelligence in support of protecting and improving services. 	Delivering more modern services



Our transformation action plan 4

Ongoing engagement with stakeholders



What?	How?	When?	Who?	What will this give us? (Outcomes/What will be different)	Which principles in our Council Plan does this support?
Digital	<ul style="list-style-type: none"> Identify what will make the biggest difference to enable our transformation requirements 	Early-2026	<ul style="list-style-type: none"> Digital Programme Board Transformation Action Group 	<ul style="list-style-type: none"> A high level of readiness to deliver on priority transformation programmes 	Getting the basics right
Digital	<ul style="list-style-type: none"> Develop our Technology Strategy 	2026	<ul style="list-style-type: none"> Head of Technology 	<ul style="list-style-type: none"> Reduction in footprint cost of ICT services Efficient handling of corporate applications and IT assets Expansion of the Council's capability to provide complex IT solutions 	Getting the basics right
Digital	<ul style="list-style-type: none"> Implement the Technology Strategy 	2026-2030	<ul style="list-style-type: none"> Head of Technology 	<ul style="list-style-type: none"> Reduction in footprint cost of ICT services Efficient handling of corporate applications and IT assets Expansion of the Council's capability to provide complex IT solutions 	Getting the basics right
Digital	<ul style="list-style-type: none"> Review and refresh our Digital Strategy and Programme 	By 2026	<ul style="list-style-type: none"> PMO Digital Programme Board Link to GMCA 	<ul style="list-style-type: none"> A Digital Strategy and Digital Programme that focus on the most urgent and important things we need to do to enable improved outcomes for our residents, businesses, visitors and people. 	Getting the basics right
Digital	<ul style="list-style-type: none"> Implement the Digital Strategy and Programme 	2026-2030	<ul style="list-style-type: none"> Digital Programme Board 	<ul style="list-style-type: none"> A Digital Strategy and Digital Programme that focus on the most urgent and important things we need to do to enable improved outcomes for our residents, businesses, visitors and people. 	Getting the basics right



Our transformation action plan 5

Ongoing engagement with stakeholders



What?	How?	When?	Who?	What will this give us? (Outcomes/What will be different)	Which principles in our Council Plan does this support?
Business	Partner with the Children's Services Directorate to progress work on the Children's Reform Programme <ul style="list-style-type: none"> - Partnership visioning & planning Sept 2025 - Launch Dec 2025 - Update DfE March 2026 	By 2027	<ul style="list-style-type: none"> • Change Managers • Children's Programme Team • HR • MARCOMMS • Partnership Leads 	<ul style="list-style-type: none"> • Opportunity to test and learn new ways to progress work that is efficient and puts the customer at the heart (focus on prevention) 	Working together
Business	<ul style="list-style-type: none"> • Review our corporate support services: HR/OD and Finance • Further corporate support services to follow. 	By summer 2026	<ul style="list-style-type: none"> • Change Managers • Workforce Programme Manager • HR • Finance 	<ul style="list-style-type: none"> • Customer-centred corporate support with the right capacity at the right levels to deliver our priorities 	Working together
Business	<ul style="list-style-type: none"> • Implement end-to-end transformation as identified by the above reviews 	2026 to 2029	<ul style="list-style-type: none"> • Corporate Resources Directorate Leadership Team • Corporate Programmes • Transformation Action Group • Transformation Programme Boards • Technology 	<ul style="list-style-type: none"> • Customer-centred corporate support with the right capacity at the right levels to deliver our priorities 	Working together
Business	<ul style="list-style-type: none"> • Engage with our external partners to take a truly system-wide approach 	Through to 2027			Working together



Our transformation action plan 6

Ongoing engagement with stakeholders



What?	How?	When?	Who?	What will this give us? (Outcomes/What will be different)	Which Priorities in our Council Plan does this support?
Governance	<ul style="list-style-type: none"> Map out current governance arrangements across our transformation programmes 	Late-2025	<ul style="list-style-type: none"> Head of Transformation 	<ul style="list-style-type: none"> More joined up working and streamlining 	Getting the basics right
Governance	<ul style="list-style-type: none"> Identify areas that could be streamlined and joined up better and make changes as appropriate 	Early 2026	<ul style="list-style-type: none"> Transformation Board Borough Solicitor Democratic Services Change Team Transformation Action Group 	<ul style="list-style-type: none"> Faster decision making 	Getting the basics right
Governance	<ul style="list-style-type: none"> Transformation Board employs robust governance 	Quarterly	<ul style="list-style-type: none"> Transformation Board Programme Managers Change Team Programme Management Office 	<ul style="list-style-type: none"> Joined up activity across relevant programmes Strategic direction and decision making 	Getting the basics right
Governance	<ul style="list-style-type: none"> Regular reporting to the Cabinet on progress and for decisions 	Six monthly	<ul style="list-style-type: none"> Transformation Board Programme Management Office 	<ul style="list-style-type: none"> Democratic decision making and feeding back to customers 	Getting the basics right



Our transformation action plan 7

Ongoing engagement with stakeholders



What?	How?	When?	Who?	What will this give us? (Outcomes/What will be different)	Which principles in our Council Plan does this support?
Finance	<ul style="list-style-type: none"> Develop our financial modelling and forecasting to enhance budgeting across multiple years 	Through 2026 - 2029	<ul style="list-style-type: none"> Borough Treasurer Finance Directorates and service teams 	<ul style="list-style-type: none"> Our budget is aligned to our Council priorities Sustainable Council finances that reduce the need for further cuts 	Being stable, responsible and purposeful
Finance	<ul style="list-style-type: none"> Improve collaboration in the allocation of Council budgets 	By late 2025	<ul style="list-style-type: none"> Finance Leadership teams 	<ul style="list-style-type: none"> Our budget is aligned to our Council priorities 	Being stable, responsible and purposeful
Finance	<ul style="list-style-type: none"> Develop a refreshed business case appraisal process for our capital programme 	By late 2026	<ul style="list-style-type: none"> Finance Directorate Leadership Teams 	<ul style="list-style-type: none"> Sustainable Council finances that reduce the need for further cuts Supports the priority regeneration schemes across the borough 	Being stable, responsible and purposeful
Finance	<ul style="list-style-type: none"> Ensure robust linkage between the Council Plan and Medium-Term Financial Strategy 	By mid 2026	<ul style="list-style-type: none"> Finance Change Team 	<ul style="list-style-type: none"> Transformational change fully connected with the financial objectives of the Council 	Being stable, responsible and purposeful



Our transformation action plan 8

Ongoing engagement with stakeholders



What?	How?	When?	Who?	What will this give us? (Outcomes/What will be different)	Which principles in our Council Plan does this support?
Communications	<ul style="list-style-type: none"> Develop a comprehensive internal and external communication plan for our Transformation Programme 	Early 2026	<ul style="list-style-type: none"> Change Managers Communications Team Consultation Team Resident panels Parent/Carer Forum 	<ul style="list-style-type: none"> Clear information to help everyone understand what we're doing, why, when and how. 	Working together
Communication	<ul style="list-style-type: none"> Implement the communication plan to underpin the transformational and cultural change in the Council 	Through to 2030	<ul style="list-style-type: none"> Communications Team Corporate Programmes Transformation Action Group Transformation Programme Boards Leadership and management across the Council as appropriate 	<ul style="list-style-type: none"> As above An ability for the organisation across the Council to embrace, support, and be involved in achieving successful transformational change Better overall outcomes for our customers 	Working together



Our transformation action plan 9

Corporate Support Services

Who: Workforce Programme Manager, Transformation Team, initially HR, Finance, Legal, Directorates and Services

What?	How?	When?	What will this give us?	Council Plan Principles
Customer	Agree a future purpose and vision for each service in the first tranche. Enable internal customers to receive timely, expert support from corporate support services.	March 2026	A collective understanding of the purpose and vision of each support service. Provision of expert advice, risk mitigation, more collaboration, accelerated change efforts.	Working together
People	Reduce the time our people spend fixing problems by having corporate support available in the right place at the right time.	July 2026	More capacity to carry out value-added work, and greater capacity for ongoing change and transformation.	Delivering more modern services
Governance	Release capacity in support functions so timely support is provided, enabling us to be statutorily compliant in all areas. Tranche 1.	July 2026	A proactive approach to service provision, financial savings, and accelerated change efforts.	Getting the basics right
Business	Review the business requirements of support services and redesign processes to better meet internal customer needs.	Dec 2026	More effective business processes	Delivering more modern services
Data	Optimise our existing data so it is as reliable as possible and use this to inform decision making.	Dec 2026	Processes, services and decision-making capabilities that are rooted in data	Getting the basics right
Finance	Develop more sustainable services, focusing resources on priorities and value work.	2026-2028	Improved long-term financial footing	Being stable, responsible and purposeful
Digital	Improve the way we use digital platforms, so our processes are more efficient and effective.	2026-2028	Efficient, effective services using digital tools that meet our needs.	Delivering more modern services



Our transformation action plan 10

**PRIORITY 2: Children's Reform – Families First Partnership Programme (FFP)
Director of Children's Services, Programme Manager, Project Support and Change Manager**

What?	How?	When?	What will this give us?	Which principles in our Council Plan does this support?
Customer	Develop a community engagement approach that we'll embed into service delivery	April 26	A service informed by the requirements of those who need it	Empowering our residents
People	Our people in the right place, with the right skills, at the right time, with a focus on prevention always	Aug 26	Less demand at the most stressful and traumatic stage	Delivering more modern services
Governance	Identify areas that could be streamlined and joined up better and make changes as appropriate	Aug 26	Full awareness of conflicts and synergies and opportunities to remove duplication	Getting the basics right
Business	Use this programme of work as a pilot for the Council's Transformation model	Ongoing	Transformation principles as guide, test and learns to prove concepts	Delivering more modern services
Data	Use data to baseline current performance and outcomes and to measure the impact of the new reforms	Aug 26	An understanding of 'how' doing things differently can provide better results	Delivering more modern services
Finance	Sustainability and future security by focusing on prevention and support at the earliest opportunity	Ongoing	A reduction in spend and demand	Getting the basics right
Digital	Explore digital solutions to enable an increase capacity and improved customer experience	Aug 26	Improved staff morale, customer service, accuracy, speed	Delivering more modern services



Our transformation action plan 11

PRIORITY 3: Complaints and Continuous Improvement

Who: Deputy Director, Corporate Resources

Change Manager, Complaints Team, Directorates and Service Teams, Service Improvement Team

What?	How?	When?	What will this give us?	Council Plan Principles
Customer	Review and improve the Council's Complaints function to lead to enhanced service delivery to customers	By April 2026	Increased customer satisfaction and supports our reputation	Delivering more modern services
People	Provide clear communication and deliver training to our people, ensuring they can confidently address complaints	By Feb 2026	A workforce with all the tools and information they need to respond effectively to complaints.	Getting the basics right
Governance	Develop a governance process that allows us to learn from our complaints and improve our services	By Feb 2026	A framework to deliver customer-centred service improvements.	Empowering our residents
Business	Develop a new complaints process to ensure we can deliver the requirements of the new Local Government Complaints Code	By Feb 2026	Compliance with the new Local Government Complaints Code	Getting the basics right
Data	Improve the quality of recording of complaints and develop accessible reporting tools to understand the reasons for our complaints	By Feb 2026	A robust dataset that will enable us to learn from complaints, and report on them accurately	Getting the basics right
Finance	Save money on financial remediation by improving the quality and timeliness of complaint responses	By Feb 2026	More cost-effective services.	Being stable, responsible and purposeful
Digital	Use emerging technology to understand how we're performing now and iteratively improve our existing digital platforms.	By Feb 2026	A clear baseline of how we're currently performing, and a continuous improvement opportunity	Delivering more modern services