# Transform, Innovate & Change (TIC) Programme

## Annual Report 2017/18

## Business Plan 2018/19 – 2020/21

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# Foreword

**Cllr Mair Stephens, Deputy Leader - Council Business Manager, T.I.C. (Transformation, Innovation and Change), Human Resources, Performance Management, Wales Audit, Training, I.C.T. and Strategic Planning.**

I am delighted to present the latest Transformation, Innovation and Change (TIC) annual report and business plan. From their inception to the present the TIC team have worked with directorates to help develop and deliver improvement projects. These projects help bring about change and more effective ways of working. It has been exciting for me to see staff having the confidence to try something new whatever their role in the council.

To formally recognise these improvements we launched the TIC Awards this year. Five inspiring projects were shortlisted for the award ceremony last July, some of which had received input from the TIC team and others had been initiated directly by members of staff teams. Every Award ceremony has its own characteristics but I can honestly say that this one had a sense of anticipation and genuine interest as each project gave an overview of their journey accompanied by a video presentation. Each project received a certificate. Unbeknown to those shortlisted an overall winner was presented with a slate award, kindly sponsored by "We are lean and agile". I do not think that the Housing Advice Team have come down to earth yet – even though the weight of the slate acted as ballast!!!!!!!

In recent years there have been developments made in the Channel Shift agenda and these were taken forward during the year in many different projects. Some of the ideas which have come to fruition are the 'My Account' citizens portal, online booking systems for services from the booking of Pembrey Country Park Caravan site to appointments in the registrars' office, as a well as the online payment systems for school meals. All of these innovations have been generally well received by customers and parents and guardians. The concept of Agile Working across the council is being developed through technology and best use of time and space for the benefit of our staff and most importantly the communities that we serve.

As ever any annual report can only give a snapshot of activity and the projects initiated during a period of time, however nothing can be taken forward without the enthusiasm and support of staff and I would like to say a personal thanks to them all. Again future years will bring their own challenges but as we work together I hope that we will be prepared to adapt and move forward with confidence.

# Annual Report 2017/18 & Business Plan 2018/19 – 2020/21

## Introduction

- This combined Annual Report and Business Plan provides an opportunity to reflect on the work of the TIC Programme over the last year. It also provides an opportunity to look ahead to the programme's work for the next three years and sets out some key objectives to support our longer terms of achieving sustainable change and improvement.

## Section 1 - What is TIC and what are our objectives?

- The TIC programme was established in response to the severest of financial challenges, set against a backdrop of rising public expectations, increasing service demands and 'getting better at what we do for less'. Hence the purpose of the team is to help us "achieve a sustainable financial future through transformation, innovation and change'.

- The Programme aims to support the delivery of the Council's Corporate Strategy and our Well Being Objectives (WBO) by 'improving its use and management of resources to deliver more efficient and effective services'. The TIC Programme is also explicit in WBO15 "Building a Better Council and Better Use of Resources".

- TIC also has a key role in supporting the three themes of Our People Strategy namely:

  - Engage – Employee Engagement and Wellbeing
  - Lead – Leadership and Management
  - Support – Supporting Transformation and Change



- The focus of the programme is on supporting cultural and behavioural change by thinking differently, acting differently and therefore delivering differently (i.e. *not 'because we have always done it this way'*). The natural and intended consequence of delivering against these principles is eliminating waste and doing more with less.

- The Programme is focussed on delivering the following objectives :
  - Putting customers first
  - Improving and re-designing services
  - Challenging existing ways of working
  - Reducing waste
  - Delivering efficiencies
  - Facilitating and driving organisational change
  - Sharing learning and knowledge
  - Seeking and exploiting opportunities for collaboration

## Governance arrangements

### TIC Programme Board

- The programme is underpinned by clear and robust governance arrangements, with political accountability operating through the Executive Board Member and Deputy Leader, Cllr. Mair Stephens, and a cross departmental project board, chaired by the Chief Executive.
- The project board meets on a bi-monthly basis and is responsible for providing strategic direction, agreeing a work programme, monitoring progress and project outcomes and identifying and over-coming barriers to change.
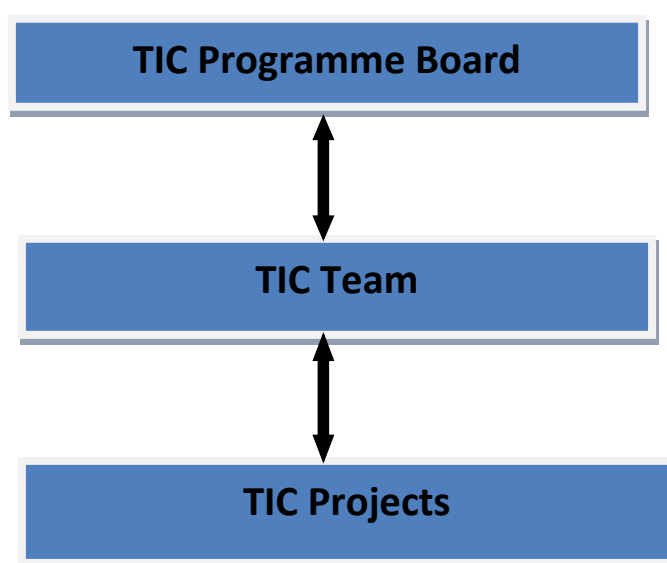
### TIC Programme Board - membership

| | |
|---|---|
| Mark James  - Chief Executive | Cllr Mair Stephens* |
| Robin Staines – TIC Head of Service strategic lead ** | Deina Hockenhull – Communications Advisor |
| Chris Moore – Director of Corporate Resources | Noelwyn Daniel – IT Advisor |
| Wendy Walters – Director of Regeneration and Policy ** | Steve Pilliner – Environment Department/ Chair of Heads of Service Group |
| Alison Wood – HR Advisor | Jon Owen – TIC Programme Manager |
| David Astins – Education and Children's Department | Bernadette Dolan – Senior TIC Officer |
| Jonathan Morgan – Communities Department | |

\* Deputy Leader - Council Business Manager, Transformation, Innovation and Change (TIC), Human Resources, Performance Management, Wales Audit, Training, I.C.T. and Strategic Planning.

\*\*In February 2018 Robin Staines was seconded to develop the Local Housing Company. The role of TIC Strategic Lead was transferred to the Director of Regeneration & Policy, Wendy Walters. Jonathan Morgan (Interim Head of Homes and Safer Communities) was nominated to represent the Communities Department on the Board)

### TIC Programme Governance Framework

**TIC Programme Board**

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**TIC Team**

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**TIC Projects**

## The TIC Team

- One of the initial drivers for establishing the TIC team in September 2012 was the recognition of the need to provide full time support and capacity to drive forward a new approach to the efficiency agenda.
- Core Team Structure – April 2018

| Jon Owen | TIC Programme Manager |
| Bernadette Dolan | Senior TIC Officer |
| Simon Williams | TIC Officer |
| Linda Thomas | TIC Officer |
| Mark Howard | TIC Agile Working Project Manager (secondment) |
| Allan Carter | TIC Schools (secondment) Joint role with E&CS |

- Colleagues from Finance, IT, People Management, Communications and Financial Compliance as well as departments also support the core TIC team.

## TIC Approach and methodology

## Selection of projects

- The TIC programme to date has been made up a range of corporate and service based projects. Proposals for projects can emerge from a number of sources, including elected members, CMT, departments or individual members of staff.

- The prioritisation and selection of projects for inclusion in the TIC Programme is then undertaken by the TIC Programme Board, taking into account factors such as their potential to deliver financial efficiencies, service improvement or provide opportunities to work collaboratively with other public sector partners.

- However, due to the increasing scale of the financial challenges that lay ahead of the Council, the TIC Programme Board agreed that the work of the TIC team should also be focussed on larger scale, transformational projects where there would be the potential to deliver greater efficiency savings. This objective was then reflected in the team's business plan for 2015 and has continued to expand during the last two years, for example, with the introduction of the overarching Digital Transformation agenda.

## TIC Methodology

The TIC way of working is underpinned by a flexible and pragmatic approach, and makes use of a range of methods and techniques depending on the nature of the project. Our aim is to work flexibly and collaboratively with teams to help them get to the right results, achieve the buy-in and momentum to support teams to create change that lasts.

- **Flexibility**
  We recognise the different teams have different needs and look for different types of input, depending on their own capabilities. Using the experience and versatility available, we tailor our

support to the particular circumstances – we focus on what is right and will work best for the team's particular circumstances.

- **Collaboration**

  Whatever the approach, our style is to work collaboratively involving the staff doing the duties on a day-to-day basis through to other key stakeholders. We work with teams to identify who are the stakeholders and what role do they play, and they are fully engaged throughout the change management journey.

- **Right Results**

  Our approach is about working with teams to improve the internal and external customer experience, which includes looking at the moments that matter, processes, technologies, roles, responsibilities and any other aspect that impacts on the customer experience.

- **Change that lasts**

  Our focus is about supporting teams to make change happen and make it stick! We believe it's the people who will make all the difference and that is why, from the outset, we work with the leaders to ensure they are prepared to back the change and be involved from inception through to completion. Delivering change successfully requires a lot of effort and sensitivity and we support teams to ensure they are given every opportunity to explore and make choices for themselves. This way, they feel strong ownership of the direction set and underlying thinking behind the changes.

## Our Change Management Framework

We think it's important to have a framework to help teams manage change – recognising that it's a journey for all involved. Many of the projects adopt traditional project management techniques, and are underpinned by robust governance structures and utilise a variety of methodologies based around data analysis and process review work to identify the potential to deliver cost/efficiency savings.

The length and depth of a TIC change management project will vary depending on the overall objective and complexity of service area. Projects can range from a half day re-check through to a 6-day full systems thinking review.

The systems thinking method involves reviewing and re-designing services around customer demands, which helps lower costs as service, revenue and morale improve. The approach also a promotes a cultural change within these services as staff are provided with a greater clarity of purpose based around the needs of the customer, and will also now have the means to improve the service.

The systems thinking method requires managers and their teams to experience the service from a customer perspective. This is an important stage in the process, as it helps staff to understand the need for change, so that they are then in a better position to develop and implement new ways of working.

One key features of the TIC approach, is that as well as helping supporting services to identify the potential for change, it will support services and teams to implement the changes they have identified.

Where it is not appropriate to undertake a full systems thinking review due to the frontline nature of a service or where there may be capacity issues, the TIC team offer facilitated workshops with managers and

their teams utilising Continuous Service Improvement tools and techniques to upskill and enable them to continue improvement activity independently.

## Section 3 – What did we achieve during 2017/18?

| Objective 1 | Continue to implement a balanced work programme to ensure that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term/medium term. |
|---|---|

- Efficiency savings identified and/or delivered from the wider TIC Programme to date total more than £16m.
- Our work programme is balanced across 3 themes; "Big ticket" items/corporate priorities, service improvement and eliminating waste and bureaucracy as well as helping to deliver efficiency savings (for further details about savings, see section 2).
- This has been achieved by supporting service improvement projects as well as longer term change projects such as; Digital Transformation (agile working, channel shift and information management), Procurement and Schools.
- We also supported service improvement via a bidding process for a corporate fund for Digital Transformation projects.
- We have strengthened the links between the TIC programme and our corporate priorities through business planning, with clearer links to our new Corporate Strategy which combines "Moving Forward, the next 5 years" and our Well Being Objectives (WBO). TIC also features explicitly in WBO 15 Building a Better Council and Making Better Use of Resources.
- We are working with colleagues in Financial Services to strengthen the links between the TIC Programme and our Medium Term Financial Plan as well as the Priority Based Budgeting (PBB) process.
- The Executive Board endorsed the Agile Working Investment Plan, a Project Manager has been recruited and the delivery plan has been agreed and is being implemented.
- A dedicated TIC Schools post has been created to help support schools with their efficiency savings challenges, the post has been recruited to and a work programme is being delivered identifying the potential savings schools can and are making.
- We supported the work of the Corporate Procurement unit move towards spend category management and the development of the Council's new 3 year Procurement Strategy.
- Through the TIC standby project, PBB savings of £158k (including £12k in the Housing Revenue Account) have been identified through changing standby arrangements in some key frontline services. The sessional rate has also been reduced from £53 to £40 commencing 1st April 2018.
- A 'What Wastes Your Time' campaign was conducted with staff and members who identified 80 improvement areas that are being acted upon.

- We consulted with DMTs to align the TIC work programme with business and PBB budget planning.
- The TIC team helped support 20 projects and reviews over the course of the last year, some of which were new projects while others were on-going projects from previous years.

| Objective 2 | Ensure that there is sufficient skills and capacity to deliver the TIC Programme. |
|---|---|

- The resource within the Team has been expanded with dedicated officers for the TIC Schools and Agile Working projects as well as making a seconded post in the team permanent.
- We continued to offer short term secondments to our graduate trainees with 2 more placements during last year.
- We continued to use the Engage software modeller in conjunction with services, to map processes so that we can eliminate waste and identify improvements and efficiency savings

| Objective 3 | Further raise awareness and understanding and engagement with the TIC programme across all levels of the organisation. |
|---|---|

- We have further developed the TIC website to allow staff to contribute suggestions for potential efficiencies/projects and are in the process of creating a library of literature and continuous improvement tool kits to support managers going through a change process/review.
- We continued to raise awareness of the TIC Programme with Scrutiny Members and are planning to hold an all Member seminar in the autumn.
- The TIC awards was held on 14th July 2017 (for further information see section 2 Communications) and videos for each winner are available on our TIC webpages. We also produced a TIC video which has been shown in the reception of County Hall.
- Last year we produced posters promoting TIC initiatives such as printing and travelling less as well as the winners of the TIC awards.

| Objective 4 | Further strengthen reporting and accountability mechanisms within the TIC Programme. |
|---|---|

- Regular progress updates were provided to the TIC Programme Board and to the Heads of Service forum. Updates and the Annual Report/ Business Plan were presented to the Policy & Resources Scrutiny Committee.
- We have been developing a performance monitoring framework for Digital Transformation initially covering Channel Shift and Agile Working as well as refining our mechanisms to identify savings supported by the TIC Programme.

- As previously mentioned, we have strengthened the links between the TIC programme and our corporate priorities through business planning, linking with our new Corporate Strategy which combines "Moving Forward, the next 5 years" and our Well Being objectives.

| Objective 5 | Further develop mechanisms to share good practice and learning with other public sector partners. |
|---|---|

- Carmarthenshire continues to be a member of the all Wales Continuous Community, a group supported by Academi Wales. This provides an opportunity for public sector partners across Wales to meet and share learning and good practice.
- Over the course of the last year, we have also met with our public sector partners within the region, including Dyfed Powys Police, Hywel Dda Health Board, Mid and West Wales Fire Service, Powys and Pembrokeshire County Councils, in order to share ideas and good practice in support of both the service improvement and efficiency agendas.
- Over the course of the next year, we aim to further explore the possibility of establishing a network group on a regional basis to encourage a further dialogue between public sector partners.

| Objective 6 | Build capacity across the organisation to lead, support and engage people to deliver transformation and change. |
|---|---|

- We have worked with colleagues in Organisational Development to align the TIC programme to Our People Strategy and the corporate Leadership and Management framework in line with Council priorities and to support cultural and behavioural change.
- We continued to offer the Academi Continuous Improvement accredited course to staff across the Council and, to date, 22 have attended or started the course and are in the process of attaining the accreditation.
- As previously mentioned, we are in the process of creating a library of literature and continuous improvement tool kits to support managers going through a change process/review.
- We raised the profile of the concept of demand management at the Managers' Conference in January 2018 and are piloting the approach with Traffic Management.

## Wales Audit Office

In the autumn 2017, the TIC Programme was the main focus of the Wales Audit Office Study 'Aligning the Levers for Change', a thematic review conducted across all 22 Welsh Councils.

The review aimed to consider the types of challenges facing Councils, the types of barriers that need to be addressed and to provide a vehicle to share positive practice.

The key conclusion for our Council was that *'TIC continues to have a positive impact in the Council'*

Summary of positives

- Good governance
- Support from senior leaders – senior officers and members
- Positive outcomes
- Starting to make links between projects
- Impact of invest to save initiatives
- Communications / awareness/ building the brand
- Well regarded team

Areas for Improvement

- Strengthening business cases
- Reporting risks
- Aligning TIC work  to the medium /long term financial plan
- Developing a three year business plan for TIC
- Strengthening links between the TIC Programme and the Our People Strategy
- Making better use of data – financial/performance
- Building awareness with wider elected members

An action plan has been developed to respond to the areas for improvement identified in the study and these actions will now be progressed and monitored via the TIC Business Plan for the next three years.

## Work programme

- In total, the team has now helped support over **44** projects since the TIC Programme was launched back in 2012.

- Appendix 1 shows the current work programme and approach taken across the range of TIC projects.

## Efficiency and Cost Savings

- One of the key objectives of the TIC team is to help the Council deliver cashable efficiency savings as part of its response to the financial challenges that it faces in the short, medium and long term.
- A key focus of the TIC support provided to service based projects over the last year, has been to help those services to deliver efficiencies already identified within the 3 year budget programme.
- The TIC Programme also aims to support the identification and delivery of new savings, especially in relation to corporate or cross-cutting projects, as this may help to reduce the level of savings required from front-line service budgets in future years.

The efficiencies and savings supported by the TIC work programme are quantified in the following ways:

- Cashable Savings - Many of the projects being undertaken by TIC are generating real cashable efficiency savings - this could mean helping to deliver existing PBB's or identify new savings. Many of the projects are helping to re-model and re-design services, and these changes are being used to support a business

case for staff to be released under the severance scheme. This will then realise cashable savings in those areas.

- Productivity Savings - Some of the projects are delivering productivity savings which means that services may be able to deliver more for the same level of resource. There is evidence to suggest that many of the TIC reviews are helping services to become more productive by stripping out waste or making better use of IT, but this is an area that is difficult to fully quantify.
- Costs Avoided - TIC projects are helping to services to redesign services so that additional costs or additional budget pressures that would have otherwise been borne by the service can be mitigated.
- Income - Other TIC projects are supporting services to identify the potential for generating additional income from increasing fees and charges or by introducing new charges.

During the last financial year, TIC projects helped deliver £1.5m financial savings. In total, the TIC Programme has helped identify more than £16m savings since it was first established in 2012 (See appendix 2).

## Efficiencies delivered in 2017/18

| Project | Gross Savings 17/18 | Nature of savings |
|---|---|---|
| Income and Charging - debtors | £1,065k | Increase in debt collection as a result of additional resources for legal and debtors teams via an 'invest to save bid' of £300k over the last 2 years. In total £1,915k has been secured or recovered during this time with the potential to recover more going forward. |
| Fleet Management | £58k | This relates to a reduction in staff travelling claims last year and does not take account of any potential increase in the running costs of pool cars which is not readily quantifiable. |
| Procurement | £75K | This relates to savings made for supply cover for schools through the use of an agency via the National Procurement Service arrangement. |
| Schools | £157K | This relates to savings achieved by some schools through reductions in building cleaning costs and by transferring printing and copying arrangements to the Council's corporate contract. |
| SEN/LAC Transport | £67.5k | This is a reduction in school transport costs for Looked After Children. Whilst there has been a slight reduction in demand, the savings are largely attributable to improved cross departmental collaboration arising from the TIC project. |
| Standby | £60k | This relates to savings achieved through changes to standby arrangements within the Environment department. |
| **Total** | **£1,482.5k** | |

| Project | Projected Gross Savings |
|---|---|
| Agile Working | £2,400k |
| Procurement | £3,996k |
| Stand-by | £500k |
| SEN/LAC transport | £192.5k |
| Libraries | £56k |
| Older People LA Residential Care Homes | £175k |
| Democratic Services | £29k |
| Schools projected potential | £1,027.5K |
| **Total** | **£8,376k** |

\*For additional detail see Appendix 3

**Summary of TIC Savings since 2012**

| | £m |
|---|---|
| **Savings achieved in 2017/18** | £1.4825 |
| **Savings achieved in previous years** | £6.313 |
| **Targeted savings in future years** | £8.376 |
| **Total** | **£16.1715m** |

## Strategic Projects

## Digital Transformation

This is a key strategic project which is bringing together and aligning existing TIC projects, such as Agile Working, Channel Shift and the various work streams emerging from the Back Office reviews, into a very ambitious and wide-reaching programme which has the potential to generate significant change and transformation across the organisation.

The project will aim to support staff to adopt smarter ways of working and will seek opportunities to rationalise and automate processes which hopefully result in more efficient and effective service delivery and put the Authority in a better position to meet the needs and expectations of our residents.

Funding has been set aside to support the projects within the digital transformation initiative.

An additional 15 projects will be brought into the Digital Transformation forward work programme during 2018/19 and one of the main priority areas will be widening online payment facilities.

## Digital Transformation - Agile Working

Agile working sets out to develop modern working practices that support the delivery of services in the heart of our community, whilst at the same time allowing staff to balance work and life demands.

The organisation believes that work performance is improved if staff have flexible working arrangements, and wants to support this. Agile Working is about being where you need to be to do your job most effectively. The extent of agile working will vary according to the job role, and the main consideration is the impact on access to services by the public. A key aim of the project is to make better use of the office space the organisation has to allow it to release surplus property for sale or rental.

The business case for the project was developed and presented to CMT and the Executive Board where it was agreed in October 2017. The project received funding of £1.9 million over three years with forecast savings of £2.4 million to the organisation. A project manager was recruited in November 2017 to drive and lead the introduction of agile working. The project has been running for six months and in that time the project team has:

- Developed a project delivery plan covering all the elements required to implement agile working; ICT Services, Property, People Management, Communications and Mobile working.
- Carried detailed engagement with staff at all levels involved in the first phase of implementation.
- Developed and launched a series of corporate touchdown zones across the organisation with zones in Carmarthen, Ammanford, Llanelli and Llandeilo (3 Spilman St. touchdown zone featured).
- The percentage of flex/ field workers has increased from 46% to 61% during the last year with an additional 431 laptops replacing fixed computers.
- Implemented a management development programme to support the cultural and behavioural change required to introduce effective agile working.

## Digital Transformation - Information Management

One of the key objectives of the TIC Digital Transformation project is to support the Council to move towards becoming a paperless organisation with a greater focus on the further rationalisation of printing/paper usage to support this objective.

During the year it became apparent that there was a need for a coordinated digitisation programme which would prioritise those services/buildings, primarily within the scope of the agile working programme but also reviewing the Authority's overall approach to information management (electronic and paper based information) with the aim of reducing costs and supporting more efficient and productive ways.
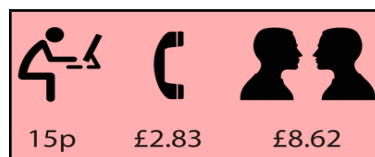
A cross-departmental group commenced during the autumn of 2017 working towards the following objectives:

- To consider ways of rationalising electronic and paper based historical documentation in line with the Authority's Records Management retention policies.
- To work with individual services to develop alternative ways of working that support a reduction in printing /paper usage.
- To implement initiatives to help the authority move towards its objective of being a paperless organisation.
- Implement a prioritisation scanning and digitisation programme to reduce storage in Council offices and reduce usage of paper.
- To quantify the financial impact/savings of rationalising electronic information stored on Council servers.
- Develop mechanism to automatically remove electronic information.
- To encourage and develop on-going behavioural change across the organisation to improve the management of e-mails.
- To review the authority's arrangements for dealing with confidential waste.

## Digital Transformation - Channel Shift

This element of the digital transformation project is looking to improve the way that external customers can conveniently access council services and encouraging a shift to less expensive methods of accessing services.

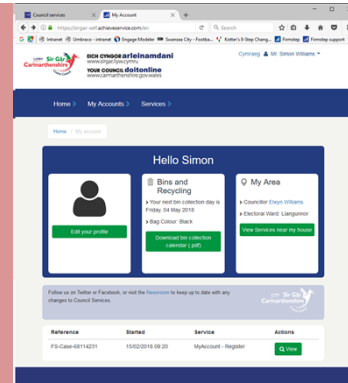According to the Society for IT Managers ( SOCITMs) figures, face to face transactions cost an organisation £8.62, versus £2.83 for telephone calls, while online transactions cost less than 15p.

15p      £2.83      £8.62

We recognise that we will need to continue to provide face to face contact for our residents however there is increasing demand for on-line 24/7 access for the services people need , often without phoning.

**In 2017/18 the programme delivered:**
- 'My Account' citizens' portal
- CRM replacement
- Pembrey Country Park Caravan site booking system
- Registrars and Corporate Appointment Booking system
- School Meals Online Payments
- Garden Waste service subscriptions

**The 2018/19 work programme includes:**

- Housing Repairs request management
- Bulky waste requests
- Highways defects management
- Online payments

## Digital Transformation - Financial Transactions

The financial transactions work stream of Digital Transformation pulls together the financial processes identified in the What Wastes Your Time exercise as well as existing TIC and service-led improvement reviews into its own project.

One of the work areas with arguably the biggest impact is the review of the P2P process, driven by the purchase order compliance and timely payment measures. After uncovering the steps currently being taken to order and pay for goods and services using the Engage Modeller to fully map the process, the review team proposed and tested a new process to remove the transfer of paper.

## Digital Transformation - What Wastes Your Time (WWYT)

Back in the summer of 2016 staff across the organisation were asked to identify what corporate or service processes caused them most frustration, with a view to then identifying which of these could be stopped, rationalised or automated. Work streams were set up to consider the feedback and, during the year, we continued to work with departments to address the 80 improvement areas that were identified.

The group submits regular progress updates to the TIC Digital Transformation Steering Group and TIC Programme Board

So far, the improvement work undertaken has resulted in:

**8,000 video conferencing sessions held**

**12% reduction / >£200k saving**

**Postage & printing – £700k saved**

**10% reduction in invoices**

**Fax machines –123 / 78% removed**

The project also identified a number of opportunities to streamline and automate transactional processes such as recruitment, sickness absence reporting and other management support systems. Some areas of improvement have already been implemented including web recruitment, electronic correspondence and a new online approval to recruit process which is being piloted.

In addition to realising financial savings, the WWYT project aims to reduce bureaucracy and increase the efficiency within existing processes. However, although some good progress has been made in a number of improvements areas, it is recognised that there is still some way to go and time and investment is required to achieve the goals together with behavioural change across the Authority.

## TIC Schools

The TIC Schools' Programme was established in 2017 to support the 113 primary, secondary and special schools across the county as school budgets come under increasing pressure. The aim is to help schools make the most effective use of their budgets whilst maintaining the quality of outcomes for children and young people and applying the core TIC principles of collaborative working and challenging existing practices.

The programme brings a number of existing initiatives across different departments of the Council that were designed to support schools' efficiencies under one umbrella whilst also identifying additional areas where savings can potentially be made. The programme can only identify the opportunities for schools and it is then up to individual head teachers and their governing bodies to decide whether to take advantage of them. Examples of the work streams include the following:

- Secondary Benchmarking – a benchmarking document has been compiled and sent to our secondary schools, enabling them to compare with each other on a range of curriculum and staffing indicators.

- Development Fund – a new fund of £500k to support schools in developing 'invest to save' projects has been approved by the council's Executive Board.

- Energy Efficiency – a number of schools have been earmarked for Phase 1 of the Welsh Government supported Re:Fit strategy. This will see school buildings retro-fitted with a range of state of the art energy efficient adaptations on an 'invest to save' basis that will provide immediate and guaranteed savings on energy costs of at least 15 per cent.

- Collaborative Procurement – the council negotiates preferential contracts with suppliers in a wide range of service and procurement areas and schools can benefit from the lower corporate rates and tariffs that apply. For example there are significant cost savings for schools to switch from their current provider to the corporate telephony contract and the corporate provider for photocopying and printing. Many schools are already making significant savings by doing this. We are also investigating potential savings for schools through similar arrangements in stationery and consumables and in waste, refuse and recycling.

- A newsletter has been produced and sent out to all head teachers and all school governors in the county, outlining the opportunities for schools to make efficiencies and this will be produced on a termly basis.

## Income and Charging

Income & Charging was put forward as a potential project to be included in the TIC work programme. A new Income and Charging Policy was drawn up and was approved by Executive Board in March 2017. It is intended the policy is supported by additional information including financial procedure regulations, the charging digest and links to the Wales Audit Office benchmarking data. A communication plan has been developed for senior management and DMTs.

Another key strand was to review the robustness of current debt collection methods. In 2015, the group identified that the outstanding debt level for the Authority was £2.4m, with approximately 200 cases valued at £1.8m within Social Care which could either be referred to legal services to recover or secure the debt. An "Invest to Save" bid was submitted and approved, supporting the temporary appointment of 2 x Assistant Solicitors and 1 x Debtor Officer. The total cost over 2 years was approximately £300k with an anticipated net saving of £194k (40% ROI).

At the end of the project (April 2018), the Invest to Save project had realised the following:

**£1,915k debt secured or collected** ➡️ **640% ROI**

Permanent funding has been secured for the posts and the Income & Charging Steering group will continue to monitor debtor levels.

## Procurement

The project is overseen by a Procurement Board chaired by the Director of Communities as the strategic lead. Investment in the corporate Procurement Unit in the previous year allowed the implementation of a category management approach during the year with 5 categories of spend established:

- Construction and waste
- Highways and parks
- Building maintenance
- Social care
- Corporate/ICT

Category plans were piloted in 3 areas with the assistance of Atebion Solutions during the year:

- Building Maintenance,
- Highway and Parks and
- Corporate/ICT

Category planning for Social Care and Waste will follow.

An overall savings target of £2m (1% of spend) has been set and a monitoring mechanism to capture savings has been introduced from the beginning of April 2018.



The aim of the Shared Service is to work collaboratively to deliver one Category Management approach across both Councils thus reducing duplication and identifying opportunities for cashable savings together.

The Shared Service Procurement Team includes 5 joint leads in different category spend areas and a joint lead for wider policy and compliance themes.

The aim is to provide both Councils with the necessary skills, capacity and resilience to respond to the increasing scale and complexity of operational procurement activity. The Mid & West Wales Fire Service is also now being supported by the Shared Service.

Since the Summer of 2017, our Procurement Unit have been working with Pembrokeshire County Council's Procurement Unit as part of a Joint Procurement Shared Service for an initial period of 2 years.

The move to category management led to further re-prioritisation of the workstreams being monitored by the Board. The Transport and Highways efficiency project and Property Services were subsumed into their relevant categories; Schools IT, Copiers and Consumables were integrated into the TIC Schools project; the Board is still monitoring the Schools Supply Staff and Sickness Absence

management and Mental Health Learning Disabilities Residential Placements workstreams. Significant savings or costs avoided have been identified through a variety of initiatives through the latter workstream during the year.

TIC supported the development of the Carmarthenshire County Council's Procurement Strategy for 2018 – 2021 which has been agreed by the Executive Board.

### Fleet Management

This project aimed to deliver a £1m reduction in expenditure over a 3 year period but has now delivered around £1.480m saving.

The review has sought to challenge the need for vehicles and whether they could be used in a more efficient way. A Fleet Replacement Strategy continues to be rolled out which is further enhancing the efficiency of the fleet.

The project continues to look at ways of reducing staff travel through reducing the number of journeys for meetings and has looked to link with the agile working project to promote initiatives such as hot-desking and video conferencing. The group is also looking to introduce a travel options calculator to promote more efficient methods of travel and to strengthen the management of pool cars.

There was a £58k reduction in staff mileage expenditure in the last financial year which means that over £400k saving has been made in relation to this area of spend over the last 3 years.

### Standby

The review of the Authority's standby and call out arrangements and working practices as well as the sessional rate was carried out with a view to supporting the delivery of PPB savings of £400k agreed during 2015. The review which commenced during 2016 identified savings of a part year effect in 2016/17 totalling £98k with a full year effect in 2017/18 of £158k.

Research across Wales showed that this Authority's sessional rate of £53 equivalent to £477 per week was the highest in Wales. Extensive consultation was undertaken with the trade unions during the year. A revised rate of £40 has been introduced from 1st April 2018.

### Services improvement and efficiency projects

### Mental Health Learning Disabilities Residential Placements

The service commissioned a systems thinking review in recognition of the fact that the current care management assessment and commissioning process for residential placements is complex, bureaucratic and can result in time delays.

More than £10m is being spent annually on some 200 placements as well as UWHDHB joint funding totalling £5m. A key outcome was to improve the authorisation processes to ensure that we are achieving the right outcomes for individuals in relation to their care and support needs in a timely manner.

A cross departmental team undertook a 6 day check in late 2017 talking to service users, carers and other key stakeholders including health colleagues; looking at the process end to end and analysing what data was available.

An improvement project team has been set up with the involvement of Health colleagues and an improvement plan to redesign the project around the value steps identified in the "Check" is being developed.

## Community Inclusion Mental Health Learning Disabilities

Following the TIC review of Day services in early 2017, the ongoing project team gave a presentation of what had been achieved to the TIC Programme Board in June 2016. The presentation was given by service users, Andrew Davies and Susan Jones, and a number of staff from the Service. This was so well received that a stand was provided for the Service's arts and crafts at the Royal Welsh Show sponsored by the Council in late July.



The Council Leader also filmed his monthly video log for Council staff at Cam Cyntaf in Johnstown highlighting the range of items produced and promoting the services.

Person centred reviews have been carried out by Day Services staff with all service users and a plan to transform day services over the coming years is being developed.

> "Best review we have ever had. Feel more empowered and focused on outcomes rather than problems."

### Pensions

The TIC team were invited into Pensions to conduct a systems thinking review in order to assist with the workload and staff turnover concerns. The review was undertaken by a cross section of the team, analysing customers, demands, capability and workflow themes.

The review team generated nearly 50 improvement ideas which were then discussed and refined into 12 improvement proposals. The proposals were supported by the director and TIC Programme Board and a project plan has been formulated to deliver the improvements during 2018/19 in tandem with a recruitment drive to bring the team up to full capacity.

## Democratic Services

A systems thinking review of the Council's Democratic Services function has identified a number of opportunities to adopt smarter ways of working, especially through the use of technology.



The move to paperless working for democratic meetings could help the Council save over £12k a year and help make further progress towards being a paperless organisation. Changes to working practices will also improve productivity.

Further service improvements could also be made by making available a self-service module for the inputting of member expenses and by making use of the Council's Customer Relationship Management system (CRM) to replace the existing Member Enquiry System.

## Property Design

In January 2018, the TIC Team supported on a systems thinking review of the Council's Property Design service. The service is responsible for to providing  a range of property design related services to the Council including design development, contract procurement and management, project management, Architectural, Quantity Surveying and M&E Design services. The service is responsible for managing a programme of work with a value in the region of £50million p.a.

Some of the key drivers for undertaking this review include the need to provide greater understanding around the process for estimating and costing of projects to inform the Council's 5 year capital programme and the need to strengthen service delivery arrangements and improve the service provided.

In January 2018, over 30 members of the team and other internal partners participated in a 'systems thinking' review of the service. The review involved speaking to project sponsors and external contractors and consultants to seek their views on current performance and what could be improved. The review also mapped and challenged key processes; analysed costs and performance data and identified learning from previous projects.

Over 20 improvement areas were identified via the review which are now being prioritised and progressed via a Service Improvement Group. Some of the improvement areas include the need to strengthen the process for accessing viability of projects; strengthening project briefs/delivery plans and relevant sign off processes; providing more clarification on the make-up of fees and generating a developing a better understanding of roles of all parties involved in the process.



## Demand Management

One of the key aims of the TIC Programme for 2017/18 was to promote more use of the Demand Management approach across the authority as a way of reducing demands coming into a service or dealing with these demands in a more efficient way.

Although demand management is central feature of our approach to system thinking reviews, there are clearly benefits of encouraging services to adopt this approach as part of the day to day management of services.

Demand Management is about understanding our demands (requests for service), and identifying what could be avoided if we, or others, did things differently. By reducing the demand for services, the cost of those services can be reduced which will then provide opportunities to release capacity and efficiencies. Encouraging behavioural change is at the heart of the demand management approach both within the organisation and with our customers.

This could involve strengthening preventative work or early intervention; channelling demand to other sources of support or encouraging customers to access services online.

However, it also involves the authority recognises that contacts could be avoided if it improved the way it responds or communicates with its customers.

A workshop was held at the Managers Conference event in January 2018 to further raise awareness of the approach and pilot projects are currently being rolled out across the authority.

If you require any further information on this approach, please contact a member of the TIC Team.

## Communications

The overarching aim of the TIC programme is to empower our staff to think differently, behave differently and through that to act differently leading to more efficient and customer centred service delivery. TIC Programme Board wished to acknowledge that many improvements are happening across the organisation in parallel with the TIC Programme. The TIC awards were therefore launched during 2017/18 to highlight and reward innovative approaches to service delivery implemented by teams with or without the support of TIC.

### TIC awards 2017

The Marketing & Media Translation Team, Housing Advice & Options Team, IT Team, Forward Planning & Conservation Team and the Children's Services Quality Assurance and Review Team each received framed certificates for their achievements in demonstrating projects which reflected Transformation, Innovation and Change.



The winners were invited to attend an award ceremony held in Ffwrnes Theatre, Llanelli, on Friday the 14th of July.  Video case studies of each project were showcased during the event and brief presentations made by each team who were then presented with the certificates by the council's Deputy Leader and Executive Board Member for TIC, Cllr. Mair Stephens.

A special Overall Winner slate plaque, sponsored by We are Lean and Agile, was also presented to the Housing Advice and Options Team for the success of their project, which incorporated a systems thinking review leading to a reduction in the number of statutory homeless households from 500 to 135. Video case studies of all the projects can be found on the TIC intranet pages.

[Intranet TIC awards 2017 winners](#)

Speaking about the awards, Council Leader Emlyn Dole said: "We launched the TIC Awards to celebrate our staff successes and achievements and to illustrate that through hard work, dedication, creativity and by introducing new ways of working, we can achieve great success."

The team has sought to raise awareness of its work through a range of methods, including using the monthly Y Gair newsletter and by regular articles on the intranet to highlight good news stories or to seek feedback from staff in relation to on-going TIC projects and reviews.



Executive Board Member for TIC and Deputy Leader, Cllr. Mair Stephens added: "I have been very fortunate to witness at first hand some of the amazing work being undertaken as part of the TIC programme. The team has supported on over 33 projects during the last five years and has helped identify nearly £11.5m of savings as part of the programme. "We look forward to next year's event and your continued work and many innovative ways of working –whether you have been 'tic'-ed or not! Congratulations to everyone."

Another key TIC objective that we set out to achieve during the last year was to '*further raise awareness and understanding and engagement with the TIC programme across all levels of the organisation*'



A Communications Plan has been developed and staff roadshows were attended during the autumn of 2017.  Presentations were made to internal groups such as the Heads of Service forum and all Scrutiny Committees as well as the Executive Board.

A corporate TIC video has been produced to highlight the work and approach undertaken by the TIC team.  The video is currently available on the intranet and has been played in County Hall but, as part of the strategic remit for wider public engagement, it is intended that the video will be accessible on the corporate website.

https://vimeo.com/252149741


## Managers' Conference 2018

The work undertaken by TIC was the focus for discussion in the morning session of the Manager's Conference held in January 2018.  The event included an update on the previous round-table discussions about "What wastes your time" in relation to corporate processes.   These had been themed into improvement areas for transactional or financial processes.

Managers were given an update on the transactional processes and, in particular, recruitment which was a priority for most managers.  Paul Thomas and Alison Wood gave an overview of the work that had been undertaken within PMP following a recruitment process review in November 2016.   Key messages were:  Make It Easier; Reduce Duplication; Speed up Process eg. Approval to Recruit and a New Job Profile/Person Specification.

Since then the HR team have been working to improve the ease of accessing web recruitment, offer letters and information streamlined and sent electronically, developed a new job profile, improving the first stage of the recruitment process by automating the Approval to Recruit process and they are currently working with high staff turnover areas to streamline the process.   In addition, work in progress includes further roll out of direct inputting within Leisure and Schools, amalgamating the HR and Payroll teams, enhancing other recruitment processes via self-service and improving staff access to self -service via personal devices and looking at an electronic referencing system.

Ordering and payment for goods, budget monitoring and petty cash payments are areas that the Financial work stream have been looking at to identify opportunities to smarten up ways of working.  Work has already started in these areas including a review of the P2P order process with two key suppliers, piloting in one department with a view to rolling this out across the Authority.

Two workshops were also held on:

- **Demand Management –** Aimed at stimulating discussions amongst manager's on their level of understanding of demand management within their own service area:
    - Highlight any good practice already being undertaken regarding demand management
    - Identify barriers preventing managers adopt demand management processes and
    - Identify support required to assist managers embed demand management process into their service area.

- **Agile Working –** Aimed at exploring where managers are on the agile journey:
    - Consider the challenges they may face (or have faced) when implementing agile working,
    - Share experiences and good practice and
    - Identify what the organisation can do to support managers through this process.

## Learning and Development

The TIC team has also worked closely with the Authority's Organisational Development unit, to ensure that future learning and development activity is aligned with the TIC Programme strategic priorities.

It is recognised that the TIC team does not have the capacity to support all potential change projects, and we are therefore looking at other learning and development solutions to build the capacity across the organisation to deliver smaller projects without the need for direct TIC intervention.

The programme of short term secondments for graduate trainees into the TIC team continued during the year with a further two secondees.

*"I enjoyed my time working in the TIC team. I was involved in a variety of projects and I felt involved as I was working with different members of the team on different projects. It was good to have that variation and*

*"I thoroughly enjoyed my time working with the TIC team with Carmarthenshire County Council. They tailored my workload to the skills that I needed to develop, and also gave me the opportunity to attend TIC reviews. This gave me an insight into how change methodology works. The team was very supportive, friendly and passionate. The whole experience really exceeded my expectations and without my time with the TIC team I would not have been considered for my current role."*
*Michael Beardshaw (Graduate Trainee Electoral Services)*

As previously mentioned, we have continued to offer the Academi Continuous Improvement accredited course to staff across the Council and, to date, 22 have attended or started the course and are in the process of attaining the accreditation.

## National and Regional Working

Carmarthenshire is also a member of the all Wales Continuous Community, a group supported by Academi Wales. This provides an opportunity for public sector partners across Wales to meet and share learning and good practice. Members of the team attended the Academi national conference in November 2017 with a theme about connecting the need for taking risk to good improvement efforts and ultimately better public services.

Over the course of the last year, we have also met with our public sector partners within the region, including Dyfed Powys Police, Powys and Pembrokeshire County Councils, in order to share ideas and good practice in support of both the service improvement and efficiency agendas.

# TIC Business Plan 2018/19 – 2020/21

## Introduction

- The development of the Business Plan provides an opportunity to consider where the focus of the programme will need to be over the next 3 years.

| Objective 1 | Continue to implement a balanced work programme to ensure that TIC can support and promote longer term, sustainable change and improvement, whilst also recognising the need to focus on meeting the financial challenges in the short term/medium term. |
|---|---|

To be achieved by:

- Over the course of the next 3 years, the TIC work programme will continue to be re-focussed on larger scale projects including procurement, digital transformation overseeing the channel shift and agile working/mobile projects, where there is potential to generate significant savings to be achieved via cultural and behavioural change.
- We will also align the 3 year TIC programme align the priorities within the Council's Corporate Strategy and 3 year financial strategy/improvement plan and strengthen the links between the TIC programme and the Priority Based Budgeting Process.
- The team will continue to provide support to teams in undertaking reviews of their services using a range of methodologies in support of service improvement and sustainable change.
- The team will seek to complete projects which have been on-going for a period of time, whilst ensuring that change and improvement is sustainable following the withdrawal of TIC support
- We will work with colleagues in Organisational Development to align the TIC programme with our People Strategy and ensure corporate Learning and Development frameworks and opportunities have a strong emphasis on leading and managing cultural and behavioural change in line with Council priorities and the TIC programme.
- Continuing to engage with DMTs on a bi-annual basis to align the TIC programme with business planning  and promote the Digital Transformation bidding process
- Identifying further areas where TIC can make a difference, building on our relationships with DMTs and services.

| Objective 2 | Ensure that there is sufficient skills and capacity to deliver the TIC Programme. |
|---|---|

To be achieved by:

- Continuing to ensure that core TIC Resources are focussed on areas where these is the potential to deliver greater efficiencies.
- Reviewing TIC project methodology to include specific criteria and timescales for the different elements of systems thinking reviews.

- Continuing to create additional capacity within the team by offering ad-hoc opportunities for staff to undertake TIC projects on a task and finish basis.
- Continuing to offer secondments to our graduate trainees.
- Continuing to use the Engage software modeller in conjunction with services, to map processes so that we can eliminate waste and identify improvements and efficiency savings.
- Continuing to link with the corporate leadership and management development programme and offer opportunities to lead or support specific TIC projects.
- Continuing to refine and strengthen the project proposal process supporting the Digital Transformation Programme.
- Reviewing the governance arrangements for TIC projects to limit the call on key support services and avoid duplication.

| Objective 3 | Further raise awareness and understanding and engagement with the TIC programme across all levels of the organisation. |
|---|---|

To be achieved by:
- Continuing to develop the TIC website to allow staff to contribute suggestions for potential efficiencies/projects.
- Further developing the TIC website to offer a library of literature and project planning tool kits to encourage self-help for managers going through a change process/review.
- Piloting 2 TIC Hubs in County Hall, Carmarthen and Ty Elwyn, Llanelli to allow staff to undertake improvement project work.
- Further raising awareness of the TIC Programme with elected members.
- Continuing with annual TIC awards to further raise awareness of TIC as well to recognise and celebrate any improvement activity led by teams across the Authority.
- Reviewing and refreshing TIC branding and reviewing the TIC communications plan.
- Profiling more case studies on the TIC website and through staff roadshows.

| Objective 4 | Further strengthen reporting and accountability mechanisms within the TIC Programme. |
|---|---|

To be achieved by:
- Reviewing governance arrangements for TIC Projects including the identification, selection, monitoring, reporting and sign off of TIC Projects.
- Reviewing the business case format used for scoping TIC projects as well as reviewing the project selection, approval processes ensuring the interdependencies and interconnections between TIC projects are identified and to avoid duplication.
- Strengthening the monitoring and reporting of TIC projects by introducing a traffic light system.
- Embed the capacity to deliver change in monitoring and reporting mechanisms to support sustainable change.

- Providing regular progress updates to the TIC Programme Board, Executive Board, Executive Board Members and the Heads of Service forum.
- Developing a greater understanding of the work of TIC with all elected members.
- Developing measures for the TIC team and its work.
- Ensuring there are clear links with the priorities of the Council, the Public Service Board and the objectives of the Well Being of Future Generations Act.

| Objective 5 | Further develop mechanisms to share good practice and learning with other public sector partners. |
|---|---|

To be achieved by:
- Continuing to participate in the All Wales Continuous Improvement Network.
- Continuing to develop mechanisms to share good practice and learning with other public sector partners at local and regional levels.

| Objective 6 | Build capacity across the organisation to lead, support and engage people to deliver transformation and change. |
|---|---|

To be achieved by:
- Encouraging a self-help approach through further developing the TIC website to offer a library of literature and project planning tool kits and to support managers going through a change process/review.
- Developing mechanisms to improve learning from projects and to share learning and good practice across the organisation through post evaluation and profiling case studies via the webpages and staff roadshows.
- Developing TIC Hubs at central locations in the County to allow staff to undertake improvement project work.

| Objective 7 | Develop and implement more effective consultation and engagement mechanisms with the public and service servers about the design of the TIC programme and the shape of future services |
|---|---|

To be achieved by:
- Raising awareness of the TIC programme in the Authority's budget consultation process.
- Considering opportunities to extend service user involvement beyond the "check" stage of systems thinking reviews and projects.
- Developing a TIC presence on the Council website.

| Objective 8 | Make better use of data and information to identify future TIC priorities |
|---|---|

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To be achieved by:

- Identifying the type of data required to help inform future TIC priorities and availability.
- Developing a mechanism for collating this data and acting on it.
- Further developing the necessary skills and capacity within the team and organisation

# TIC Programme

## Big Ticket Items
- Digital Transformation (Channel Shift/ Agile Working/Information Management/ Financial and Back Office processes)
- Fleet Management
- Procurement
- Schools
- Standby

**Rationale**
- ✓ *Organisational priorities*
- ✓ *Big spend/big savings*
- ✓ *Build the brand*

**Approach**
- *Project Management*
- *Governance*
- *Process re-design*

## Working with teams to improve services
- LDMH Community Services
- LDMH Residential Placements
- Pensions
- Property Design
- Democratic Services

**Rationale**
- ✓ *Service improvement & efficiency*
- ✓ *Staff engagement/morale*
- ✓ *Builds capacity*

**Approach**
- *Systems thinking approach*
- *Process review*

## Eliminating waste & bureaucracy
- What wastes your time?
- Creditor payments
- Automating processes

**Rationale**
- ✓ *Quick wins*
- ✓ *Release cash*

**Approach**
- *Process re-design*
- *Use of IT as enabler*

## Cultural and behavioural change

## Learning and Development
*Continuous Service Improvement Practitioner, Project opportunities, Graduate trainees, Future leaders*

## Communication
*Website, Y Gair, Posters, Staff roadshows, TIC awards*

Cyngor **Sir Gâr** **Carmarthenshire** County Council

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## Appendix 2: TIC Projects Gross Savings

| Project | Saving |
|---|---|
| 3rd Sector Project | £1,000k |
| Mail/Printing | £655k |
| ASC | £666k |
| Housing Voids | £440k |
| Photocopying | £300k |
| Housing Options | £145k |
| Planning | £90k |
| Property Maintenance | £23k |
| Property Systems | £20k |
| Back Office at PDS | £40k |
| Subscriptions | £12k |
| **Completed Projects Total** | **£3.391m** |
| Procurement | £4,553k |
| Agile Working | £2,400k |
| Income and Charging | £1,915k |
| Fleet Management | £1,480k |
| Schools | £1,234.5k |
| Standby | £658k |
| SEN/LAC | £280k |
| Older People Residential Care Homes | £175k |
| Libraries Procurement | £56k |
| Democratic Services | £29k |
| **Current projects Total** | **£12.7805m** |
| **Total Gross Savings** | **£16.1715m** |

## Appendix 3: TIC Projects Projected Gross Savings  - additional details

| Project | Projected Gross Savings | Comment |
| --- | --- | --- |
| Agile Working | £2,400k | A comprehensive plan to introduce agile working across the organisation has been launched this year which has forecast savings of £2.4m through ICT innovation in delivery of services. |
| Procurement | £3,996k | This relates to £2m savings going forward through the introduction of a category management approach. £1.996m relates to savings and costs avoided delivered through projects overseen by the Procurement Board. |
| Stand-by | £500k | To be achieved through the reduction in the sessional rate for standby implemented from the beginning of 2018/19 and reduction in activity. |
| SEN/LAC transport | £192.5k | This relates to proposed changes to SEN school transport identified through the review. |
| Libraries | £56k | This will be achieved through service realignment upon the implementation of a new stock ordering system. This does not take account of the system cost or any additional licence costs. |
| Older People LA Residential Care Homes | £175k | Improvements in how we manage our care homes will support the delivery of this efficiency saving over the coming year. |
| Democratic Services | £29k | This will be achieved through the introduction of paperless working and increased productivity. |
| Schools projected potential | £1,027.5K | This relates to potential savings schools could achieve through project workstreams to date including secondary staffing benchmarking, changing arrangements for printing and copying, telephony, stationery, waste and recycling as well as accessing the WG funded Re-fit energy efficiency programme. |
| **Total** | **£8,376k** | |

 **Background**

1) During consideration of last year's TIC Annual Report/Business Plan, Policy and Resources Scrutiny Committee  requested additional information in relation to two specific areas :

   a. Non-delivery of targeted savings
   b. Level of investment required to deliver TIC savings.

2) An exercise undertaken as part of the end of year financial analysis for 2017/18 and the production of the Annual Report 2017/18, has helped inform the position outlined below.

**A.  Delivery of  Savings Targets**

- **Not all TIC projects are driven by the need to make financial savings.**
- **The setting of specific savings targets is usually confined to corporate/cross-cutting projects. However, TIC can be asked to support services in helping to deliver PBB targets put forward as part their 3 year budget setting process.**

| Project | Savings Identified | Year | Linked to PBB YES/NO | Savings Delivered to date | Comment |
|---|---|---|---|---|---|
| Property Systems Project | £255,000 | 2013/14-2016/17 | No | £20,000 | Post evaluation after completion of phase 1 of the project identified that there was no business case to proceed to remaining phases of the project. Recognised by WAO as example of good governance. |
| 3rd Sector Spend | £1m | 2013/14-2014/15 | Yes | £1m | Analysis indicates that the project exceeded its £1m savings target |
| Standby | £400,000 | | Yes | £158,000 | Changes to operational arrangements and a reduction in rate will result in a saving of £285+ in current financial year. |
| Fleet Management | £1m | 2013/14-2017/18 | Yes | £1.4m | £400k linked to PBB in 15/16 and 16/17 in in relation to reductions in staff mileage expenditure. |

| | | | | | |
|---|---|---|---|---|---|
| Agile Working | £2.4m (after 5 years) | 2018/19-2022/23 | No | TBC at year end | Delays in completing some building works has impacted on time-scales for release of some buildings which in turn will impact on deliverability of property related savings during current year. Property savings will also be dependent on ability to sell/lease buildings. |
| Procurement | £2m | 2018/19 | No | £124,000 | One of the objectives of the Procurement project will be to deliver £2m savings (1% of total spend) as a result of a move to a category management approach. A more specific target will be identified on completion of the plans for each category. |
| Debtors | £150,000 + | 2016/17 & 2017/18 | No | £1.9m | Work undertaken by the TIC Income and Charging Project was used to inform an 'Invest to Save' Bid to fund additional resources in both the legal and debtors function with the aim of recovering/ securing more debt. This temporary funding has now been made permanent. This area will be subject to further review over course of next 6 months to identify potential for further 'invest to save' opportunities. |
| Libraries Procurement | £90,000 | 2017/18 | Yes | £90,000 (56,000) | Delays in implementing staffing changes and a review of proposal has resulted in a revised savings target of £56k. PBB made up from elsewhere in Dept. |
| Mail and Printing | £300,000 | 2014/15 – 2016/17 | No | £655,000 | Project is now complete and post evaluation report identified that a total of £655k savings had been achieved over a 3 year period. The Routine Spend analysis report will continue to monitor/review expenditure in this area. |

## B . Investment v Savings

| Project | Description | Investment | Savings Identified/ Delivered | Comment |
|---------|-------------|------------|-------------------------------|---------|
| TIC Team | Staffing budget to support the work of the TIC Programme and to provide dedicated capacity to support change and transformation. | A total of £1,000,227 (salary costs of team) invested from 2012/13 to 2017/18. | Over £16m identified /delivered to date.<br><br>£9.8m delivered since 2012 and £6.3m targeted over next 3 years.<br><br>The majority of the savings delivered are 'cashable' savings, with productivity savings and costs avoided also being identified. | The TIC team was initially set-up with a team working on a secondment basis. A permanent team was then established in 2015. The team is now made up of 4 permanent staff and 1 secondee to support the agile working project.  A TIC Schools Officer also works within the team but this post is funded by the Education Dept. |
| **Specific Projects** | | | | |
| Debt Recovery | Work undertaken by the TIC Income and Charging Project was used to inform an 'Invest to Save' Bid to fund additional resources in both the legal and debtors function with the aim of recovering/ securing more debt. | £300k<br><br>£150k pa for 2016/17 and 2017/18 | Over £1.9m of debt recovered/secured over 2 years. | Due to the success of the pilot initiative, this funding has now been made permanent. |
| Digital Transformation | Over £400k allocated in capital programme over 2 years to support the Council's Digital Transformation programme. | £400k capital funding<br><br>£200k for 17/18 and 18/19. | These projects will aim to deliver a range of benefits including improved productivity/ customer experience and income generation. | Projects include school meals online payments; development of a new Customer Relationship Management system and online reporting facility for housing repairs. |
| Agile Working | In October 2017, Executive Board approved a £1.9m investment programme to support the roll-out of | £1.9m to fund roll-out of new technology; building | The Agile Working Investment Plan identifies over £2.4m of total savings to be delivered at the end | The Agile Working Delivery Plan is in the process of being rolled out across the organisation. |

|  | agile working initiatives across the organisation. | adaptations and project management support. | of a 5 year period from reduction in costs relating to areas such as property, travel, printing and paper. |  |
| --- | --- | --- | --- | --- |
| **Procurement** | Investment in staffing resource to increase capacity within the service to support the delivery of financial savings. Capacity to help support move to a category management approach to procurement and to mitigate the risks associated with operational procurement. | £200k investment | Savings objective of £2m (1%) spend<br><br>£124k delivered to date in 17/18 | One of the objectives of the Procurement project will be to deliver £2m savings (1% of total spend) as a result of a move to category management approach. A more specific target will be identified on completion of the plans for each category. Staffing resource to also help mitigate risk associated with operational procurement. |