

Transformation Implementation Partner

Appendix 2 – Newton Delivery Approach

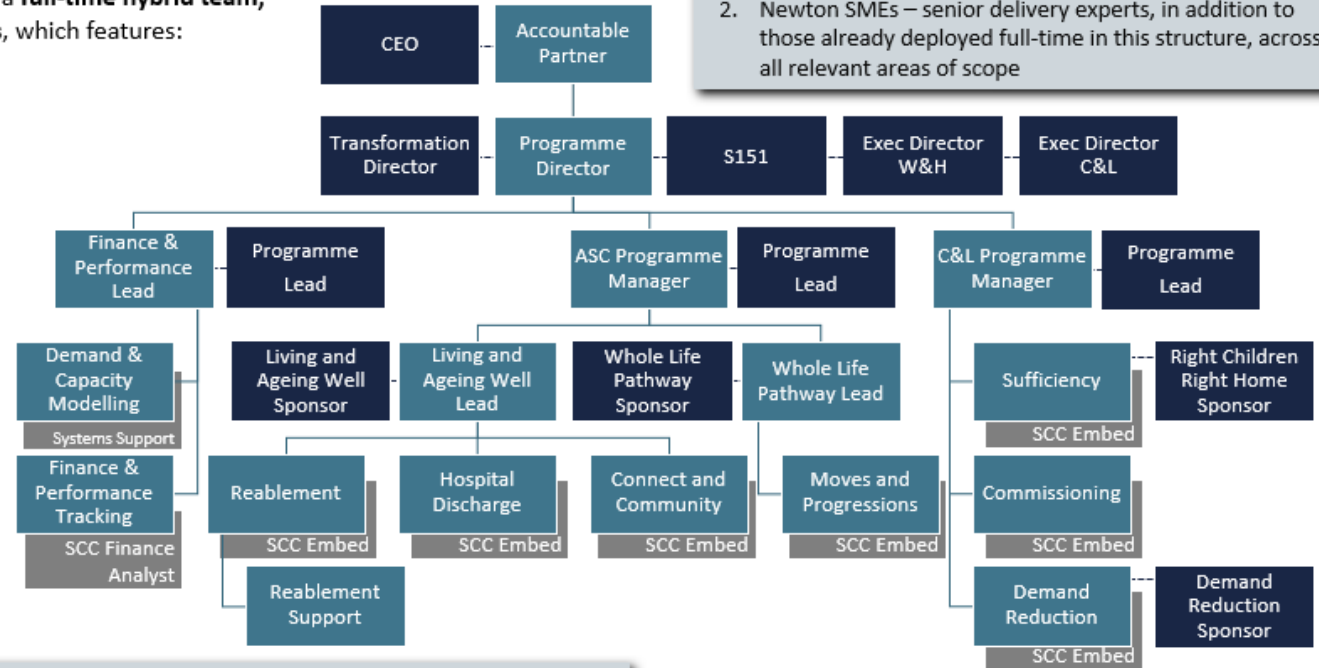
# Proposed Structure of the Hybrid Delivery Team

To maximise the pace and scale with which impact can be achieved, supporting the ongoing development of the organisation, as well as the sustainability of this impact beyond the lifetime of our external delivery support. We propose forming a **full-time hybrid team, working directly on delivery of change alongside the services**, which features:

- **Specialist transformation capability** from Newton, covering programme management, benefit realisation, operations, behavioural change and digital tooling.
- **Portfolio and OBCs sponsors** retaining sponsorship for the delivery of the initiatives alongside their BAU responsibilities, working collaboratively with hybrid delivery team leads.
- Direct contribution of **SCC Embedded Staff** to the design and implementation of new ways of working, **embedded full-time with Newton colleagues** in the structure. These analysts will be **directly involved in all delivery activity**, developing an in-depth understanding of what has made the changes work and what is most likely to cause them to topple over. Working side-by-side with Newton colleagues will also allow organic and formal opportunities for skills transfer, further mitigating the impact of Newton exit.
- The time-bound formation of **design and adoption teams** around each workstream (not shown here). These teams would consist of the relevant members of this hybrid delivery team plus **subject matter experts (incl. HoS, FBP)** and change advocates from within services. These teams are not full-time on the programme. This allows for **co-design of solutions from teams with exceptional combined skills and knowledge**.

The Newton team will be supported by two advisory groups:

1. Senior Advisors – advisors to Newton with decades of experience, adding to our transformation expertise with direct experience leading Adult’s, Children’s, Finance and Healthcare functions within Public Service
2. Newton SMEs – senior delivery experts, in addition to those already deployed full-time in this structure, across all relevant areas of scope



In addition to the dedicated delivery team shown here, there will also be roles for managers and front-line staff within the directorates. Whilst these will be dedicated roles it is expected that they will be staffed within their substantive roles. This is also expected of supporting functions such as finance.

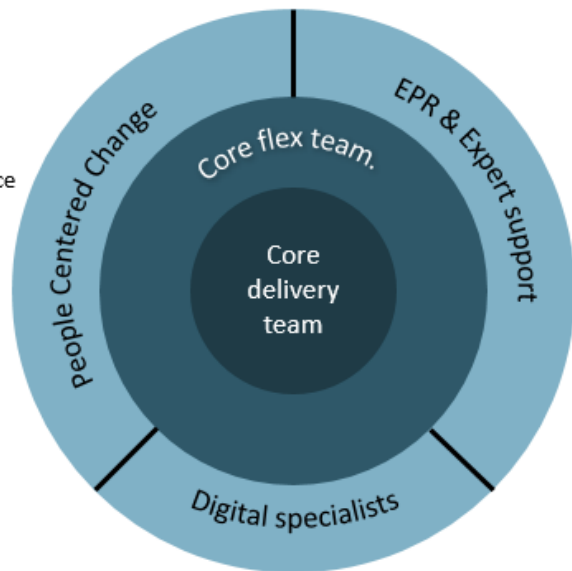
**Key:**

- Newton Full-Time
- SCC Full-Time
- SCC Sponsor Role (Part-Time)

## Partnership Team – Newton Resourcing Approach – Blending with the SCC Team

Resources are tailored to programme, to form a collective team to deliver the outcome. Newton provide a core team, with a unique combination of expertise and experience across several disciplines, that will flex in size over time, in response to the needs of the programme – to ensure programme outcomes are delivered. The core team is complemented by specialists and the wider Newton IP & expertise to provide targeted specialist input when required.

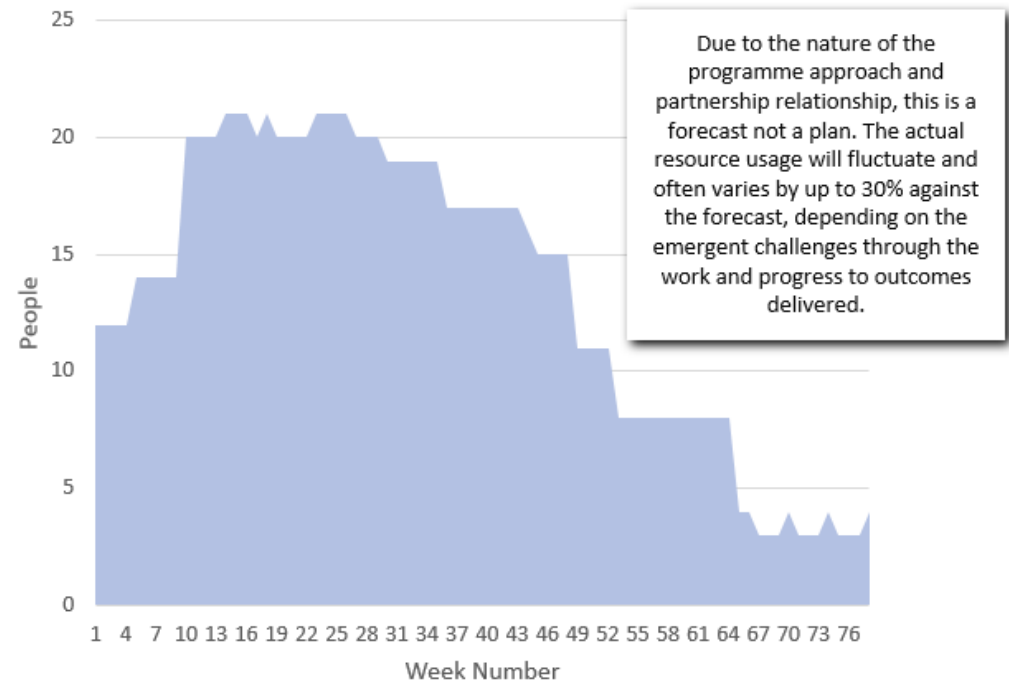
Change experts will join the team at pivotal points of the programme to support the workforce to adopt and adapt with the change



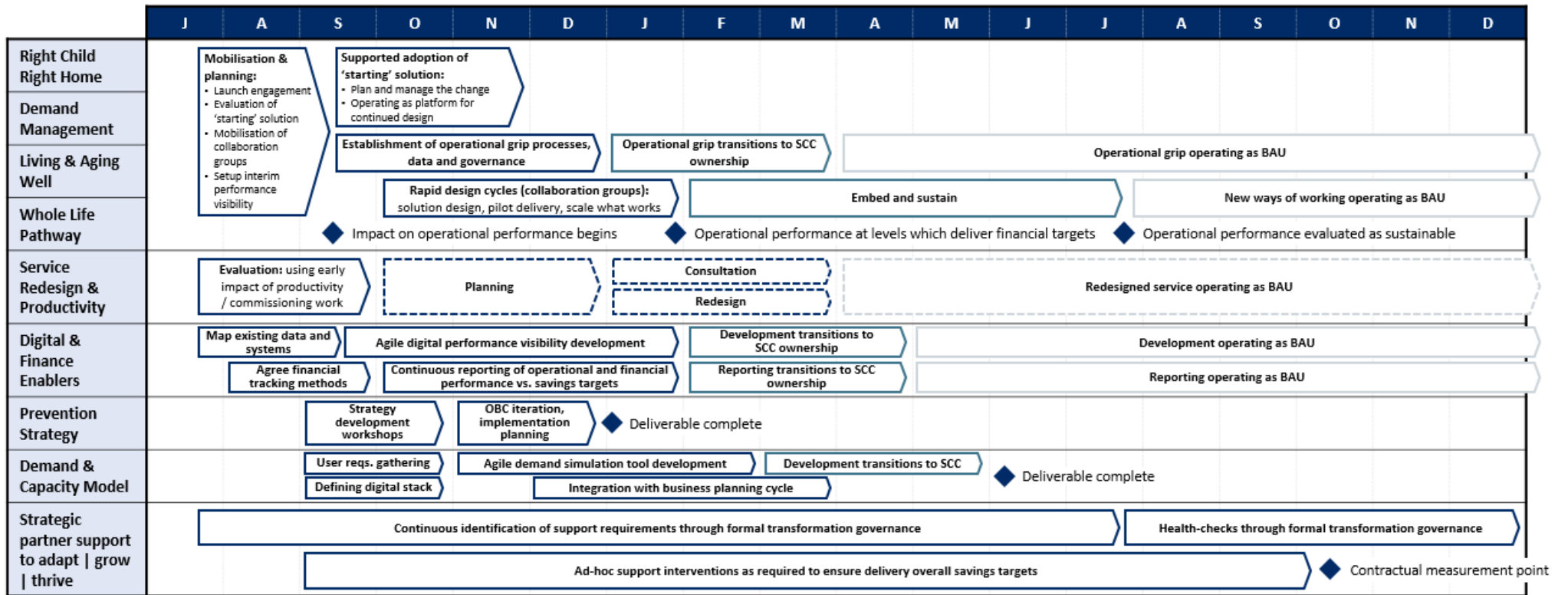
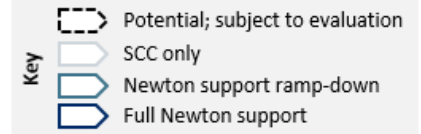
Digital subject matter specialists, drawn in at the appropriate time, following the programme lifecycle and maturity of the solution design.

Extended Peer Review team. Two Consistent reviewers, drawing in subject matter experts as required. Senior Advisors, industry experts supporting the delivery.

Forecast Indicative Programme Resourcing by Week



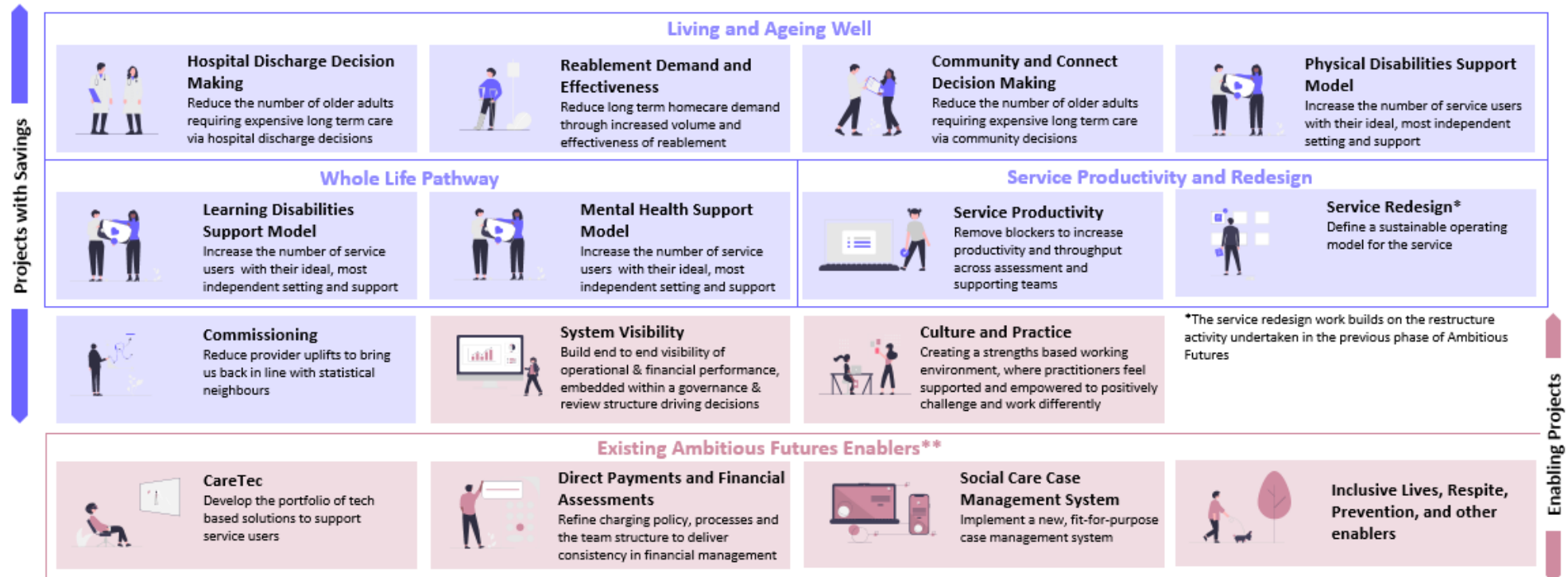
# Newton support to adapt | grow | thrive: Plan on a page



# Scope of Transformation

## Community Wellbeing Portfolio

For Adults and Community Wellbeing to play our part in addressing the Council's financial challenges whilst upholding the values of the directorate, this work must build on the existing transformation activity established in Ambitious Futures and unlock savings primarily through improving the outcomes we deliver for the service users. To do this, we must...



# Community Wellbeing Delivery Plan

Note this plan represents the activity identified across targeted delivery areas, and is currently being consolidated alongside existing Ambitious Futures activity

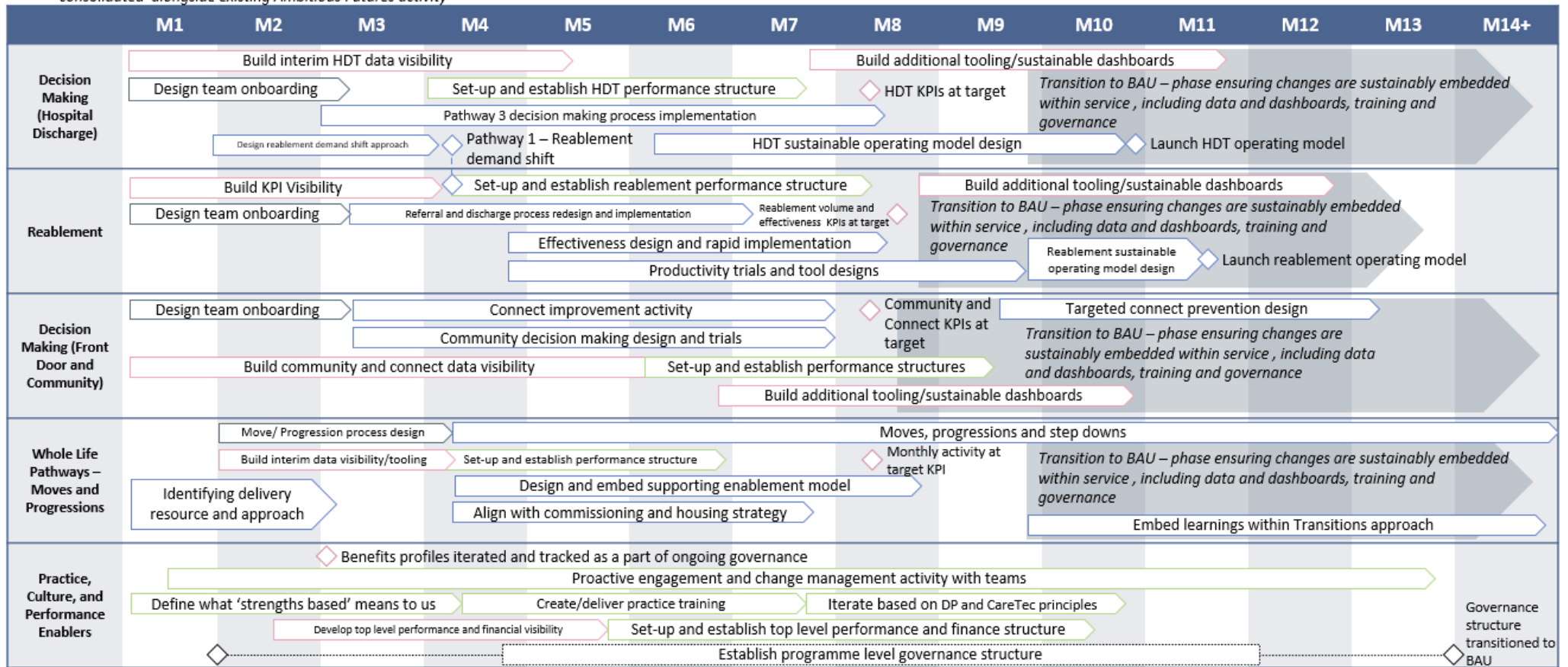
Key:

Practice/Culture

Data/Performance

Process Redesign

Other



# Scope of Transformation

## Children's Services, School & SEND Portfolios

For Children & Learning to play our part in addressing the Council's financial challenges whilst upholding the values of the directorate, this work must build on the 'Good' quality of the service and unlock savings primarily through improving the outcomes we deliver for the Children of Southampton, thereby reducing the amount of support we must provide. To do this, we must...

Projects with Savings



### Right Children Right Home

Reduce the proportion of Children in non-ideal placement types and reduce the average cost of provision.



### Demand Reduction

Reduce the total number of Children in Care, through prevention and permanence.



### SEND Demand Reduction

Reduce the growth in EHCP numbers and Special School placements, through early intervention.



### School Travel Service Demand

Reduce demand for the school travel service and the cost per eligible pupil.



### Family Hubs

Consolidate our prevention offer, including through the scale-back of Family Hubs.



### New Schools Model

Progress the commercialisation of the school model.

Enabling Projects



### Social Care Case Management System

Implement a new, fit-for-purpose case management system.



### Culture and Practice

Support culture and practice change in such a way that our workforce can sustainably adopt new ways of working.



### System Visibility

Build end to end visibility of operational & financial performance, embedded within a governance & review structure driving decisions.

# Children's Services Delivery Plan

Key:

- Newton-Supported
- Pre-Existing
- Enabling
- Other

