Report to Chief Executive

Transformation Programme

Officer Contact: Lee Walsh, Director of Finance

Report Author: Andy Sweeting, Assistant Director of Transformation and Change

Email: andy.sweeting@oldham.gov.uk

30th November 2026

Reason for Decision
Noting the purpose and rationale for the Transformation Fund and approval of utilising the fund for six separate cases for change.

Recommendations

- Note the principles and background to the Transformation Programme and Transformation Investment Fund.
- Approve that the Council utilises the fund for six projects to support service transformation and release savings.

Leader's Consultative Session **30th November 2026**
Pre-Decision Scrutiny **19th November 2026**

Transformation Programme

1 Background

The Transformation Programme

1.1 The Oldham Council Transformation Programme is a corporate, organisation wide programme designed to respond to sustained service pressures, increasing demand, and significant financial challenges by delivering structured organisational change that maintains service delivery while achieving financial sustainability. It is structured as a portfolio of transformation activity supported by a central Transformation function, comprising programme leadership, a Transformation Portfolio Office, and multidisciplinary capability in business analysis, service design, governance, and delivery. These work with directorate-based transformation boards and thematic programme boards (Children's, Health and Adult Social Care, Place, and Resources), with oversight through executive governance Transformation & Improvement Executive Board.

1.2 The programme is enabled by a dedicated Transformation Fund (£5m per annum for three years) to resource projects that meet defined criteria and progress through gateway and approval processes through the governance structure to improve pace and agility while retaining oversight, reporting, and assurance. Overall, the programme is designed to deliver financial savings aligned to the Medium-Term Financial Strategy (approved within the MTFS and future budget proposals), redesign and modernise services (including digital and process improvements), improve efficiency and effectiveness, and ultimately achieve better outcomes for residents while building long-term organisational capability in transformation, change delivery and a more cost-effective ways of delivering Council services.

2 Current Position

Transformation Investment Fund

2.1 The Transformation Investment Fund has been approved as part of the approved Council Revenue Budget and MTFS at The Budget Council meeting in March 2026. Its purpose is to support initiatives that deliver financial savings, redesign services, improve digital capability, and enhance organisational efficiency. The fund plays a critical role in enabling the Council to achieve its transformation objectives.

2.2 The Council refreshed its transformation programme looking at opportunities across Adults and Children's Services, and savings of £18.3m were approved at the Budget Council meeting in March 2026.

2.3 To support this, £15m of Transformation Investment Funding as mentioned above is available to support the development of initiatives to deliver the transformation programme and allocate initial resources for invest to save business cases that will deliver further budget savings that can support the balancing of the council's budget in future years.

2.4 This investment is a key enabler of the Council's shift from short-term savings measures to a medium and long-term transformation programme. The programme will deliver sustainable savings, improve service efficiency, and reduce the overall cost of service delivery.

Funding envelope

2.5 The Transformation Investment Fund has a total allocation of £5 million per annum over a three-year period, as approved within the Revenue Budget and Medium-Term Financial Strategy (MTFS) by Council on 4 March 2026. The fund provides a dedicated resource to support the

delivery of the Council's transformation programme and the achievement of sustainable savings and service improvements.

Eligible expenditure

2.6 Expenditure from the Transformation Fund may include costs associated with staffing, external consultancy, digital tools and systems, and programme management support. All expenditure must demonstrate a clear link to transformation outcomes, including savings delivery, service improvement, or efficiency gains.

3 Preferred Option

Approval of Six Cases for Change

3.1 The Part B report sets out the schemes highlighted below requiring support from the Transformation Investment Fund:

- Waste and Cleansing Route Optimisation.
- Beam Notes AI Transcription.
- Adult Social Care Reablement.
- Adult Social Care Achieving Better Outcomes and Value Team.
- Digital Transformation Programme
- Microsoft 365 Copilot – Council-Wide Deployment of 500 Licenses.

4 Consultation

4.1 This information is contained in PART B of this report

5 Finance Implications

5.1 This information is contained in PART B of this report

6 Legal Implications

6.1 This information is contained in PART B of this report

7 Procurement Implications

7.1 This information is contained in PART B of this report

8 Equality Impact, including implications for Children and Young People

8.1 No

9 Key Decision

9.1 Yes

10 Key Decision Reference

10.1 KDD-26-46

11 Appendices

Cases for Change:

11.1 Waste and Cleansing Route Optimisation.

11.2 Beam Notes AI Transcription.
11.3 Adult Social Care Reablement.
11.4 Adult Social Care Achieving Better Outcomes and Value Team.
11.5 Digital Transformation.
11.6 Copilot 500 Licenses.