

# Cabinet

13 February 2023

## Subject: Council Transformation Strategy

**Purpose:** A Transformation Strategy will provide the strategic framework to support the delivery of the next phase of the Council's Transformation Programme.

## Recommendations / key decisions required:

To consider the key priorities within the Council's Transformation Strategy and approve the Strategy which will underpin the implementation of the next phase of the Council's Transformation Programme.

## Reasons:

A Transformation Strategy will provide the strategic framework to support the implementation of a programme of organisational transformation over the next 5 years.

Cabinet Decision Required YES 13<sup>th</sup> February 2023

Council Decision Required NO

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

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|---|---|--|
| Directorate:                              | Designations:                                       | Tel:   |
| Name of Head of Service:<br>Paul R Thomas | Assistant Chief<br>Executive (People<br>Management) | <a href="mailto:PRThomas@carmarthenshire.gov.uk">PRThomas@carmarthenshire.gov.uk</a> |
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# EXECUTIVE SUMMARY

## SUBJECT

# COUNCIL TRANSFORMATION STRATEGY

### 1. **BRIEF** SUMMARY OF PURPOSE OF REPORT.

The main aim of the Transformation Strategy is to provide the strategic framework to underpin a programme of significant organisational change that will support the Council in achieving its wider aims and objectives, as set out within its Corporate Strategy.

It will aim to further accelerate the process of modernisation across the Council, and allow us to continue to deliver high quality, cost-effective services within the context of a challenging external environment.

Transformation should be regarded as an on-going process, and therefore this will be a dynamic Strategy which will require review and updating on an annual basis.

The Strategy encompasses 8 thematic priorities:

- Workforce
- Workplace
- Efficiencies and Value for Money
- Income & Commercialisation
- Service Design & Improvement
- Digital and Customers
- Decarbonisation
- Schools

**DETAILED REPORT ATTACHED?**

**YES**

# 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

Head of People Management

| Policy, Crime & Disorder and Equalities | Legal     | Finance    | ICT        | Risk Management Issues | Staffing Implications | Physical Assets |
|---|-----------|------------|------------|------------------------|-----------------------|-----------------|
| <b>YES</b>                              | <b>NO</b> | <b>YES</b> | <b>YES</b> | <b>YES</b>             | <b>YES</b>            | <b>YES</b>      |

## 1. Policy, Crime & Disorder and Equalities

The Transformation Strategy which will provide the strategic framework to support the implementation of a programme of organisational transformation and change over the next 5 years. Its main aim is to create the internal change required to support the delivery of aims and objectives of the new Corporate Strategy.

## 2. Finance

One of the key aims of the Transformation Strategy 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' theme 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' theme 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.

## 3. 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 the Council.

#### **4 Risk Management Issues**

The delivery of individual workstreams and the implementation of transformation projects will need to be underpinned by the effective application of risk management practices.

#### **5. Physical Assets**

The 'Workforce' theme encompassed within the Strategy will look to exploit the opportunities presented by a move to hybrid working, which will allow the Council to further rationalise its accommodation portfolio and to modernise and improve the working environment within the remaining core buildings

#### **6. Staffing Implications**

The Strategy identifies a number of 'people/workforce' issues to be progressed as part of the new phase of Transformation. The Workforce thematic priority will aim to oversee the development of a Workforce Strategy, and delivery of other initiatives, 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.

# CONSULTATIONS

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

Signed: Paul R Thomas

Head of People Management

(Please specify the outcomes of consultations undertaken where they arise against the following headings)

1. Scrutiny Committee request for pre-determination

NO

If yes include the following information: -

Scrutiny Committee

Date the report was considered:-

Scrutiny Committee Outcome/Recommendations:-

2. Local Member(s)

N/A

3. Community / Town Council

N/A

4. Relevant Partners

N/A

5. Staff Side Representatives and other Organisations

Trade Union representatives will be engaged as part of the implementation of the Transformation Strategy and Programme

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| <b>CABINET MEMBER PORTFOLIO<br/>HOLDER(S) AWARE/CONSULTED</b><br><br>YES | <b>Include any observations here</b> |
|--|--------------------------------------|

**Section 100D Local Government Act, 1972 – Access to Information**  
**List of Background Papers used in the preparation of this report:**  
  
**THESE ARE DETAILED BELOW OR THERE ARE NONE** (Delete as applicable)

| Title of Document | File Ref No. | Locations that the papers are available for public inspection |
|-------------------|--------------|---|
| N/A               |              |   |
|                   |              |   |
|                   |              |   |