

'Springing Forward' – a Business Case to move to the next phase of our Transformation journey

Corporate Policy and Resources Scrutiny
Committee

December 2022



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Executive Summary

1. Purpose of report

The main aim of the report is to set out a business case and proposed approach to the next phase of the Council's transformation programme.

This report will be used to underpin the development of a Transformation Strategy, which will provide the strategic framework to support the implementation of a programme of organisational change and transformation over the next 5 years.

2. Context/Key drivers

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 to deliver on its financial savings targets and protect the standards and quality of front-line services. An internal evaluation of the impact of the TIC programme undertaken in 2019, identified that the programme had successfully delivered on these objectives and had helped in the development of more modern and resilient working practices that appear to have served the Council well during its response to the Covid-19 pandemic.

The learning gained from the experience of responding to the 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. This period now represents the first opportunity for the Chief Executive, only in post since 2019, and the Senior Management Team, to move away from the 'crisis management' that dominated the period of the pandemic, and to use the experience of that last 2 years to help drive and shape a period of planned change and transformation. The key challenge now for the organisation is how to 'lock' in some of these positive changes and learning that we have acquired during this period, and to ensure that the Covid-19 crisis almost acts as a 'marker in the sand' and that people in years to come will identify the post Covid era as a period of modernisation and transformation for the Council.

The advent of a new municipal term, and the development of a revised Corporate Strategy, also provides an opportunity to ensure that key Council priorities are used to shape and inform the next phase of our transformation journey.

3. Purpose

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.

It should be set apart from the day-to-day workings of the Council in terms of both governance and delivery, to ensure that it is able to provide the energy, capacity, and commitment to deliver the type of change required. It will also aim to ensure that change is sustainable and long term and support a seamless transition from transformation to 'business as usual' activity.

4. Transformation Priorities

It is proposed that the programme will focus on supporting the delivery of the following thematic priorities:

| Priority | Aim | Proposed Lead |
|---|---|----------------------|
| People | 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'. | Paul Thomas |
| Service Design & Improvement | To provide for a more sustainable and creative approach to the review, remodelling and improvement of Council services | Noelwyn Daniel |
| Efficiencies and Value for Money | To continue to deliver financial savings through efficiencies or cost reductions and smarter ways of working. | Jonathan Morgan |
| Income & Commercialisation | To develop a more commercial approach to the delivery of Council services with a view to increasing the level of income generated. | Chris Moore |
| Customers & Digital Transformation | To continue to make better use of technology to deliver smarter, efficient service processes and to deliver a better experience for customers | Ainsley Williams |
| Buildings | 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. | Jake Morgan |
| Net Zero Carbon | To support the Council in delivering transformational change in support of key NZC targets | Rhodri Griffiths |
| Schools | To assist schools in identifying cost reductions and better ways of working and support the development of more sustainable school budgets and help protect front line academic provision. | Gareth Morgans |

Governance

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. These meetings will place greater emphasis on progress and outcomes in respect of key work programme priorities that are identified within the Transformation Strategy and annual work programme.

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 successful outcomes generated by the TIC Programme also demonstrates the importance of having dedicated resources to provide the capacity to help deliver an effective organisational change and transformation programme. The current TIC team will undertake this role, but the team will now be renamed the 'Transformation Team'. The resources within the team may need to be reviewed to ensure that it has the capacity and skills to support the priorities outlined within the programme.

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.

5. Key recommendations

1. To approve the report as the basis for the next phase of the Council's Transformation Programme.
2. The report to be used to inform the development of a Transformation Strategy to be presented to CMT/ Cabinet in September, to be accompanied by an annual delivery plan
3. To agree the new priorities for the programme as set out in section above.

4. To approve the revised governance arrangements for the Programme:
 - TIC Programme Board to be renamed 'Transformation Board'
 - The Transformation Board to meet on a quarterly basis
 - The membership of Board to be widened to include all Directors and other officers to reflect new priorities coming into the programme
 - The use of small, focussed Delivery Groups to oversee implementation of programme priorities.
5. The current TIC Team to be renamed the 'Transformation Team'.
- 6 To develop supporting Communications Plans and L&D programmes.

Main Report

1. Introduction

In 2012, the Council established the TIC (Transform, Innovate and Change) Programme in response to the significant budget challenges that it was facing during the period of severe financial austerity that followed the worldwide financial crisis of 2008. This response also included the creation of a dedicated team to support the Council in identifying efficiency savings, and the TIC Programme has been the one of the main vehicles for supporting change and transformation across the organisation during the last 10 years.

A 'Taking Stock' Review of the TIC Programme undertaken in 2019, identified that the programme had delivered a number of positive outcomes, including: £20m of financial savings over a period of 10 years, improvements to the quality of services, a greater focus around the needs of customers; all of which had been underpinned by the cultural and behavioural changes that the programme had also influenced. However, the review also identified a number of areas where the programme could be further strengthened, including ensuring better alignment between the TIC Programme and corporate priorities. In response to this review, it was agreed to move to a more thematic approach, which would allow the programme to be more strategic in nature and provide more opportunities for the programme to influence the delivery of the Council's key objectives.

The emergence of the Covid-19 crisis has undoubtedly impacted upon the pace at which the programme could transition to this new approach. Although a more thematic work programme has been adopted, and the new workstreams have delivered some significant outcomes, capacity constraints across the organisation during this time has naturally impacted on the ability to fully achieve the expectations outlined in the initial vision for the next phase of the programme, as set out in early 2020. However, the learning from the response to the Covid-19 crisis, and some of the new ways of working adopted during this time, now presents significant opportunities for the organisation to move away from crisis management to the next phase of its modernisation and transformation agenda.

2. Purpose of report

The purpose of this report is to set out the vision and approach to the next phase of the Council's Transformation Programme and will seek to cover the following:

- The lessons learned from the transformation journey to date.
- Context – the external/internal factors that will need to be considered.
- The key aims of the next phase of transformation
- The principles that will underpin this approach
- Our Transformation priorities
- Projected outcomes/deliverables from the transformation programme
- Governance / Programme Management
- Learning and Development
- Communication

These areas 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.

3. Transformation –the lessons learned from the journey so far

The TIC Programme 2012-2022

The UK Government's decision to significantly reduce public expenditure as a response to the financial crisis of 2008 resulted in severe budget challenges for local government which lasted for a period of almost 10 years. Early on in this period, it was projected that the Council could expect annual budget reductions of 10%, which would have severely compromised its ability to continue to deliver key front-line service when the demands and expectations of these services were also increasing. It was acknowledged therefore that the Council had to think very differently about the way that it dealt with these challenges, with a knowledge that traditional methods and approaches for delivering savings would not be sufficient to allow it to meet the level of budget savings required whilst continuing to improve the quality of services that it delivers.

It was agreed that a dedicated team would be needed to provide the necessary capacity within the organisation to support this level of change and transformation. As the programme has grown and developed, additional capacity has been added to the team, and the team is now (May 2022) made up of 6 permanent posts.

The additional capacity has allowed the team to support on new priorities, including the roll out of the TIC approach to schools and to support the delivery of the Council's Agile/Better Ways of Working projects. There may be a need to bring further capacity and specialist knowledge into the team as the scope of the programme broadens to focus on a wider range of priorities e.g., supporting the development of a more commercial approach across the organisation.

During the formulation of the original TIC concept, it was also clear that robust and clear governance arrangements would be required to provide strategic direction and to oversee the delivery of the programme. The TIC Board, chaired by the Chief Executive, has also been influential in developing a positive meeting environment, where service representatives were able to feel confident in providing feedback from the outcomes from reviews and projects, as this often required them to provide an honest appraisal of where significant improvement was required within their respective service areas.

Representation on the TIC Programme Board is made up of Directors/Heads of Service, along with 3rd tier officers, who bring a range of specialist expertise to the forum. One of the themes to emerge from the Taking Stock review of the TIC programme was that there appeared to be a disconnect between CMT and TIC Board, and that those Directors that were not represented on TIC Board were often unaware of some of the work being undertaken by the programme. This has been partly addressed through the introduction of quarterly reporting of the programme to CMT and the practice of having Directors to lead on the thematic workstreams. However, perhaps consideration should now be given to ensuring that all Directors are represented on future transformation governance arrangements.

The Council also wanted to ensure that it adopted a sustainable approach to this programme of transformation and was mindful of the need to avoid taking steps to deal with the short-term budget challenges which could impact on its ability to maintain front-line service delivery and compromise its ability to meet its objectives in the medium to long term.

The programme was to be focussed on the delivery of three key objectives: 1) to help identify and deliver financial savings 2) to maintain, and where possible, improve the quality and standards of front-line service performance and 3) support the Council in meeting its budgetary challenges whilst limiting the need to make compulsory redundancies.

It was also recognised that the ability to deliver these objectives would require significant cultural and behavioural change across the organisation, and that the close involvement of staff in the programme would be critical to its success. The methodology and approach that has underpinned the delivery of the programme has therefore encouraged a highly participative approach, which has usually involved the members of the TIC Team working

collaboratively with teams across the organisation to review current service delivery methods and processes. The approach encourages teams to think very differently about ‘why’ and ‘how’ they deliver their services, and to identify opportunities for smarter, more efficient ways of working which will deliver better outcomes for users and customers.

By mid-2019, the TIC Programme had been operating for almost 7 years, the new Chief Executive suggested that it would now be appropriate to undertake an evaluation of the impact of the programme to date. It was also agreed that the evaluation should be based on the programme’s progress in meeting the original programme objectives set in 2012.

| TIC Programme Objective | Evaluation Findings |
|--|--|
| To help identify and deliver financial savings | <p>The review identified that by 2019, the TIC Programme had helped identify and / or deliver over £20m in efficiency savings. Whilst cashable savings accounted for the majority of this figure, other savings relating to productivity, costs avoided, and the recovery of debt had been achieved.</p> <p>The Council has demonstrated its willingness to invest to additional capacity to deliver longer term financial benefits. For example, an investment of £300k in debt recovery functions, resulted in over £2m of additional debt being recovered.</p> <p>There has also been a focus on reducing the Council’s routine expenditure related to back-office support activities which could limit the need to make budget reductions in front line services.</p> <p>The Taking Stock also proposed that there should be better alignment between the TIC Programme and the Council’s mid to long term financial planning processes.</p> |
| To maintain, and where possible, improve the quality and standards of front-line service provision | <p>By 2019, the TIC Team had helped support on the delivery of over 20 service reviews, with the aim of improving the quality of services provided, ensuring a better focus around the needs of the customer and where possible to do this in a way that allows the service to deliver financial efficiencies.</p> <p>There are numerous examples where reviews and projects initially delivered significant change and transformation in support of these objectives.</p> <p>However, the evaluation did identify concerns over the sustainability of this change and improvement when TIC capacity was withdrawn.</p> <p>The programme has sought to learn the lessons from this experience, and this was one of the main drivers that has supported the creation of a dedicated Service Improvement Workstream.</p> |
| To support the Council in meeting | The programme was able to achieve the objectives outlined above without having the need to make compulsory staff redundancies. This has helped the |

| | |
|--|--|
| its budgetary challenges whilst limiting the need to make compulsory redundancies. | team in fostering positive working relationships with staff across the organisation and has helped support an open and transparent approach to be adopted within TIC projects and reviews. |
|--|--|

There was also evidence to suggest that the TIC Programme has influenced a level of cultural and behavioural change that has taken place within the organisation over the past 5-10 years. One of the key principles that has underpinned the delivery of the programme has been the need to adopt an inclusive approach to its work, by encouraging and empowering staff to identify and implement opportunities for change and improvement in their own service areas. It is estimated that over 500 staff have participated in TIC related projects over the past 10 years; many of these projects adopted a 'Vanguard/Systems thinking' methodology, which aims to put the needs for customer at the heart its approach. Recent 'Investors in People' reviews have also identified the positive way that the Council has sought to engage staff in its approach to transformation.

The Council has also sought to use the TIC programme to help progress some key cross-cutting projects which may have previously represented a challenge for the organisation. For example, a number of attempts had been made previously to implement agile working initiatives across the Council, but with limited success. It was therefore agreed to bring the project under the umbrella of the TIC Programme in order that it could benefit from the governance and capacity provided via a corporate transformation programme. Within a year, the Council had approved an investment of over £1.9 million in new technology and building adaptations and was then in the process of rolling out this new approach across the organisation. The Council clearly reaped the benefit of this investment when it was to adapt seamlessly to the move to remote working as part of the response to the Covid-19 pandemic.

The Taking Stock Review also identified the opportunity for the TIC Programme to be more aligned with the delivery of key Council priorities, and in early 2020, this led to the refocussing the programme around 6 thematic workstreams

TIC Thematic workstreams (2020)

| | |
|-------------------------------|----------------------------|
| Expenditure | Income |
| Digital Transformation | Service Improvement |
| Demands and Waste | Schools |

Audit Wales has also suggested that the Council may want to explore whether all transformation related activity should be brought under the umbrella of a corporate transformation programme, and there is now an opportunity for this to be considered as the Council seeks to shape the next phase of its transformation journey.

The Council's response to the Covid-19 pandemic – unplanned transformation

In March 2020, Carmarthenshire County Council was about to enter one of the most challenging periods ever faced by local government. The impact of the worldwide Covid-19 pandemic presented a unique set of challenges for the whole country, and there was an acceptance that Councils would need to be at the heart of the local response to the crisis.

When in July 2020, the Council began to emerge from the immediate period of the crisis, there was a recognition that 'things would never quite be the same' and that we were already not the same organisation that we had been only five months earlier.

The Council was keen therefore to capture the learning from its response to the pandemic; what worked well/didn't work so well, and how this could potentially change 'what we do' and 'how we do', it in the future.

The emergence of the Covid crisis meant that services had to adapt quickly to put in place alternative delivery arrangements for users and staff to ensure continuity of provision. This often required innovative and creative thinking and a multi-team approach to be adopted between services within the Council and with other public sector partners, and this experience can only benefit the way that we shape and deliver our services moving forward. Services have also demonstrated themselves to be extremely resilient and are now armed with more robust service continuity plans and a more mature approach to risk - this means that they can move with greater confidence and ambition in seeking ways of developing more purposeful services.

The move to more remote working and less reliance on face-to-face meetings and paper-based processes, alongside changing customer expectations and demands, will provide an opportunity for the Council to consider the type of services that it provides in future and how it delivers them. The pandemic may also have changed customer expectations of 'how' and 'when' they access services, and therefore the Council may need to consider adopting more flexible service delivery models e.g., 7 day/ 24 hr working.

However, there will also be a need to ensure that services continue to respond to customer needs and expectations. Alternative delivery models put in place as part of a response to a pandemic may not be what the customer wants during more normal circumstances. Co-production therefore should be a central feature of the Council's approach to reviewing and re-designing its services moving forward.

This is also now an opportunity to re-set or go back to basics in using some core principles that underpin service delivery. We do not always have to have extensive service remodelling or to spend significant amounts of money to deliver better services. Simple behavioural and process changes around the way we treat customers can result in dramatic improvements in service provision – it doesn't always require a big investment in staff and systems to achieve this.

The benefits of having a more flexible, dynamic, empowered workforce will now be equally as important to support our transformation programme, and to help the Council achieve its wider aims and objectives. The likelihood is that our staff recruitment challenges are likely to be with us for at least the medium term, and therefore there will need to be a greater focus on the development and retention of staff, which will be a priority of our Workforce Strategy moving forward. The Council is seeking to develop a more sustainable approach to meet its future workforce needs by adopting a 'grow your own' strategy. The Council is currently about to launch its 'Future Workforce' programme which will seek to increase graduate, apprenticeship and work experience opportunities.

There also needs to be a considerable focus on the well-being agenda moving forward, including developing a sustainable approach to remote working and re-connecting the organisation to a whole generation of new starters who will have not met their colleagues at all on a face-to-face basis.

The Council has launched its 'Better Ways of Working' Project, which was an early statement of intent on the part of the organisation to fully embrace opportunities presented by the move to greater remote/hybrid working as part of the response to the Covid-19 pandemic. This Project, led by Strategic Director, is looking to align workforce, technology and buildings initiatives which will feed through into better, more productive ways of working.

A programme of work is already underway to rationalise and automate a number of paper-based processes, such as the processing of mail, timesheets and invoices, and also to move to electronic signing of documentation. All these initiatives will further support staff to work in a hybrid way, deliver financial and productivity savings and help contribute towards our wider environmental objectives.

Expectations around the future use of technology have advanced considerably during the period of the pandemic. Staff and customers have adapted well to delivering and accessing services in different ways and this now presents opportunities for further advances in the use of technology in coming years.

The Council is already making use of AI technology for undertaking some back-office tasks, and the next phase of the Digital Transformation programme will look to extend the roll out of this approach across other relevant functions. The use of Chat Box and Live Chat in our customer contact services, together with further promotion of a self-help approach, will continue to expand the ways that customers choose to access our services.

It is anticipated that the majority of what would have been traditionally classed as 'office-based employees', will now move to a more hybrid approach, which will be a combination of office/remote working. The move away from full time office working naturally means that we will probably need less buildings in the future, and that we may need to re-purpose and modernise those buildings that we decide to retain. Office working requirements will be met through the establishment of central hubs in the key towns, which will then allow other buildings to be released for sale or rent. This will provide an opportunity to deliver financial savings, but also for the Council to consider how it can modernise its remaining building assets (including operational depots) to ensure that it can support the needs of a modern workforce.

The response to the pandemic at both a national and local level has further highlighted the importance of having up to date and accurate data to help inform effective planning and decision making. This is reflected in the Council's decision to establish a dedicated team to support the better use of data at a corporate level. The level of data that we can now capture, analyse and report on, and the ease in which we can share this data, will be fundamental to the way that we plan and deliver our services moving forward. The use of data will also be a central feature of the Council's transformation programme, both in terms of informing the identification of programme priorities and evaluating the impact and outcomes from programme activity.

One of the most positive aspects of the response to the pandemic was the level of cross organisational working that has taken place, where staff across different services and levels within the organisation joined forces to take forward initiatives and projects. The breaking down of barriers between services, and the so called 'silo mentality', has been a long-standing aspiration of the authority as a means of delivering a more flexible, responsive way of working. The Covid crisis demonstrated what can be achieved when the organisation is united behind a common purpose. There is no doubt that the crisis created an urgency which helped energise the Council's response, and the same common purpose and levels of energy will now be required to help maximise the opportunities presented by an organisational transformation programme.

The governance arrangements adopted during crisis were also considered to be very effective as a means of translating organisational priorities into operational reality. The 'actions focussed' approach to meetings provided for greater clarity and accountability for progressing outcomes, and it was suggested that this type of approach should be replicated within some of the Council's wider decision-making arrangements.

4. Strategic Context

Legislative/strategic environment

One of the most significant areas of new legislation to emerge in the last 10 years that will have a major bearing on the delivery of the Council's transformation programme, is the Well-Being of Future Generations Act, introduced by the Welsh Government in 2015. This is a statutory duty for every Council in Wales and requires a significant change in Council processes and behaviours. The Act is designed to improve the economic, social, environmental, and cultural well-being of Wales, in accordance with sustainable development principles. The law states that:

'... the public body must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.'

The Council must demonstrate use of the 5 ways of working: **Long term, integrated, involving, collaborative and preventative.**

This provides a significant opportunity to align the aims and objectives of the WBFG Act with those of the wider transformation agenda and ensure that the 5 ways of working are fully considered and integrated into the design, delivery and evaluation of the transformation programme.

| Way of Working | Opportunities for Transformation Programme |
|-----------------------|--|
| Long-term | The Transformation Programme will seek to identify and deliver sustainable solutions in supporting the Council to make better use of its resources. The programme will aim to deliver on a balanced set of priorities to support the Council in achieving its objectives in the short, medium, and longer term. |
| Integrated | The delivery of priorities within the transformation programme will also need to consider the impact on, and interdependencies with, other transformation priorities and wider Council and partner objectives. Any initiatives or proposals for change will also consider opportunities to integrate work programmes and processes with others where there is clear benefit to the end user. |
| Involving | The current transformation has adopted a very inclusive and participative approach to its work and has to include staff from all parts and levels of the organisation in its work. The new phase of the transformation will now place greater emphasis on the use of co-production – to ensure that users of the service are fully engaged in any review or redesign of processes and service delivery models. |
| Collaborative | One of the key principles that will underpin the transformation programme will be that the Council will commit to collaborate and work in partnership with others where there is a clear benefit in terms of positive outcomes for the end user. |
| Preventative | One of the key features of the Council's service improvement methodology involves supporting services to better understand the nature of the customer demands coming into their service areas, and to identify issues which could be prevented if the Council placed more emphasis on understanding and addressing the root cause of these requests and thereby preventing issues from escalating. |

There is also a need to consider the implications of the Local Government and Elections (Wales) Act 2021 and how the transformation programme can support the Council in meeting some of the key requirements of the Act. Part 6 of the Act provides for an enhanced improvement regime for Councils and seeks to *'establish a more regularised performance and governance system that puts the onus on the Council to take ownership of its own improvement'*. The Council will now be required to undertake an annual review of performance and how efficiently it used its resources. There will now be an opportunity to align the transformation framework with the Council's performance management and improvement framework, and for the programme to act as a further mechanism in helping to drive improvement in the efficiency and effectiveness of Council services.

Development of new Corporate Strategy

As outlined earlier in the report, the main purpose of the Transformation Programme will be to support the internal change and improvement required to allow the Council to deliver on its wider strategic objectives. The Corporate Strategy sets out the direction for the Council over a 5-year period and incorporates the Council's improvement and well-being objectives as defined by legislation. The current Strategy is currently being reviewed and the new Strategy will cover the period 2023-2028. This will provide an opportunity to ensure that the aims of the Transformation Programme and Strategy are fully aligned with the Council's wider priorities.

It is proposed that the new the Corporate Strategy will incorporate a smaller number of population-based well-being objectives underpinned by thematic priorities. One of these Well-Being objectives will aim *'To further modernise and develop as a resilient and efficient Council'*. It is anticipated that the transformation programme will act as the main vehicle for delivering on this objective.

Challenges

The longer-term impact of the Covid-19 pandemic is likely to be far reaching, which will present a number of challenges for the organisation, but also some opportunities.

Pre pandemic, local government was already experiencing increasing demand for many of its services, within the context of shrinking resources. It is likely that the pandemic could make these challenges far more acute, although the full impact of the pandemic on the organisation in the medium to long term is still unknown.

The Covid-19 pandemic resulted in a vast financial outlay by the UK Government, and the need to tackle the historic levels of national debt may result in a future tightening of public spending in the short to medium turn, which in turn could result in another extremely challenging financial environment for the public sector, including local councils. Although, it is currently unclear whether this could lead to the type of financial settlements experienced

during the period of financial austerity between 2010-2017, it is still unlikely that the Council will be able to meet the challenge of increasing demand and the desire to continue to invest in its services, without having the need to deliver on-going financial savings and efficiencies.

The new phase of transformation will have a key role to play in identifying and delivering these savings and will continue to seek ways of achieving this in a sustainable way. One way of delivering savings, without having to reduce departmental budgets, would be increase the levels of income generated by the Council. More and more authorities have looked to adopt a more commercial approach within their organisations, and Audit Wales has also recommended that the Council should explore the opportunities presented by increased commercialisation. The launch of the new phase of transformation provides an opportunity for the Council to consider its appetite and ambitions in this area.

The demand for Council services has increased significantly over the last 20 years, both in terms of volume and complexity. This is especially the case for our social care services, where increases in demand have been associated with an ageing population. It is likely that the impact of the Covid pandemic will place additional demands on these and other Council services, including schools, as the legacy of Covid in respect of its implications for people's physical and mental well-being plays out in the wider population.

The effectiveness of the Council's response to the Covid pandemic may have also increased the expectations of our customers, especially in the way that they access and receive services. This may result in the Council having to review the way that it delivers these services and consider a move to a 24hr/7-day approach to service delivery. Such changes will be dependent on the ability create a more flexible and adaptable workforce. A number of services have identified that a quicker, more streamlined recruitment process would greatly enhance their ability to move to a more flexible workforce. A TIC review of the staff recruitment process is already underway, and this, together with the introduction of a new IT system, will create an opportunity for transformational change in this area.

The recruitment and retention of a well-trained, flexible workforce is a key aspiration of many organisations, but the current labour market represents a significant challenge for many in the public sector. The Council is now operating in a far more competitive environment in respect of opportunities and wages, and number of services are experiencing significant difficulty in recruiting suitable qualified staff, The Council is introducing a number of initiatives in an attempt to address this situation, including greater use of graduate and apprenticeship opportunities.

Further advances in the use of technology brought about by the pandemic now presents a significant opportunity for the Council in terms of widening access to services and the automation of back-office processes. However, the skills and capabilities of our workforce will need to keep pace with these developments if we are to fully maximise the potential benefits on offer. There is also a need to be mindful that there is still a significant part of the wider population that may not have kept pace with advances in technology, and this also needs to be considered in our approach.

Climate change represents one of the biggest challenges that currently confronts the organisation. At a meeting of Full Council in February 2019, the Council declared a 'climate change emergency' and unanimously agreed to become a Net Zero Carbon authority by 2030. Achieving NZC by 2030 will require the delivery of a range of ambitious actions and targets as set out within a Carbon Reduction Plan, which in turn will require the involvement and commitment of services across the Council. Although the Council has agreed to adopt a phased and pragmatic approach to this work, it is recognised that transformational change will be required in some areas if these ambitious targets are to be achieved. There is now an opportunity to align the aims of the NZC agenda with those of the wider transformation programme.

5. Aims and objectives of our Transformation Programme

Aim

The overall 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 successful delivery of the Transformation Programme will allow the Council to achieve significant and rapid change, and to deliver outcomes that will have a positive impact on the Council and the communities that it serves.

It should be set apart from the day-to-day workings of the Council in terms of both governance and delivery and ensure that it is able to provide the energy, capacity and commitment to deliver the type of change required. It will also aim to ensure that change is sustainable and long term and support a seamless transition from transformation to 'business as usual' activity.

It will aim to encourage a high degree of creativity and innovation, where new ideas and ways of working can be tested and evaluated in a safe environment before being integrated into day-to-day activity. It will also aim to provide for a realistic programme of work where ambitions and expectations are matched to the resources available and will seek 'to do things well' rather than 'do too many things'.

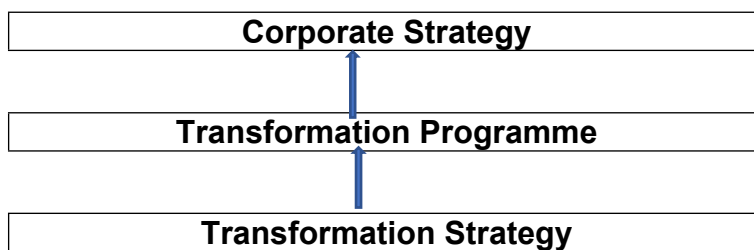
Key objectives

- To support in the development of a financially sustainable Council, which can deliver high quality, value for money services.
- To identify and help deliver financial savings through efficiencies or cost reductions.
- To develop a more commercial approach to the delivery of Council services with the aim of increasing income generation opportunities.
- To implement a service improvement programme that ensures that the Council is able to deliver high performing services with the highest standards of customer care.
- To support on the remodelling of services in order to provide modern, flexible and dynamic services designed around the needs of the customer/end user.
- To become a more creative and innovative organisation.
- To work in collaboration with stakeholders and end users to identify the most appropriate way of delivering services
- To continue to develop an agile, well trained, flexible and empowered workforce, committed to delivering high quality services with the highest standards of customer care.
- To make further use of technology in support of the Council becoming a more modern, dynamic organisation.
- To act as an intelligent Council by making effective use of data to manage and improve performance and understand and to effectively manage demands through prevention and early intervention
- To provide an opportunity to share and recognise good practice across the organisation
- To identify where additional capacity and/ or resources may be required to support the change and transformation.
- To make effective of use communications, staff engagement and L&D mechanisms to help create necessary culture and behavioural change

Development of a Transformation Strategy

A key component of the next phase of the Council's Transformation Programme will be the development of a Council Transformation Strategy. A transformational strategy is a plan of action aimed at providing the necessary capacity and governance to create significant change within an organisation, usually over a period of many years.

The Strategy will set out the long-term vision to transform the Council in a sustainable way and allow the Council to deliver on its key priorities as set out within its Corporate Strategy. It will also set out the transformation priorities for the organisation and also identify other organisational enablers that will need to be in place to underpin effective implementation of the programme.



6. Transformation Principles

The programme will be underpinned by the Council's Core Values:

- Working as one team
- Focus on our customers
- Listen to improve
- Strive for excellence
- Act with Integrity
- Take personal responsibility

The other key principles that will underpin our approach:

- To be innovative and creative
- Empower and trust our staff
- Be willing to invest in the short term to deliver longer term benefits
- Customer focussed
- Encourage inclusivity and participation
- Sustainable and long term
- Decisions to be based on data and evidence
- Based on quick and informed decision-making
- Balanced and appropriate use of risk
- Action and outcome focussed
- Identify cause and focus on prevention
- Be open to work in partnership to deliver mutual benefit

- Be solution focussed

7. Our Transformation Priorities

People

Employees are the organisation's most important asset and account for approximately 60% of total expenditure. The future recruitment, retention, development and well-being of our workforce will be key to the delivery of a successful transformation programme and to the Council's wider strategic objectives.

There are clear benefits in ensuring that key workforce priorities are now better aligned with those of the transformation programme, and therefore it is proposed that the work of the People Strategy Group should now be positioned under the umbrella of transformation.

One of the priorities will be to develop a new Workforce Strategy for the organisation, which will seek to ensure that the Council has the 'right people, with the right skills, in the right place at the right time'.

Staff recruitment and the maintenance of adequate staffing levels currently represent the biggest challenge to the delivery of front-line services. A number of managers have observed that the ability to create a flexible, more dynamic workforce which can respond to fluctuations in service demands, would be the biggest contributory factor in allowing them to transform their services. The ongoing review of the staff recruitment process together with the introduction of a new IT system will provide an opportunity for significant change in this area.

Workforce Planning will be critical to forecasting and identifying current and future organisational needs. Age profile analysis indicates that a low proportion of the workforce is under 25, and as the workforce ages (over 50% of our workforce are over 45 years of age), there is a need to ensure that service delivery is sustained into the future. 'Our Future Workforce' Programme will look to support a 'grow your own approach' to responding to future workforce needs, especially via greater use of graduate and apprenticeship opportunities.

There will also be a need to ensure that our workforce is equipped with the required skills and behaviours to support the type of change and transformation required across the organisation. The development of a dedicated Learning and Development Strategy will enable learning and development activity to more aligned to support on key transformation and other wider Council objectives.

Buildings

The Council's property portfolio encompasses a range of buildings including office buildings, operational depots, schools, community and leisure facilities. One of the aims of the Agile Working project, which was rolled out across the authority between 2017-18, was to adapt designated Council building, to create a work environment that supported the transition to a more agile way of working and This involved changes to the internal design and layout of some buildings to

create more suitable, open plan office environments, together with the use of designated hot-desking facilities.

The impact of the Covid-19 pandemic has further accelerated the use of remote working, which now provides further opportunities for the Council to rationalise its building stock. This Project, which is led by the Director of Communities, is looking to align workforce, technology and buildings initiatives which will feed through into better, more productive ways of working. The move away from full time office working naturally means that we will probably need less buildings in the future, and also that we may need to re-purpose those we decide to retain. Office working requirements will be met through the establishment of central hubs in the key towns, which will then allow other buildings to be released for sale or rent. This will provide an opportunity to deliver financial savings, but also for the Council to consider how it can modernise its remaining building assets (including operational depots), to ensure that it can support the needs of a modern workforce and increase footfall in town centre locations.

Income and Commercialisation

One of the key priorities of the TIC programme has been to seek ways of generating more income from fees and charges and to increase the levels of debt that the Council is able to recover.

The majority of the Council's income comes from WG funding, Council Tax and business rates with additional income generated from fees and charges levied by the Council. Many of these charges are set annually as part of the Council's budget setting process and some are set nationally or by statute. Charges can be an important source of income and can help improve or sustain services. In many cases, charges are not based on the cost of providing the service and services can therefore be subsidised to varying degrees. Improved information on the relationship between costs and charges would help identify where current subsidies are disproportionate to the level of positive outcomes delivered for individuals or communities.

This is one example where the Council could adopt more of a commercial approach to generate more income. However, commercialisation is more than just reviewing fees and charges, but involves looking at the business as a whole and identifying new opportunities to generate income. A significant number of local authorities are now recognising that an increasing level of commercialisation, and the associated increase in revenue, can provide for a more sustainable approach to dealing with the on-going challenges of shrinking budgets and increasing demands. The Audit Wales study on 'Commercialisation in Local Government' (October 2020) identified that *'local councils are looking at different ways of making savings, safeguarding services and generating income. Commercialisation is consequently becoming more important for Councils'*.

A number of Councils have consequently created Commercial Manager roles in order to provide the capacity and expertise to drive this agenda forward in their respective organisations, recognising the significant return on investment that this role could provide.

The TIC Income workstream has been undertaking work to identify the appetite and opportunities to implement a more commercial approach across the organisation and what skills and capacity may be required to support this. The team is currently holding workshops with key services with a view to developing a position statement/business case for increased use of commercialisation to be considered by CMT/Cabinet in September 2022. The initial work undertaken to date has already identified that there are clear benefits of investing in additional capacity and expertise to support a commercial approach, as evidenced by the success achieved by the Council's Leisure Services Division which has significantly developed its income generation activities over the last 5 years which then also reduces the level of Council subsidy required to deliver these services.

Efficiencies and Value for Money

One of the key priorities of the TIC Programme since the outset has been to support in the identification and/or delivery of financial savings, through efficiencies or cost reductions. to allow the Council to try and protect, or invest in, front line services budgets. Although the Council's financial settlements have generally been more favourable in recent years compared to those experienced during the preceding decade, the outlook beyond the current year remains very uncertain, with an expectation that the need to deal with legacy of Covid related debt at a national level could place a further squeeze on public finances. The need to deliver financial savings to some degree is likely to remain the norm for many years to come.

The current workstream has prioritised the review of areas of 'routine/repetitive' Council expenditure, such as travel, mail, and printing etc, as costs reductions in these areas of spend could limit the need to make any budget reductions in front line service areas as part of the Councils on-going budget setting process. A 5% reduction in repetitive related expenditure could deliver an annual saving of over £1m million.

The Council has achieved ongoing reductions in travel and print related expenditure for a number of years, and over £2m of staff travel related savings (cumulative) have been achieved since 2012. The Covid pandemic and the move to more use of remote working, now presents opportunities for further savings in these areas, and the workstream identified that a further £300k should be saved from travel and print during the next 3 years, which will also deliver associated environmental benefits.

This workstream has also prioritised a review of the Council's staffing related expenditure with a view to developing more sustainable staffing models moving forward. The Council currently spends over £5m per year on the use of agency staff and overtime payments and there may be opportunities to review core staffing levels within certain services which could deliver net financial savings and provide wider benefits in terms of ensuring enhanced service resilience. An action plan is already in place to start investigating these opportunities and this will probably remain a priority as part of the next phase of transformation.

The workstream may also want to continue its current role in strategically overseeing the Council's procurement activity, which includes evaluating the potential to make further use of the category management approach and reviewing the contract management procedures.

An independent divisional budget analysis exercise was undertaken in the Autumn of 2021 to support services in identifying future budget savings, which is an integral part of the Council's budget setting process. The Efficiency and Value for Money workstream will look to identify any corporate themes to emerge from the reports which could then be further explored as potential savings opportunities, whilst also seeking to work with individual service areas to offer support and assistance in further exploring and progress opportunities at a service level.

Customers & Digital Transformation

The priorities of Digital workstream have been re-focussed during the last 12 months in order to take account of the learning from the Covid-19 pandemic, both in terms of addressing the barriers which impacted on the ability of some staff to work remotely, and also due to the need to act on the opportunities to capitalise on the smarter, better ways of working which had been adopted during this time.

One of the findings from the Strategic Review of the Council's response to Covid-19 was that the Council was still heavily reliant on a range of paper-based processes (e.g., incoming and outgoing mail, invoices, timesheets and signing of documents and forms requiring wet signatures) which had required some staff to attend office bases during the period of the pandemic. The Council had already been working towards rationalising and automating a number of these processes during the pre-pandemic period, but the experience of the last two years has further highlighted the need to press ahead with these changes, and to achieve some of the associated financial and environmental benefits that these changes will also deliver. A programme of process automation work is already underway, and a business case has been approved to support the implementation of an e-signature's platform and a hybrid mail solution is also being piloted in a number of services.

The majority of what were previously categorised as office based staff, now have the equipment to work remotely, but there is a need to ensure that we achieve the real benefits from genuine mobile working by maximising the number of work tasks that can be undertaken remotely without having to need to attend a fixed base, such as an office or depot.

Technology has acted as a key enabler to allow services to be delivered and accessed in alternative ways during the pandemic. The way that staff and customers have adapted to these changes has also increased expectations about the use of technology moving forward. New technologies can play a key role in modernising services by allowing them to be delivered in a way that provides better outcomes for customers, with fewer resources and reduced costs. In addition, increasing numbers of people are seeking faster and more flexible ways to access services and experiences.

Therefore, digital transformation is expected to play a central role in the future design and delivery of services. Data collected from a range of LA's by SOCITM shows that web contact is 5% of the cost of a phone contact, which in turn is less than a third of the cost of a phone contact. In addition to being significantly cheaper, fully integrated web services also offer other additional benefits, as they are available 24hrs per day, are often faster, can reduce workload and suit the preference of the individual service user. They offer an opportunity to make significant savings and deliver better, more accessible services.

The Council has already embarked on a programme of work which is looking to improve the way that it manages and responds to customer contacts. This will aim to ensure that contacts are managed in a timely manner and are dealt with at 'first point of contact', where possible.

The use of technology, and especially the integration of IT systems, will be key to this supporting this approach and ensure that the most efficient 'end to end' process is adopted. The Council will only be able to fully maximise the benefits of greater take-up of online provision if it is able to ensure that the associated back office processes are as efficient as possible, so that the move to digital options does not result in the automation of waste and inefficiency into the electronic version of the process. Increasing the number of services provided online does not mean that traditional ways of accessing the Council should be deliberately downgraded or removed and ensuring the sustainability of face to face and telephone options will still need to be a priority for the Council.

As more services look to the use of technology, and commission specific IT systems to support the automation of service processes, there will be more of a reliance on the effective integration with existing core IT systems.

The Council has established a dedicated fund to provide investment of £200k per year to support digital transformation projects across the organisation; there may be a need to increase this funding in order to keep pace with future service expectations and technological advances. The Council is already making use of AI technology for undertaking some back-office tasks, and the next phase of the Digital Transformation programme will look to extend the roll out of this approach across other relevant functions. The use of Chat Box and Live Chat in our customer contact services, together with further promotion of a self-help approach, will continue to expand the ways that customers choose to access our services. However, there will be a need to ensure that the pace of digital related developments also matches the needs and capabilities of service users.

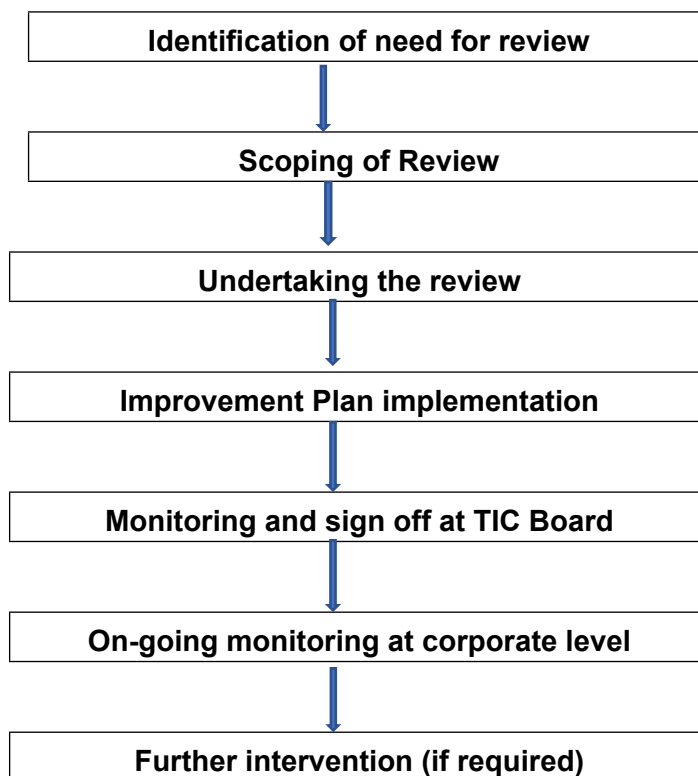
Service Design and Improvement

This workstream was established to provide for a more evidence based and sustainable approach to the improvement of Council services. Previously, there has been concerns that the Council was not making best use of TIC capacity and that the team's work was not sufficiently aligned to support the Council's priorities in respect of service improvement. There were also concerns over the pace and delivery of TIC reviews, and follow-up improvement plans, and that often the change and improvement generated by these interventions were short-lived and seemed to diminish significantly when TIC resources and governance was withdrawn.

This was particularly evident in respect of the Planning Services Review, where a TIC review had resulted in significant initial improvements in respect of service performance, which then appeared to deteriorate in the years following the review. This ultimately led to a very critical WAO Review and the need for corporate intervention in the management of the service.

The Council has sought to learn the lessons from the experience and part of this response will be to strengthen the governance arrangements for the 'sign off' of TIC reviews and improvement plans, and also to introduce mechanisms to ensure a corporate overview of ongoing performance. This will also provide for greater clarity on when corporate intervention will be required if there are concerns over the capacity within the service to deliver the levels of change and improvement expected.

The Workstream has developed a **Service Review Improvement framework** which will include the whole life cycle of the change and improvement process:



Further details of the approach to be adopted within specific stages of the cycle can be found in Appendix B

There will be greater use of data and information to inform the review programme, and it is likely that CMT quarterly performance monitoring reports will be the main source of review requests. Suggestions for reviews may also come directly for Directors or Heads of Service or via elected members. The requests to consider carrying out a review may not necessarily be based on performance related concerns, and instead could be driven by the need to exploit new opportunities in a specific area or to create better alignment in support of a key strategic objective e.g. reviewing the approach to the delivery of a Well-Being objective

The TIC Programme is now identified with a clear methodology for undertaking reviews which provides for a consistent approach that can then be modified to suit the needs of specific services. The principles that underpin the Vanguard/System Thinking methodology remain at the heart of the approach, but the experience of undertaking over 20 reviews over the last 10 years has resulted in an approach which is tailored more to the specific needs of Carmarthenshire and its core values.

The current TIC review methodology and any follow-on re-design of processes, continue to be based around the need to identify and best meet the needs of customers and also the need for evidence-based decision making and to seek all opportunities to eliminate waste and bureaucracy. However, principles of ensuring good customer care and having robust and effective performance and workforce management practices have also been integrated into the approach. Simple changes to working practices and behaviours can often result in significant benefits in terms of customer outcomes and service quality and it does not always require a huge investment in resources or systems to generate transformational improvements in service performance.

The TIC methodology has also sought to promote a very inclusive approach to its reviews with staff being actively encouraged to contribute to the development of new ideas and solutions as part of review teams.

Understanding the needs and priorities of service users has also been central to the approach adopted as part of TIC reviews. There is now an opportunity to take this further and actively involve service users in the review process, especially when looking at options for redesigning processes or the remodelling of service delivery. This emphasis on a 'co-production' approach has clear benefits in helping users shape the future of the service around their specific needs.

The experience of creating alternative service ways of accessing and delivering services during the Covid pandemic may mean that services are now more willing to explore other more ambitious service delivery options in the future. The strengthening of service continuity plans and a mature approach to risk could mean that services are now more confident in exploring more radical

options for delivering their services in the future. The development of a risk appetite at both a corporate and service level should further assist in this area.

One of the key lessons learned from undertaking previous TIC reviews has been the need to develop mechanisms to ensure that any changes brought about by the review result in long term, sustainable change and improvement. The commitment of leaders within the service to ensure that changes arising from reviews are fully implemented will be key to this, but there will also be a need to develop mechanisms to provide on-going monitoring at a corporate level.

TIC review sign off processes will be strengthened and will require services to identify a suite of measures which can then be used to support the on-going monitoring and oversight of performance at a service and corporate level. These measures will then form part of the overall corporate performance monitoring framework with any issues and concerns being highlighted at the relevant forums. If there is sufficient concern that the deterioration in performance cannot be justified or there are concerns over the capacity of the service to deliver the change and improvement required, further corporate intervention will be recommended, which could lead to the decision to establish an Intervention Board to take over management of the service on interim basis.

Schools

The TIC Schools' Programme was established in 2017 to support our schools as education budgets come under increasing pressure whilst schools strive to maintain high quality outcomes for children and young people. The programme aims to apply the core TIC principles of collaborative working and challenging existing practices by engaging with schools to support head teachers and governing bodies in taking advantage of cost saving opportunities across a wide range of activities.

A key focus of the programme to date has been to work with schools to identify alternative procurement arrangements for a range of support services and this work helped deliver over £1million to date. These have included printing and copying, telephone services, stationery and educational resources and waste and recycling, among others. Moving forward, it will be necessary to continue to raise awareness of these opportunities and encourage schools to maintain a focus on achieving Best Value and consider the most efficient deployment of resources in their spending plans, particularly when there are changes in leadership. This can be achieved through regular newsletters and formal engagement sessions with school governors which have taken place in the past.

The programme has also sought to improve the quality and value for money of a range of operational services provided to schools including building cleaning, property maintenance and grounds maintenance. These reviews have generated a number of positive outcomes including the introduction of the Property 'Handyvan' Service for schools which has the potential to deliver significant change and improvement in the quality of the service received by schools. Early

feedback from primary head teachers on the service suggests that it is having a positive impact and it is hoped that, following the current pilot phase, schools will be willing to fund the service direct from school budgets in the future.

Another key activity promoted by the programme is the sharing of good practice in planning for efficient budget setting and making savings in all areas of school operation by using locally derived benchmarking data to enable schools to compare their spending with others. Enabling schools to compare themselves with others in the county across a range of curriculum, staffing and operational areas rather than operating in isolation has enabled open dialogue and good practice to be shared between schools in terms of operating more efficiently. For example, a number of schools have reviewed their staffing profiles in light of information in the benchmarking documents and revised their TLR structures leading to savings and leaner structures. The Covid-19 pandemic has had a significant impact on the efficacy of schools' financial data which has meant that the benchmarking activity has been curtailed over the past two years, but it is planned to re-energise this work in the coming months and into the next academic year.

The use of financial efficiency templates to provide schools with a financial 'health-check' has also been trialled with a number of individual schools and it is hoped that it will be possible to develop this in the future alongside the benchmarking work to support schools in developing sustainable budgets. These reports can also be used to contribute to the evidence base in considering business plans and decision making in the context of the MEP review.

Over the past two years, the programme has become more embedded more firmly in the work of the Access to Education division within the Education and Children Department, in particular through contributing to the MEP review which is considering the future sustainability of the school footprint across the Authority. This has included ongoing work to develop a new programme of School Suitability assessments and supporting with school capacity calculations, all of which contribute to the strategic MEP review.

Net Zero Carbon

At a meeting of Full Council in February 2019, the Council declared a 'climate change emergency' and unanimously agreed to become a Net Zero Carbon authority by 2030. Achieving NZC by 2030 will require the delivery of a range of ambitious actions and targets as set out within a Carbon Reduction Plan which in turn will require the involvement and commitment of services across the Council.

Although the Council has agreed to adopt a phased and pragmatic approach to this work, it is recognised that transformational change will be required in some areas if wider, overall objectives are to be achieved.

This could look to build on the work of projects undertaken as part of the current TIC programme which have sought to reduce the environmental and financial cost of staff travel through the promotion of more sustainable meeting and travel options together with initiatives to rationalise printing and paper processes.

8. Proposed outcomes

- Improvements in service quality and value for money
- More cost-efficient services
- Purposeful, responsive, customer focussed services
- A highly trained, flexible workforce
- A more engaged, motivated workforce
- Further development of a learning and 'can do' culture
- The best standards of customer care
- Delivery of financial savings
- Environmental savings and benefits
- Increases in the level of income generated
- Modernised and efficient work processes
- Increases in staff productivity
- More modern and 'fit for purpose' working environments

9. Governance / Delivery arrangements

One of the perceived strengths of the current TIC approach has been the governance arrangements for overseeing the management and delivery of the programme. The main objective of the TIC Programme Board has been to provide *for 'robust and inclusive governance arrangements that will aim to encourage and promote creativity, flexibility and learning across the organisation in support of sustainable change and transformation but will also be underpinned by a comprehensive project and performance management approach to ensure effective implementation and delivery of required outcomes.'*

The TIC Taking Stock Review undertaken in 2019, identified the positive culture and environment created within the TIC Programme Board, which has engendered an honest and transparent approach to the programme's improvement work. The Board has also sought to strengthen its role in monitoring and overseeing progress and delivery of outcomes from the work programme. There is now an opportunity to further review the approach in this area and to bring for an even greater focus to the delivery aspects of the programme.

It is proposed that the board will be renamed the 'Transformation Board' and will now meet on a quarterly basis. These meetings will place greater emphasis on progress and outcomes achieved in respect of key work programme priorities identified within the Transformation Strategy and annual work programme and to help identify solutions to problems or barriers that may be impacting on progress.

It is also recommended that the membership of the Transformation Board is now be widened to include all Directors, and that it should also reflect some of the new priorities that are now to be incorporated within the Programme e.g., Net Zero Carbon and the Accommodation/buildings priorities.

Small, focussed Delivery Groups will also be established to support the implementation of each of the transformation priorities and these will be led by a Director/Head of Service.

Each Delivery group will produce an end of year summary and then agree a new delivery plan for the following year taking into account the priorities as agreed at Transformation Board.

Quarterly progress meetings will be held with the Cabinet Member with responsibility for Transformation and 6 monthly updates will be reported to Cabinet.

10. Resources

The successful outcomes generated by the TIC Programme during the last 10 years, also demonstrates the importance of having dedicated resources to provide the necessary capacity to help deliver an effective organisational change and transformation programme.

This capacity allows the programme to be developed and delivered in a structured and timely way and to drive actions, oversee progress and to support monitoring and reporting.

The current TIC team will undertake this role but will now be renamed 'Transformation Team'.

Resources within the team may need to be reviewed to ensure that it has the capacity and skills to support the priorities outlined within the programme.

11. Learning and Development

The Council's learning and development function will also have a key role to play in any organisational transformation programme, by ensuring that staff are able to develop the necessary skills, knowledge and behaviours required to support the type of change required.

The Transformation Programme itself can also have a role to play in supporting the development of these skills and behaviours, by actively engaging staff in the work of the programme.

One of the key themes to emerge from the review of the Councils response to the Covid-19 was that staff felt more empowered and were encouraged to think creatively when looking to develop new solutions to the challenges posed by the pandemic. The programme should continually seek opportunities for staff to be actively engaged and participate in the projects and reviews that will underpin the delivery of the programme. The principles of collaboration and partnership working has been very much at the heart of the TIC approach and the new phase of transformation should look to further build on this approach.

The programme should also seek to develop the skills and knowledge required to support a sustainable approach to the transformation journey which will enable teams to resource their own change and improvement work on an on-going basis.

12. Communication

There will be a need to clearly communicate the vision and purpose of the Transformation Programme to the rest of the organisation. Staff will need to understand their role in helping to deliver the programme and to have an opportunity to contribute to its development and implementation. It will also be important to share information on progress and the outcomes being achieved via the programme.

This will also provide an opportunity to good practice across the organisation and to provide examples of innovation and good practice from other local authorities and external organisations. The annual TIC Awards event was launched in 2017 to help recognise and profile the excellent work being undertaken by teams across the organisation to transform and improve services. The Covid-19 has caused the cancellation of the last two events but there may be an opportunity for a similar initiative to be re-launched as part of the new phase of transformation.

13. Recommendations

1. To approve the report as the basis for the next phase of the Council's Transformation Programme
2. The report to be used to inform the development of a Transformation Strategy to be presented to CMT/ Cabinet in September, to be accompanied by an annual delivery plan
3. To agree the new priorities for the programme as set out in section above.
4. To approve the revised governance arrangements for the Programme:
5. TIC Programme Board to be renamed 'Transformation Board'
6. Council Transformation Board to meet on a quarterly basis
7. Membership of Board to be widened to include all Directors, Membership of Board to be widened to include all Directors, and other officers to reflect new priorities coming into the programme
8. The use of small, focussed Delivery Groups to oversee implementation of programme priorities.
9. The current TIC Team to be renamed the 'Transformation Team'.
10. To develop supporting Communications Plans and L&D programmes

Transformation Framework

Council Transformation Strategy

Transformation Board

- Meets qtlly
- Chaired by CEX
- Sets priorities for each workstream, approves and monitors progress
- Receives progress updates with measures

Cabinet – 6 monthly reports
Cabinet member – monthly meetings

CMT - Performance Management meetings

| Service Improvement and re-design | Income & Commercialisation | Efficiency and Value for Money | Customers & Digital Transformation | People | Schools | Buildings | Net Zero Carbon |
|--|---|--|--|--|--|--|--|
| <ul style="list-style-type: none"> • Agree review programme based on data and priorities • Oversee reviews - engaging users and staff • Monitor implementation and outcomes • Use data to ensure sustainability of improvement • Re-model services to meet user needs | <ul style="list-style-type: none"> • Development of Commercial Strategy • Reviews of fees and charges – cost recovery approach • Selling of services to other partners • Advertising and sponsorship • Income from renewable energy • Debt Recovery | <ul style="list-style-type: none"> • Routine Spend/cost reductions • Data to identify PBB’s • Oversee delivery of PBB’s • Capacity to help deliver PBB’s • Category Management • Contract Management and VFM | <ul style="list-style-type: none"> • Digital Transformation Strategy • Automation of paper-based processes. • Use of AI • Mobilising the workforce • Customer Contacts • Increase First point of contact response • Shift to online options | <ul style="list-style-type: none"> • Workforce/ People Strategy • Recruitment process/IT systems • Staff engagement • Leadership and Management Programmes | <ul style="list-style-type: none"> • Sustainable school budgets • Financial Sustainability Assessments linked to MEP • Support services hub model -0 • Leadership and Management Programme | <ul style="list-style-type: none"> • Development of hubs • Fit for purpose/ modern buildings • Sustainable travel facilities • Sustainable approach to hybrid/remote working | <ul style="list-style-type: none"> • Oversee delivery of carbon reduction plan priorities |

Transformation Team

Service Improvement Review Framework

| |
|--|
| <p>1. Identification of Review Programme</p> <ul style="list-style-type: none"> - <i>Use of data and intelligence to identify priorities e.g., Corporate Performance Monitoring reports and CMT discussion</i> - <i>Requests from TIC Board/CMT/Cabinet</i> |
| <p>2. Scoping of Review</p> <ul style="list-style-type: none"> - <i>Ensuring that we are clear on what we expect to achieve/outcomes</i> - <i>Sign off by Directors/Heads of Service/Service Workstream</i> |
| <p>3. Undertaking Review</p> <ul style="list-style-type: none"> - <i>Service to allocate capacity to ensure that reviews can be carried out in timely manner</i> - <i>Reviews to be undertaken in line with a consistent methodology which has been designed and adapted to meet the specific needs of Carmarthenshire and is underpinned by the Council's Core Values.</i> - <i>Outcomes to be reported to Service Improvement Workstream</i> |
| <p>4. Development and Delivery of Service Improvement Plan</p> <ul style="list-style-type: none"> - <i>Development of delivery plans that set out of how, when and by whom actions will be taken to address findings of the review</i> - <i>Heads of Service to provide leadership and commitment to the implementation process</i> - <i>Development of measures to evaluate outcomes</i> - <i>Actions/measures to be integrated into service business planning process</i> |
| <p>5. Sign off from TIC Programme</p> <ul style="list-style-type: none"> - <i>Evidence of significant change and improvement</i> - <i>Evidence of ability to create long term-sustainable change</i> - <i>Production of key measures to be reported into corporate performance management framework</i> |
| <p>6. On-going monitoring of performance</p> <ul style="list-style-type: none"> - <i>Corporate Performance Monitoring reports to CMT</i> - <i>Monitoring via Corporate Data unit</i> |
| <p>7. Further Corporate Intervention (if required)</p> <ul style="list-style-type: none"> - <i>Transformation Team required to undertake further review/provide support</i> - <i>Request that Intervention Team take over interim management of the service</i> |

