

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE

13/12/2022

A VISION FOR THE NEXT PHASE OF THE COUNCIL'S TRANSFORMATION PROGRAMME

Purpose: The report aims to set out a vision/business case for the next phase of the Council's transformation and change programme, which will be used to inform the development of a Transformation Strategy.

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review the information contained in the Report and provide any comments and / or recommendations to inform the development of a Transformation Strategy.

Reason(s)

The purpose of this report is to set out the vision and approach to the next phase of the Council's Transformation Programme.

The report will form the basis of a Transformation Strategy which will provide the strategic framework to support the implementation of a programme of organisational transformation over the next 5 years.

CABINET MEMBER PORTFOLIO HOLDER : Cllr Phillip Hughes - Cabinet Member for Organisation and Workforce

Directorate Name of Head of Service: Paul R Thomas Report Author: Jon Owen	Designations: Assistant Chief Executive (People Management) TIC Programme Manager	Tel/Email addresses: PRThomas@carmarthenshire.gov.uk JOwen@carmarthenshire.gov.uk
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EXECUTIVE SUMMARY

CORPORATE PERFORMANCE AND RESOURCES SCRUTINY COMMITTEE

13/12/2022

A vision for the next phase of the Council's Transformation Programme

Background

- The Council's TIC Programme has been the one of the main vehicles for supporting change and transformation across the organisation during the last 10 years. The programme was established in response to the severe budget challenges facing the Council during the years that followed the financial crisis of 2008. The main aim of the TIC programme was to support the delivery of a sustainable approach to transforming the organisation; an approach that would allow the Council deliver on its financial savings targets and protect the standards and quality of front-line services.
- The learning gained from the experience of responding to the Covid-19 pandemic, and the legacy that follows in its aftermath, now presents both significant challenges and opportunities for the organisation, and these could now act as the main drivers for a new era of transformation and change across the Council. The advent of a new municipal term, and the development of a revised Corporate Strategy also now provides an opportunity to ensure that key Council priorities are used to shape and inform the next phase of our transformation journey.

Key Proposals

- The aim of the Transformation Programme will be to design and implement a programme of internal change and transformation that will support the Council to deliver on its vision and priorities as set out within its Corporate Strategy- The Programme will be made up of 8 thematic workstreams.
- Governance arrangements will also be strengthened to bring a greater focus to the delivery aspects of the programme. It is proposed that the TIC Programme Board will be renamed the 'Transformation Board' and will now meet on a quarterly basis
- It is also recommended that the membership of the Transformation Board is widened to include all Directors and that the membership of the group should also reflect some of the new priorities that are now to be incorporated within the Programme e.g., Net Zero Carbon and accommodation/buildings priorities.
- Small, focussed 'Delivery Groups' will be responsible for delivering projects within each of these priority areas. These groups will be led and coordinated by a Director/Head of Service and include officers who will be allocated responsibilities for delivering specific projects.
- The current TIC team will now be renamed the 'Transformation Team'. Functions such as learning and development and communication will continue to play a key role in the future of transformation, in ensuring that staff are properly engaged in the work of the programme and by supporting the development of the necessary skills and behaviours to help facilitate the change process.

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report:

Signed: **Paul R Thomas** Assistant Chief Executive (People Management)

Policy, Crime & Disorder and Equalities YES	Legal NO	Finance YES	ICT YES	Risk Management Issues YES	Staffing Implications YES	Physical Assets YES
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Policy, Crime & Disorder and Equalities

The report will be used to inform the development of a Council Transformation Strategy which will then provide the strategic framework to support the implementation of a programme of organisational transformation and change over the next 5 years. The Transformation Strategy is due to be considered by CMT and Pre-Cabinet in September 2022.

Finance

The Transformation Programme will encompass two workstreams whose purpose will be to help the Council to continue to achieve a sustainable financial future in the context of a potential reduction in budgetary resources combined with increasing service demands and costs. The ‘Efficiencies and Value for Money’ workstream will aim to continue and build on the work of the current TIC Expenditure workstream and to deliver financial savings through efficiencies or cost reductions and smarter ways of working. The ‘Income & Commercialisation’ workstream will look to develop a more commercial approach to the delivery of Council services with a view to increasing the level of income generated and debt recovered.

ICT

The use of technology will be key to the modernisation and automation of Council processes, supporting smarter and more productive ways of working for staff whilst making it easier for customers to contact us. The Customers and Digital Transformation will be the main vehicle for progressing these changes within the Transformation Programme.

Staffing implications

The report proposes that key people/workforce issues also become a key priority for the revised transformation programme. The main purpose of this workstream will be to oversee the development of a Workforce Strategy and delivery of key workforce priorities to enable the Council to become a more modern and responsive organisation and an ‘Employer of Choice’.

Effective staff engagement mechanisms will be key to the successful delivery of the wider transformation and change programme.

Risk Management

The delivery of individual workstreams and wider programme will need to be underpinned by effective application of risk management practices.

Buildings

The report recommends that the current Better Ways of Working project is brought under the umbrella of the Transformation programme. The workstream will look to exploit the opportunities presented by a move to hybrid working to further rationalise the Council’s accommodation portfolio and to modernise and improve the working environment within the remaining core buildings.



CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed: Paul R Thomas, Assistant Chief Executive (People Management)

1. Local Member(s) N/A

2. Community / Town Council N/A

3. Relevant Partners N/A

4. Staff Side Representatives and other Organisations N/A

**CABINET PORTFOLIO HOLDER(S)
AWARE/CONSULTED**

Include any observations here

Yes

Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:

THERE ARE NONE