

The logo for Luton 2040 features the words "LUTON" and "2040" in a bold, sans-serif font. The letters are filled with a colorful, multi-colored pattern. A thick, pink ribbon-like graphic curves across the top of the slide, looping around the logo and extending towards the right.

**LUTON  
2040**

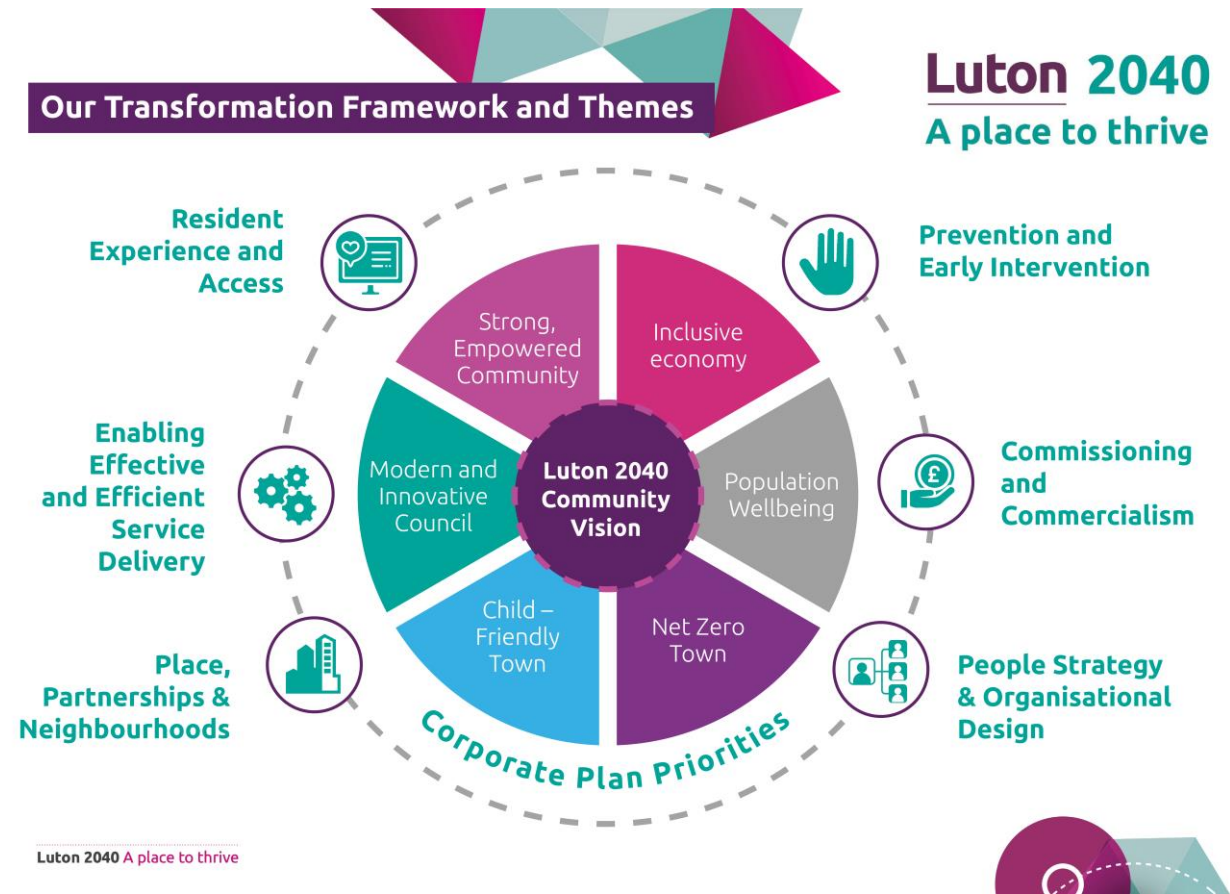
*A Place to Thrive*

# **Managing and working with strategic partners to transform – Luton's journey**

**Kate Robertson,  
Director Customer and Organisational Development**

# Luton's transformation programme

- Whole organisation change programme with achieving our community vision at its centre
- Portfolio of prioritised projects
- Creation of new PMO function with new PM framework and toolkit
- Governance structures aligned with Luton 2040 with clarity of roles and decision making



# Luton's journey so far

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- History of making budget reductions, including emergency COVID budget, but struggled to deliver organisational change or transformation
- Newly appointed CLT wanted a different approach but lacked confidence in our inhouse team to deliver
- Procurement for a strategic partner using framework to lead/support on a 3-year transformation programme. Initial commitment to a 12 week discovery exercise to identify scale of opportunities that started in summer 2023, led predominately by external party. By October 2023, they had identified over 30 different transformational opportunities totalling over £10m in savings.
- CLT led the review and a member insight panel established.
- However, there were concerns that finance were not fully on board and there had been a lack of engagement with internal staff – leading to a view that it was being done to the organisation and a lack of confidence in the savings identified.
- In December 2023, CLT agreed 5 priority workstreams. They also discussed the proposal that the inhouse team be disbanded and the external partner fully deliver the programme and PMO.
- I started in January 2024 and shortly afterwards local partnerships came in to provide external challenge and insight on how we could deliver our transformation programme.

# Our programme now

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- Clear overarching strategy, framework and workstreams linked to our Luton 2040 vision
- Recruited to an inhouse PMO and new Head of Transformation to lead internal capacity with stronger client side
- PM toolkit including templates for business cases, PIDs, project workbooks, risks/issues logs, change controls and benefits tracking.
- Cadence of reporting into PMO and through to project boards and transformation board established
- A new prioritisation and segmentation tool is used for all projects to assess impact on organisational goals and risks – leading to decisions on resource allocation and proportionate governance
- Shared resource planner to understand utilisation of external and internal capacity and mapping like impact on the council's enabling services
- All projects have defined their non-financial benefits linked to Luton 2040 – these will be tracked and reported on quarterly
- Communications and engagement plan being delivered with secondment opportunities created and innovation network being launched
- Every project/programme is led by, designed by and delivered by Luton with support from external partners where it adds value. Some project delivery teams are entirely Luton whilst others are mixed.

# Current portfolio of projects & programmes

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- Contracts and 3<sup>rd</sup> party spend
  - Income generation and commercial activity
  - Resident experience
  - Out of hours working including emergency duty team
  - Homelessness and temporary accommodation
  - Neighbourhoods
  - Passenger transport for children with SEND
  - Cost and demand/data analytics for childrens and adults social care
  - Repairs and building technical services
  - Enabling services review
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- We're starting to explore how our PMO can also help with tracking of wider savings or change projects across the organisation and ensuring effective governance is in place.

# Lessons learnt

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- **Contractual relationship** – phased approach to build confidence around delivery and ROI, fixed price vs day rates, risk/reward, size of partner organisation, calibre of people at different day rates
- **Value for money and ROI** – strong client side esp PMO, balancing inhouse/external capacity and skills, evidencing delivery and ROI timescales
- **Clarity on decision making authority and process**
- **Prioritisation and segmentation tool** to ensure proportionality but also understand single view of change projects
- **Politics** – working in the open with no surprises – member panels, scrutiny updates, joint meetings with Executive
- **Relationship with finance** – designated finance leads on each project, regular meetings with Director of Finance, sign off financial modelling
- **Leadership and engagement** – early stages felt too ‘done to’ and lack of engagement and ownership within the council – each project has clear Luton sponsor, Luton Director leads(s) and project teams involving staff from across the organisation, staff/resident focus groups and engagement with partner organisations
- **Culture and people** – common themes relating to culture and behaviours – our people strategy key to our transformation framework
- **Understanding inter-dependencies and synergies** across the organisation and portfolio
- **Links to corporate plan and community vision** – with clear benefits framework linked to KPIs/outcome measures and governance aligned

Any questions?

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