

Transform, Innovate & Change (TIC) Programme

Annual Report 2018/19



INVEST
Value *Gwella*
CUSTOMERS *Gwerthfawrogi*
Gwranddo *Collaborate*
Effeithlonrwydd
CWSMERIAID **Efficiency**
Listen *Creadigol* **BUDDSODDI** **Challenge** *Empower*
Cydweithio **Improve**
Herio *Grymuso*

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Foreword



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

The Transform, Innovate and Change (TIC) programme is aimed at thinking differently, acting differently and therefore delivering differently. The programme started in 2012 and encourages a customer perspective to be developed that has the potential to deliver financial efficiencies, service improvement and identify opportunities to work collaboratively with other public sector partners through transformational projects in order to deliver efficiency savings.

To date it has helped to identify and support the delivery of nearly £20m savings in terms of cash and avoided costs.

The TIC Awards Ceremony is a great way to celebrate our staff successes and achievements in delivering change and new ways of thinking and doing. The second TIC awards award ceremony was held last October and I thank Andy Sandford of “We are Lean and Agile” for his sponsorship once again. All projects submitted for consideration illustrated that our staff have been and are incredibly innovative when given their head to introduce new and effective ways of working. 5 projects were selected as being award winners, they covered areas as diverse as Schools Sickness Absence Scheme, Digital Customer Service, Pest Control, Learning Disabilities Complex Needs Services and the Ammanford Library “Makerspace”. The overall winner was judged to be the “Makerspace” project which acted as a catalyst to breathe new life into libraries across the county by moving away from traditional thinking and introducing innovation and creativity to the heart of our communities.

TIC has also supported a key corporate initiative for Agile Working within our Digital Transformation agenda and Phase 1 of the Agile Working project has been successfully implemented. This included completion of dedicated “Touchdown” zones in all of our administrative buildings. An extensive renovation and relocation of staff teams has been undertaken following an engagement programme which has helped with the Agile Working implementation.

The TIC Schools project has identified £1.5m delivered and potential savings from a range of corporate workstreams such as copying and printing as well as telephony. The schools building cleaning service agreement has been remodelled to provide a better service at an equitable cost.

A key element of the TIC ethos is to build capacity and skills for improvement activity across the Authority. As part of this TIC continues to roll out the Institute for Continuous Improvement in Public Services accredited Academi course across the organisation. To date a total of 39 staff have either gained the accreditation, completed the Academi Wales course and are awaiting accreditation or have recently started the course. I was delighted that the TIC team were shortlisted for the Academi Wales Continuous Improvement & Change national awards in the “Promoting a better culture” category. Although we did not win, it was indeed an accolade to have been shortlisted.

I would like to say a very personal thanks to all our staff for their part in creating that “better culture” and being daring enough to try something new. I am confident that we will work together to overcome any future challenges we may face.

Introduction

This Annual Report provides an opportunity to reflect on the work of the TIC Programme over the last year.

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

- The TIC programme was established in response to the severest of financial challenges, set against a backdrop of rising public expectations, increasing service demands and ‘getting better at what we do for less’. Hence the purpose of the team is to help us “achieve a sustainable financial future through transformation, innovation and change”.
- The Programme aims to support the delivery of the Council’s Corporate Strategy and our Well Being Objectives (WBO) by ‘improving its use and management of resources to deliver more efficient and effective services’. The TIC Programme is also explicit in WBO15 “Building a Better Council and Better Use of Resources”.

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

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



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

The Programme is focussed on delivering the following objectives :

- Putting customers first
- Improving and re-designing services
- Challenging existing ways of working
- Reducing waste
- Delivering efficiencies
- Facilitating and driving organisational change
- Sharing learning and knowledge
- Seeking and exploiting opportunities for collaboration

Governance arrangements

TIC Programme Board

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

TIC Programme Board - membership

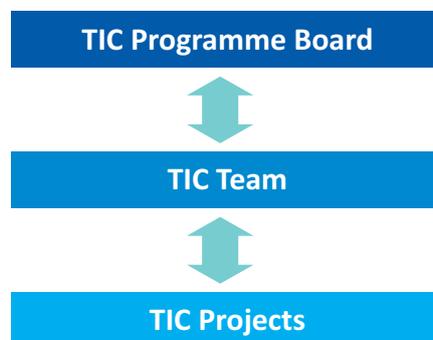
Mark James Chief Executive (Chair)	Cllr Mair Stephens*
Wendy Walters Director of Regeneration and Policy / Strategic lead for TIC	Steve Pilliner Environment Department/ Chair of Heads of Service Forum***
Chris Moore Director of Corporate Resources	Noelwyn Daniel IT Advisor
Gareth Morgans Director of Education & Children**	Llinos Quelch Chair of Heads of Service Forum***
David Astins Education & Children Department**	Deina Hockenhill Communications Advisor
Alison Wood HR Advisor	Jon Owen TIC Programme Manager
Jonathan Morgan Communities Department	Bernadette Dolan Senior TIC Officer

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

** Gareth Morgans replaced David Astins as the representative for the Education & Children Department from May 2018.

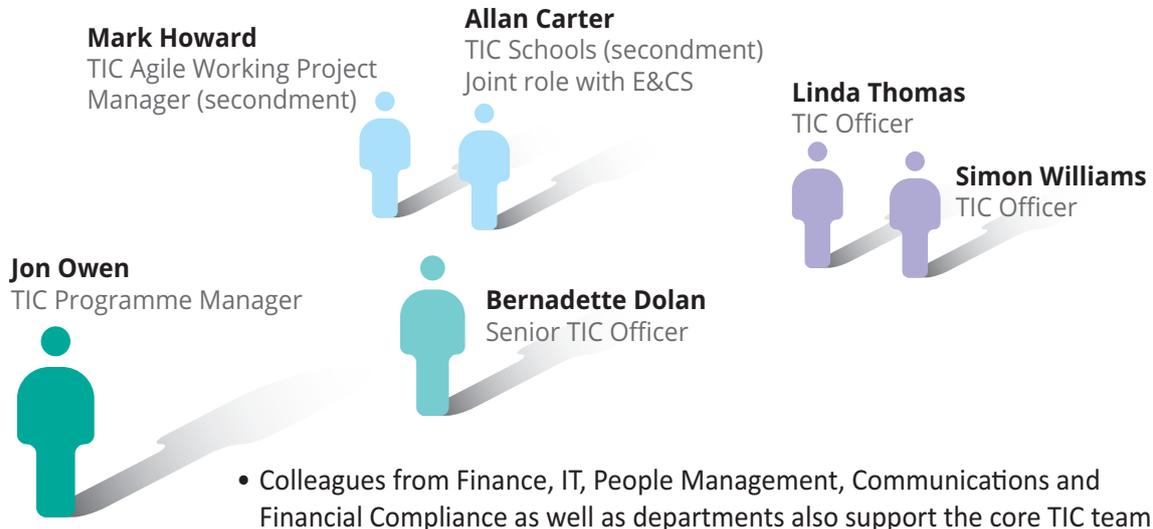
*** Llinos Quelch replaced Steve Pilliner as Chair of the Heads of Service Forum from September 2018.

Framework



The TIC Team

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



TIC Approach and methodology

Selection of projects

- The TIC programme to date has been made up a range of corporate and service based projects. Proposals for projects can emerge from a number of sources, including elected members, CMT, departments or individual members of staff.
- The prioritisation and selection of projects for inclusion in the TIC Programme is then undertaken by the TIC Programme Board, taking into account factors such as their potential to deliver financial efficiencies, service improvement or provide opportunities to work collaboratively with other public sector partners.
- However, due to the increasing scale of the financial challenges that lay ahead of the Council, the TIC Programme Board agreed that the work of the TIC team should also be focused on larger scale, transformational projects where there would be the potential to deliver greater efficiency savings. This objective was then reflected in the team’s business plan for 2015 and has continued to expand during the last few years, for example, with the introduction of the overarching Digital Transformation agenda.

TIC Methodology

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

- **Flexibility**

We recognise the different teams have different needs and look for different types of input, depending on their own capabilities. Using the experience and versatility available, we tailor our support to the particular circumstances – we focus on what is right and will work best for the team’s particular circumstances.

- **Collaboration**

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

- **Right Results**

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

- **Change that lasts**

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



Our Change Management Framework

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

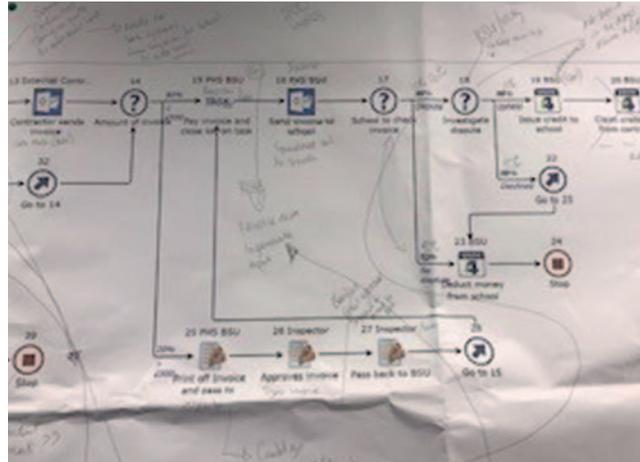
The length and depth of a TIC change management project will vary depending on the overall objective and complexity of service area. Projects can range from a half day re-check through to a 6-day full systems thinking review.



The systems thinking method involves reviewing and re-designing services around customer demands, which helps lower costs as service, revenue and morale improve. The approach also a

promotes a cultural change within these services as staff are provided with a greater clarity of purpose based around the needs of the customer, and will also now have the means to improve the service.

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



One of the key features of the TIC approach, is that as well as helping supporting services to identify the potential for change, it will actually provide capacity and support to make change happen, often through re-designing working practices and developing new models of service delivery.

Where it is not appropriate to undertake a full systems thinking review due to the frontline nature of a service or where there may be capacity issues, the TIC team offer facilitated workshops with managers and their teams utilising Continuous Service Improvement tools and techniques to upskill and enable them to continue improvement activity independently.

Section 2 - What did we achieve during 2018/19?

Objective 1

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

- Potential efficiency savings identified and/or delivered from the wider TIC Programme to date total nearly £20m.
- Our work programme is balanced across three themes; “Big ticket” items/corporate priorities, service improvement and eliminating waste and bureaucracy as well as helping to deliver efficiency savings.
- This has been achieved by supporting more than 20 service improvement projects and reviews (new and ongoing) over the course of the last year as well as longer term change projects such as; Digital Transformation (agile working, channel shift and information management), Procurement and Schools.
- We also supported service improvement via a bidding process for an annual corporate fund of £200k to implement more than 40 Digital Transformation projects over the last two years with a further £200k secured for 2019/20.

- We have strengthened the links between the TIC programme and our corporate priorities through business planning, with clearer links to our new Corporate Strategy which combines “Moving Forward, the next 5 years” and our Well Being Objectives (WBO). TIC also features explicitly in WBO 15, “Building a Better Council and Making Better Use of Resources”.
- We are working with colleagues in Financial Services to strengthen the links between the TIC Programme and our Medium Term Financial Plan as well as the Priority Based Budgeting (PBB) process.
- We are working with colleagues in Organisational Development to align the TIC programme with our People Strategy. Corporate Learning and Development frameworks and development opportunities have an increasingly strong emphasis on leading and managing cultural and behavioural change in line with Council priorities and the TIC programme.
- We have continued to engage with DMTs on a bi-annual basis to align the TIC programme with business planning and promote the Digital Transformation bidding process, as well as identifying further areas where TIC can make a difference.

Objective 2

The TIC programme will continue to build capacity across the organisation to lead, support and engage people to deliver transformation and change.

- We are continuing to ensure that core TIC Resources are focussed on areas where there is the potential to deliver greater efficiencies.
- We have reviewed TIC project methodology to include specific criteria and timescales for the different elements of ‘systems thinking’ reviews.
- We are continuing to offer secondments to our graduate trainees and two have recently started working part time with the team on specific projects.
- We are continuing to use the Engage software modeller in conjunction with services, to map processes so that we can eliminate waste and identify improvements and efficiency savings.
- We are continuing to link with the corporate leadership and management development programme and offer opportunities to lead or support specific TIC projects.
- We have strengthened the project proposal process supporting the Digital Transformation Programme.
- We have reviewed the governance arrangements for TIC projects to limit the call on key support services and avoid duplication.
- We have continued to roll out the ICIPs accredited Academi Wales course across the organisation and to date a total of 39 staff have either gained the accreditation; completed the Academi course and are awaiting accreditation; or recently started the course.

Objective 3

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

- We held a seminar about the work of the TIC Programme for elected members in October 2018. 30 members attended.
- The TIC team helped support the second TIC awards award ceremony which was held on the 3rd of October 2018. The 5 winning projects were the Schools Sickness Absence Scheme, Digital Customer Service, Pest Control, Learning Disabilities Complex Needs Services and the Ammanford Library “Makerspace”. The overall winner was the “Makerspace” project. Videos for each project are available on the TIC intranet pages.
- The TIC communications plan is currently being refreshed and the team has begun to develop a newsletter.
- The Council gained a silver award accreditation for the challenging 6th generation of Investor in People (IiP) in May 2018. IiP recognised the impact of TIC in their evaluation report as follows; *“Ongoing evolution of the TIC awards and the continuity of the TIC team, which has become well-embedded into the way the Council operates, is bearing fruit, with many examples of productivity and efficiency improvements as a result of TIC projects”* (Insights Assessment Report IiP).

Objective 4

Further strengthen reporting and accountability mechanisms within the TIC Programme.

- We have reviewed the governance arrangements for TIC Projects including the identification, selection, monitoring, reporting and sign off of TIC Projects.
- We have reviewed the business case format used for scoping TIC projects as well as reviewing the project selection, approval processes ensuring the interdependencies and interconnections between TIC projects are identified and to avoid duplication.
- We have reviewed the monitoring and reporting of TIC projects by introducing a traffic light system and risk monitoring.
- We continue to embed the capacity to deliver change in monitoring and reporting mechanisms to support sustainable change.
- We provide regular progress updates to the TIC Programme Board, Executive Board, Executive Board Members and the Heads of Service forum.
- We are continuing to create a greater understanding of the work of TIC with all elected members.
- We are developing measures for the TIC team and its work.

- We are ensuring there are clear links with the priorities of the Council, the Public Service Board and the objectives of the Well Being of Future Generations Act.

Objective 5

Further develop mechanisms to share good practice and learning with other public sector partners.

- We have continued to participate in the All Wales Continuous Improvement Community (AWCIC). The team attended a national conference in Powys during September 2018 at which the team and Andy Stanford from “We are Lean and Agile” demonstrated the advantages of using the Engage software to support improvement activity.
- The team also attended the Academi Wales national conference in November 2018.
- The TIC Programme Manager has continued to meet with improvement teams from Dyfed-Powys Police, UWHDHB, Pembrokeshire and Swansea County Councils. The team will be meeting with the UWHDHB improvement team to learn more about their approach to improvement activity.
- The TIC team has been shortlisted for an AWCIC national award in the category of “Promoting a better culture” for the TIC Awards. The final will held in May 2019.

Objective 6

Develop and implement more effective consultation and engagement mechanisms with the public and service users about the design of the TIC programme and the shape of future services.

- Discussions with colleagues from Finance and Media and Marketing are ongoing about raising the profile of TIC and seeking ideas for improvement and efficiency projects as part of the formal budget consultation process for 2020/21.
- The team is considering opportunities to extend service user involvement beyond the “check” stage of systems thinking reviews and projects.
- The Marketing and Media team will be developing a TIC presence on the Council website during the coming year.

Objective 7

Make better use of data and information to identify future TIC priorities.

- A routine spend dashboard has been developed which analyses spend over the last 8 years, highlighting areas where spend has decreased but also those where it is increasing. This will be presented to CMT and HoS to establish priority areas for further investigation.

Work programme

In total, the team has now helped support over 49 projects since the TIC Programme was launched back in 2012.

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

Efficiency and Cost Savings

One of the key objectives of the TIC team is to help the Council deliver cashable efficiency savings as part of its response to the financial challenges that it faces in the short, medium and long term.

A key focus of the TIC support provided to service based projects over the last year, has been to help those services to deliver efficiencies already identified within the 3 year budget programme.

The TIC Programme also aims to support the identification and delivery of new savings, especially in relation to corporate or cross-cutting projects, as this may help to reduce the level of savings required from front-line service budgets in future years.

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

- Cashable Savings - Many of the projects being undertaken by TIC are generating real cashable efficiency savings - this could mean helping to deliver existing PBB's or identify new savings. Many of the projects are helping to re-model and re-design services, and these changes are being used to support a business case for staff to be released under the severance scheme. This will then realise cashable savings in those areas. Cashable savings are recorded on an annual basis may have a year on year/recurring budget impact.



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

During the last financial year, TIC projects helped deliver more than £4.7m financial savings. In total, the TIC Programme has helped identify nearly £20m gross savings since it was first established in 2012 (See Appendix 2).

Efficiencies delivered in 2018/19

Project	Gross Savings 18/19*	Nature of savings
Income and Charging	£1,105k	Social care debt secured £315k, recovered £790K. The additional resources in Debtors and Legal made a significant contribution to this. General debt has not been included this year due to difficulties in quantifying the figures.
Procurement	£2,919k	<ul style="list-style-type: none"> - Category management £149k savings (offset by £189k cost increases largely due to market forces outside of LA control). - MHLD Accommodation & Efficiency - £2,657k including estimated costs avoided of £1,026k and savings of £1,631k. The majority of these savings have come from better gatekeeping, increasing income from health and rightsizing packages. - NPS Agency NDE School supply costs avoided £113k.
Schools	£216k	Savings delivered include £120k printing and copying via corporate contract, £32k telephony, £21k waste and £19k text messaging.
Standby	£254k	Introduction of reduced rate from 1st April 2018.
Agile working	£147k	Reduced property running costs and staff travel.
Care Homes	£100k	Decommissioning 16 respite/convalescence beds to permanent. Part delivery of PBB due to later than anticipated implementation.
Total	£4,741k	

*This does not include any additional one off or recurrent costs associated with specific projects

Future Savings Targets

Project	Gross Targeted Savings*
Agile Working	£2,286k
Fleet management staff travel	£200k
Procurement	£2,328k
SEN/LAC	£192k
Older People LA Residential Care Homes	£300k
Democratic Services paperless	£29k
Schools projected potential	£1,087k
Routine spend	£1,000k
Total	£7,422k

*This does not include any additional one off or recurrent costs associated with specific projects

Summary of TIC Savings since 2012

Gross Savings*	£k
Savings achieved in 2018/19	£4,741k
Savings achieved in previous years	£7,795k
Targeted savings in future years**	£7,422k
Total	£19,958k

*This does not include any additional one off or recurrent costs associated with specific projects

** These are subject to the projects being successfully completed

Savings Category	£k
Cashable	£14,331k
Productivity	£21k
Estimated costs avoided	£2,121k
Income	£3,485k
Total	£19,958k

Strategic Projects

Digital Transformation (DT)

This is an ambitious and wide-reaching programme which is looking to use the power of technology to drive change and transformation across the organisation. Over £400k of funding has been invested in the programme over the last 2 years with the aim of automating processes and implementing smarter systems of work which will benefit staff and our customers; a further £200k has also been allocated to support projects during 2019/20. The programme is supporting the delivery of a range of corporate and service based initiatives including the development of the new Customer Relationship Management System (CRM) and My Account facility; automating the recruitment process; the introduction of an online school payments system and the further roll out of mobile working across the organisation. Over 60 expressions of interest have been received for projects to be supported as part of the programme for 2019/20 onwards which are in the process of being prioritised by the Digital Transformation Steering Group which oversees the delivery of the project.

DT – Agile Working

The Agile Working Project aims to develop and support modern working practices that facilitate improved service delivery in the heart of the communities of Carmarthenshire, whilst allowing staff to balance work and life demands.

This year the project has delivered the following:

- Renovated Building 4 and consolidated People Management (PM) staff there.
- Over 100 staff now work from fewer than 70 desks with breakout space, meeting rooms, and new kitchen facilities.
- Achieved a rental income from the building vacated by PM.
- Moved staff from Parc Amanwy to Ty Parcyrhun and sold Parc Amanwy.
- Renovated 1st and 2nd floors of Building 2 PDS. The area is currently being used as a decant space for 3 Spilman but will be permanently occupied by staff moving from County Hall.
- Undertaken extensive staff engagements with relevant staff.
- Agreed the sale of 5-8 Spilman Street.
- 3 Spilman under development with staff occupation scheduled for mid-July.
- ICT rollout taking place on a continuous basis with just over 65% of office based staff now equipped to be agile workers.
- Feasibility study underway to determine how to make better use of space in County Hall.
 - CMT have agreed the Purpose and a vision for the development of County Hall.
- Investigating income generation opportunities at the Parc Dewi Sant site and 3 Spilman Street.



DT- Information Management

This project is looking at the way we use and store information in the council. The project covers the following areas:

- Improving the information storage infrastructure (Council File Plan, Sharepoint, Teams)
- Converting paper-based processes to electronic workflows
- Reducing printing and paper usage
- Compliance with all laws and guidance (GDPR, FOIA, records retention)

Trials have been set up to evaluate these options, and pending a successful outcome, an “invest to save” case has been provisionally approved for a dedicated post to manage the implementation of these changes.

DT - Channel Shift

Our vision in Carmarthenshire County Council includes a ‘digital self-service’ approach to customer services. This means that by 2020 the majority of our customers will easily and quickly be able to access our services at any time via digital means, and track progress once a service request has been made. They will naturally and confidently conduct their business with us via easy-to-use technologies that become preferred options over traditional means. Online transactions also provide cost savings against face-to-face or telephone contacts so improving online availability creates financial efficiency in the service.



2018/19 saw advancements through implementation of a new platform for the website, online forms & Customer Relationship Management system which will underpin all council services. Further development of “My Account” allows our citizens to view customised information on their council services and requests.

Services that have been made available online include the garden waste service, Parking Charge Notice payments, Pembrey Country Park caravan and campsite booking and provision of Welsh course materials.

DT - Financial Transactions

The project has been refocused during the last year under new Head of Financial Services. Its purpose is to undertake a review of financial transactions across the Authority with the aim of:

- Reducing transaction costs
- Improving efficiency and effectiveness

- Paying all suppliers in a timely manner whilst maintaining or improving financial controls

The Steering Group met in November 2018 and has refreshed the project plan which is focusing on automated processes such as P2P, payment options and petty cash as well as school payments methods. It has been agreed that automated payment processes and interfaces will be included in procurement exercises and terms and conditions going forward.

DT - What Wastes Your Time (WWYT)

Work has continued throughout the year to draw the “What Wastes Your Time” project to a close. There has been a big drive to improve many of our day to day transactions undertaken by managers across the Authority. This includes automating key stages of the recruitment process such as the ‘Approval to Recruit’ and ‘Create New Post’, together with automating sickness absence reporting, self-certification and return to work. A new and improved automated Occupational Health Referral form has also been rolled out. Out of the 88 issues that were identified, only a number of corporate issues remain ongoing including the improvements with our recruitment process such as the Manager’s Recruit module and the new On-Boarding process, the roll-out of a corporate pool car booking system and the process for undertaken ‘grey’ fleet driving licence checks.



TIC 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 number of work streams have been developed and whilst all are ongoing, good progress has been made. To date, the TIC Schools’ Programme has realised savings/costs avoided for the schools’ budgets of more than £820k with the potential for a further £690k (This does not take into account which financial year the realised savings relate to).

- **Secondary Benchmarking** – a benchmarking activity has been undertaken for the second year enabling secondary schools to compare with each other on a range of curriculum, financial and staffing indicators.

This has led directly to some schools being able to make savings by identifying ‘high spend’ areas and sharing in the good practice of others.

- **Development Fund** – the fund has made additional resource available for schools to bid for in order to undertake projects geared towards raising standards and where the cost can be spread over four years and repaid to the Local Authority, free of interest. In 2019, £256,000 has been granted to 16 schools to support a range of different initiatives. Ysgol Brynteg, Llanelli has purchased new ICT resources that were previously leased and even with the repayments to the LA, the school is saving more than £12,000 per year compared to their previous lease charges.

- **Energy Efficiency** – 17 schools are progressing with the Welsh Government supported Re:Fit strategy. School buildings will be receiving the most modern energy efficient adaptations, including LED lighting and solar PV cells on an ‘invest to save’ basis to provide immediate and guaranteed savings on energy costs. The combined annual energy savings to these schools is guaranteed to be worth in excess of £130k, as well as improving the school environment and helping to reduce its carbon footprint, which in turn, supports the Council’s ambition to be carbon neutral by 2030.



- **Collaborative Procurement** – schools are benefitting from significant cost savings that can be achieved through accessing preferential Council contracts with suppliers in a wide range of service and procurement. The vast majority of schools are now part of the corporate arrangement with Konica-Minolta for their printing and photocopying and are collectively saving £212k per year, whilst around three quarters of schools have switched their telephone service to Adept Telecom, with a combined saving of over £43k. Schools are also now accessing cheaper framework pricing with Lyreco for stationery, Cwm Environmental Ltd for waste and recycling and for text messaging services through Teacher Centre.

- **Service Reviews** – a review of the Schools’ Cleaning Service has now been completed and a new, remodelled SLA and pricing structure distributed to schools. Schools will benefit from an improved and more bespoke service and a more consistent and transparent basis for charging. Reviews are ongoing with Schools’ Property Services and Grounds Maintenance with a view to providing schools with improved and more cost effective service delivery.



- **Newsletter** – an updated newsletter has been produced and sent out to all head teachers and school governors in the county, outlining the opportunities for schools to make efficiencies.

Income and Charging

This is an on-going strategic project which is reviewing the authority’s approach to the setting of fees and charges, together with reviewing the robustness and effectiveness of income collection and debt recovery processes.

In 2015, the review identified that the outstanding debt level for the Authority was £2.4m (plus £1.8m social care related debt), but that there was insufficient resource to proactively pursue all of this debt. An “Invest to Save” bid was approved which identified that an investment in staffing resource in the Council’s Debtors and Legal Services functions (£300k over two years) could recover a net additional £200k of debt over that period. At the end of the two year period, the ‘Invest to Save’ initiative had recovered/secured an additional £1.9m of debt and this led to funding being allocated to employ the additional staffing resource on a permanent basis. A further £1.1m debt has been recovered/secured during 2018/19 to which the additional resource made a significant contribution. There will be a further opportunity to review the approach and resource allocated to support the recovery of the Council’s debt as this will form part of a ‘Systems Thinking’ review of the end to end Debtors process which will be undertaken in May 2019.

Over the next year, the project will also take the opportunity to undertake a further review of the authority’s approach to the setting of fees and charges and whether it’s adhering to the principles set out in the Council’s Income and Charging Policy in relation to areas such as recovery of costs.

Procurement

The project is overseen by a Procurement Board chaired by the Director of Communities as the strategic lead. The Board has overseen the introduction of a category management approach in key areas such as building maintenance, highways and parks as well as corporate procurements and ICT. Category plans have been agreed in these areas and category managers in the Shared Service pilot with Pembrokeshire County Council have worked across both Councils to develop joint tender exercises as appropriate. The category plans for social care and waste are in their early stages of development whilst construction spend is under regional frameworks.

Monitoring of savings under the category management approach has identified nearly £150k during the year however this has been offset by cost increases of £190k due to market pressures outside of our control.

The Shared Service pilot has been evaluated, given the pilot was for 2 years from 1st June 2017 and a report is due to go to the Directors’ Joint Committee early in the new financial year.



The Board is still monitoring Schools Supply Staff costs and Mental Health Learning Disabilities Residential Placements workstreams. Significant savings or costs avoided have been identified through a variety of initiatives via the latter workstream during the year.

Standby

The sessional rate was reduced to £40 from £53 from the 1st of April 2018. This together with further changes in arrangements has delivered a significant proportion of the corporate savings target. The project is due to be signed off the TIC work programme and spend will be monitored under the Routine Spend project going forward.

Routine Spend

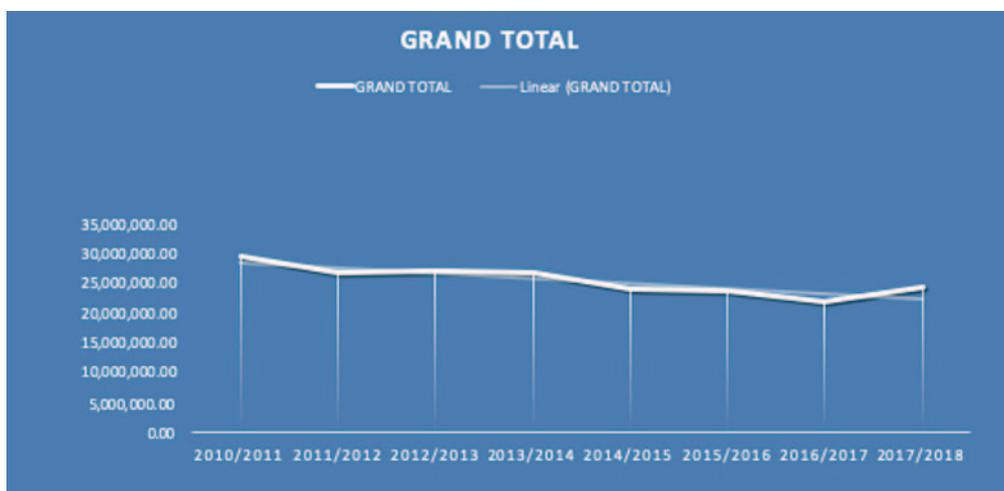
A number of areas of Council expenditure could be classed as routine or repetitive in that they are regular payments for operations which are often key in supporting the effective delivery of Council functions; these include energy costs; costs associated with staff travel, overtime and standby payments and expenditure on agency/supply workers.

In 2010, in response to the budget pressures created by austerity related Government cuts, the Council decided to raise awareness of the level of expenditure associated with a number of these areas of ‘repetitive spend’, and in some cases introduced new control measures with the aim of making financial savings.

During 2018/19, it was agreed to undertake a review of the impact of these initiatives to date with the aim of re-energising some of this work and identifying the potential to make additional financial savings.

This review covered over 30 areas of ‘routine expenditure’ and was displayed in a Dashboard Style format to assist with the identification of trends. The review identified that total expenditure in these areas had decreased by 17% between the financial years 2010/11 and 2016/17, and that there had been a net cumulative saving of over £5m over this period.

The ‘Routine Spend Dashboard’ was presented to TIC Board in November 2018 where it was agreed that this should be reported to TIC Board/CMT on a 6 monthly basis with the aim identifying areas for further review by the TIC Team.



specialist therapies for those with complex needs as well as developing an options appraisal for possible co-operative and social enterprise models.

Pensions

A systems review was completed in early 2018 and presentation made to TIC Board in May 2018. A project team has been established to implement the Improvement Plan, which identified a number of key issues to be taken forward ranging from rolling out a new My Pensions Online website; embedding a paperless working culture; to revisiting all workflows, guidance notes and template letters to ensure they are “fit for purpose”.



SEN/LAC transport

During 2016/17 the TIC team supported a review of the transport allocation process for Looked after Children and children/ young people with SEN. This resulted in closer working and collaboration with the teams across the Authority and some quick wins were delivered. Capacity within the Transport team has however restricted the ability to deliver the medium term and longer term improvement proposals. These included a transport application process integrated into the school admissions system and personal transport budgets for parents to take responsibility for transport which would deliver significant savings. An “invest to save” bid has therefore been put together for a project officer post to focus on the delivery of the improvement ideas identified in the review.

Democratic services

A ‘systems thinking’ review of the Council’s Democratic Services function was undertaken in November 2017 which identified a number of opportunities to adopt smarter ways of working, especially through the use of technology.



Over the course of the last year, a Project Delivery Group has been progressing a number of the improvement areas identified during the review. The team has been working with elected members to help prepare for the introduction of paperless working for democratic meetings in September

2019. This could help the Council save over £12k a year and help make further progress towards being a paperless organisation. Changes to working practices will also improve productivity. The service is about to launch a pilot for online inputting of member expenses via a Self Service facility.

Capacity within the team was identified as a key issue during the review and the team has now appointed to a number of vacant posts which should put the team in a better position to support key functions such as scrutiny and the further development of systems such as Modern.Gov.

The lack of availability of appropriate meeting rooms and staff accommodation are areas that are now being prioritised via the Agile Working Project in County Hall and an engagement session was held with staff in March 2019 to help better understand service needs and priorities.

Property Design

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



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

The findings of the review and proposals were considered by TIC Programme Board in July 2019.

During the course of the year, the review team has sought to strengthen the governance arrangements to ensure that sufficient focus is provided to the priority improvement areas. Good progress has been made in respect of the development of consistent and robust project briefs and plans and these have been tested with project sponsors before being approved for use across the service as a whole. Priorities for the coming year will include further strengthening of the relationship with project sponsors, strengthening communications including the use of the corporate/internal website and also the use of data to evaluate the impact of the project and to support the identification of other improvement areas.

Housing repairs

Following an initial Vanguard review of the Housing Repairs service, new ways of working were identified which are now being phased in on a county wide basis. All operatives have been given hand held devices to support a more efficient repairs reporting and recording process, and are also adopting a multi-skilled approach to service delivery.

Measures indicate that the new ways of working are having a positive impact on both the quality and cost of the service. Average end to end times of emergency and urgent jobs have shown a slight improvement over the last 12 months using the new approach – 2.55 compared to 3 days. There has been a significant reduction in routine/non urgent repair response times under the new way of working to address the previous issue of tenants having to wait up to 12 months for non urgent repairs. Average costs have remained similar for urgent repairs under the new way of working, but there appears to be a significant reduction in the average cost of non-urgent repairs.



This new way of working currently covers approximately 30% of the housing stock but capacity issues have meant that opportunities to roll this approach out further across the county have been limited. It is hoped that this will be addressed following completion of the staffing re-alignment.

Housing Repairs is also a priority project within the Council’s Digital Transformation Programme; the project is looking to provide a streamlined online reporting and feedback process, with jobs being allocated directly to operative’s tablet device.

Schools admission

A review was commenced to reduce the pressure on the school admissions team through improving efficiency in the process. A systems thinking approach was taken to look at the demands and capability of the team, process analysis as well as customer and stakeholder feedback. The three person team found difficulty in committing time to the review due to the statutory demands of the school admission process which ultimately led to putting the review on hold for six months.



The positive outcome though from this was that the work already done had identified that the demands on the team required almost double the number of staff. Despite not being able to implement any improvements yet, the data and evidence gathered had been sufficient to secure a growth bid for an additional post within the team, and we will be aiming to recover the remaining deficit during 2019/20 through efficiency improvements.

Children’s respite

This transformational project aims to develop a programme of change to support the implementation of a through-age approach for children, young people and adults with disabilities and their families. It aims to stimulate discussion around “shaping-the-market” in order to develop alternative and

innovative service models for children with disabilities. This includes the development and implementation of a resource allocation system, which aims to support equitable, “outcome-focused” commissioning of services.

Care homes

The service commissioned a review of care home management to support the delivery of its savings target of £175k. A series of improvement workshops were held with the management team and some senior support workers looking at their key processes, identifying improvement areas and developing an improvement plan. A key focus was to understand bed vacancy rates across our seven care homes and current data capture processes were not adequate to provide meaningful data to allow this. Following the workshops, a spreadsheet was developed to record vacancy rates for individual beds on a daily basis and implemented across the homes.



This revealed that the greatest vacancies were in convalescence and respite beds. Consequently it was decided to decommission 16 of these beds and change them to permanent which also increases the potential to generate income. The next steps are to review core staffing levels across the homes to reduce the use of agency carers.

Planning and highways

This project is reviewing the interface between Planning Services and Highways in respect of the planning consultation process. Some of the improvement areas identified to date include: clarification of specific consultation response times for application types; strengthening document storage arrangements and reviewing consultation thresholds. One of the key outcomes to date is the agreement that Development Control Officers will be provided with appropriate training and equipment to undertake basic highway assessments.



Planning s106

The TIC Team has been working with colleagues in Planning and Legal Services with a view to improving the completion time-scales for Section 106 agreements. The team has mapped the end to end process, reviewed the level of staffing resource allocated to this function within legal services and are using monthly data reports to further strengthen case management practices. The team has also explored other options for delivering the service. A further review of the impact of these changes on determination time-scales will be undertaken in July 2019 to inform the way forward.

Planning enforcement

The service has commissioned a TIC review of the planning enforcement function to identify whether or not it is meeting its overall objectives and opportunities to develop a more efficient and effective way of working. The primary objective of the planning enforcement team is to investigate alleged breaches of planning control, acting proportionately and taking action where appropriate and expedient (having regard to planning policies above and any other material considerations). The review has started and will continue over a period of months to mitigate against impacting on the team's capacity and workload. It is focusing on:

- The views of Customers/Stakeholders to find out what's working well/ areas for improvement.
- Mapping the end to end process.
- Reviewing relevant data.
- Looking at previous cases in terms of what has gone well or not so well.

Any proposed changes to processes /protocols will be discussed with relevant stakeholders and potentially tested prior to implementation.

Demand Management

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

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



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

A pilot exercise with the Environment Department's Traffic Management team was held during the year. The TIC team facilitated a series of workshops with the team which initially looked to identify all the demands coming into their service area during the course of a year and then proceeded to identify initiatives which could reduce these demands. These included improving the availability of information on the Council's website; sharing of intelligence with other Council partners and the development of policies to clarify the authority's approach to specific issues and the promotion of self-help approach with Town and Community Councils.

Housing

In October 2018, TIC were asked to undertake a demand management exercise to look at functions being carried out by the previous 'Housing Officer' role. The purpose of the review was to look at the level and nature of demands coming into those functional areas and consider whether there is sufficient capacity within those particular service areas to respond to these demands.



All teams were asked to complete a 'Demand Management Analysis' template to gather data on the following:

- Mapping out the functions/work activities undertaken by Housing Officers
- Identify the level and demand of demands being generated in the functional areas
- Identify the level of capacity (staffing resources) available to respond to the demand

We also met with teams to discuss the information provided in more detail to gain a better understanding of the type of demands coming into the service area, their opinion of the current capability to respond to demands and consider those demands that are not currently being met and the reasons why.

A follow-up workshop is scheduled to take place with the senior management team with a view to considering the findings from the demand management exercise. The aim of the workshop will be to reach a consensus on the best way to ensure they have the right resource in place at the right time to meet customer demands.

Communications

TIC Awards 2018

This year we saw a sharp increase in the number of applications we received for the 2018 TIC Awards, which gave teams the opportunity to become recognised as a Winner of a TIC award but also the opportunity to be awarded the coveted 'Overall Winner' award.

The TIC awards aim to celebrate our staff successes and achievements and to illustrate that through hard work, dedication, creativity and by critically challenging the way we do things, we can achieve great success. Opening the awards ceremony, the Chief Executive said, "I'm mindful that the events we hold continue to have a purpose and, in line with TIC ethos; we're not just doing it because we've always done it". He went on to say, "when you hear last year's winners saying "the TIC award meant a great deal to my team" and "it was great to have recognition through winning the Overall Winner award" and staff openly talking about wanting to win a TIC award, we knew we had to hold the event again this year."

This year's winners were:

The **Schools' Staff Absence Scheme Team** led by Ann Clarke. The project looked at opportunities for improving attendance levels of teacher and teaching assistants at schools whilst creating a positive culture of support in the process of helping staff to return to work.

The **Web Team** led by Ben Grice, they spoke about the Channel Shift agenda and the work that's been undertaken to revolutionise the way in which we communicate and engage with our citizens.

The **Pest Control Team** led by Sue Watts was a great example of a team that, by listening to their customers, changed their working practices which improved the customer experience and reduced wastes and costs at the same time.

The **Complex Needs Team** led by Sharon Frewin, who highlighted that new legislation has made us think differently about how we deliver our services to the vulnerable people in our community. This project focused on completely transforming the service area. This presentation also heard from Susan and Llinos, service users, on how the changes in day services have had such a positive impact on their lives.

The **Makerspace Team** led by Mark Jewell. The Team emphasised how they managed to breathe new life into libraries across Carmarthenshire. How they have moved away from traditional thinking and introduced innovation and creativity to the heart of their communities. It also illustrated the co-production between two services, as the Complex Needs Team service users have benefited from engaging with the Makerspace.

All winning teams were presented with a framed certificate and were joined by the Chief Executive, the Executive Board Member for TIC, Cllr. Mair Stephens, and their Executive Board member.



Pictured: TIC Award winners 2018

The Leader explained that, *“Before coming here today Cllr. Mair and I sat down and went through all five projects in detail and have decided that one project in particular stood out from the rest. Having listened again to the presentations today, I think Cllr. Mair and I both feel that our decision has been reaffirmed.”*

By reaching the final stages I think it's safe to say that all five teams are winners and it proves, like they say on the TV show, that "Carmarthenshire's Got Talent".

The Leader announced that the Overall Winner for 2018, kindly sponsored again this year by Andy Sandford from 'We are Lean and Agile, was **The Makerspace Team** – Ammanford Library. A delighted Mark Jewel and his team came to collect their award, which was a fitting end to a great Awards Ceremony.

Learning and Development

With an ever-tightening of council budgets, there is no escaping that councils have to deliver services differently in order to provide the same levels of service to avoid facing enforced service cuts. As an Authority, the transformational agenda across Carmarthenshire is gathering momentum with people starting to recognise the huge scope there is to challenge and transform the way we work. Speaking about the changes, Cllr. Mair Stephens said, *"As an Authority, we recognise the need to develop and embed a change management culture across the authority. We want to create a culture where operational excellence is embedded in every activity; ensuring services are delivered effectively, efficiently and to meet the needs of our citizens"*.

Over the last few years staff in the Authority have been encouraged to develop their own continuous improvement skills and knowledge by enrolling on the Academi Wales 'Continuous Service Improvement Practitioner' programme. The course consists of five days of classroom based theory over 2 months, to support a practical service improvement project within their service area. On completion of the project, delegates then present their work to the Academi Wales assessors, showing how they have applied the theory to deliver it. To date, 20 members of staff have completed the course, and eight have successfully delivered their project and presentation to complete the programme. Sue Watts, Public Protection Manager, also won a 2018 TIC Award for her Pest Control project.

Cllr. Stephens added, *"Whilst we value the support provided to departments by the TIC team, we recognise that with so many transformational opportunities across the Authority, they are not able to get involved in every project. As a result, we have decided to support all staff who complete their Continuous Improvement Practitioner course to receive professional accreditation as a professional member of the Institute for Continuous Improvement in Public Services (ICiPS). This will allow us to strengthen the capacity across the authority by asking our accredited practitioners to help and support transformational projects within their own department"*.

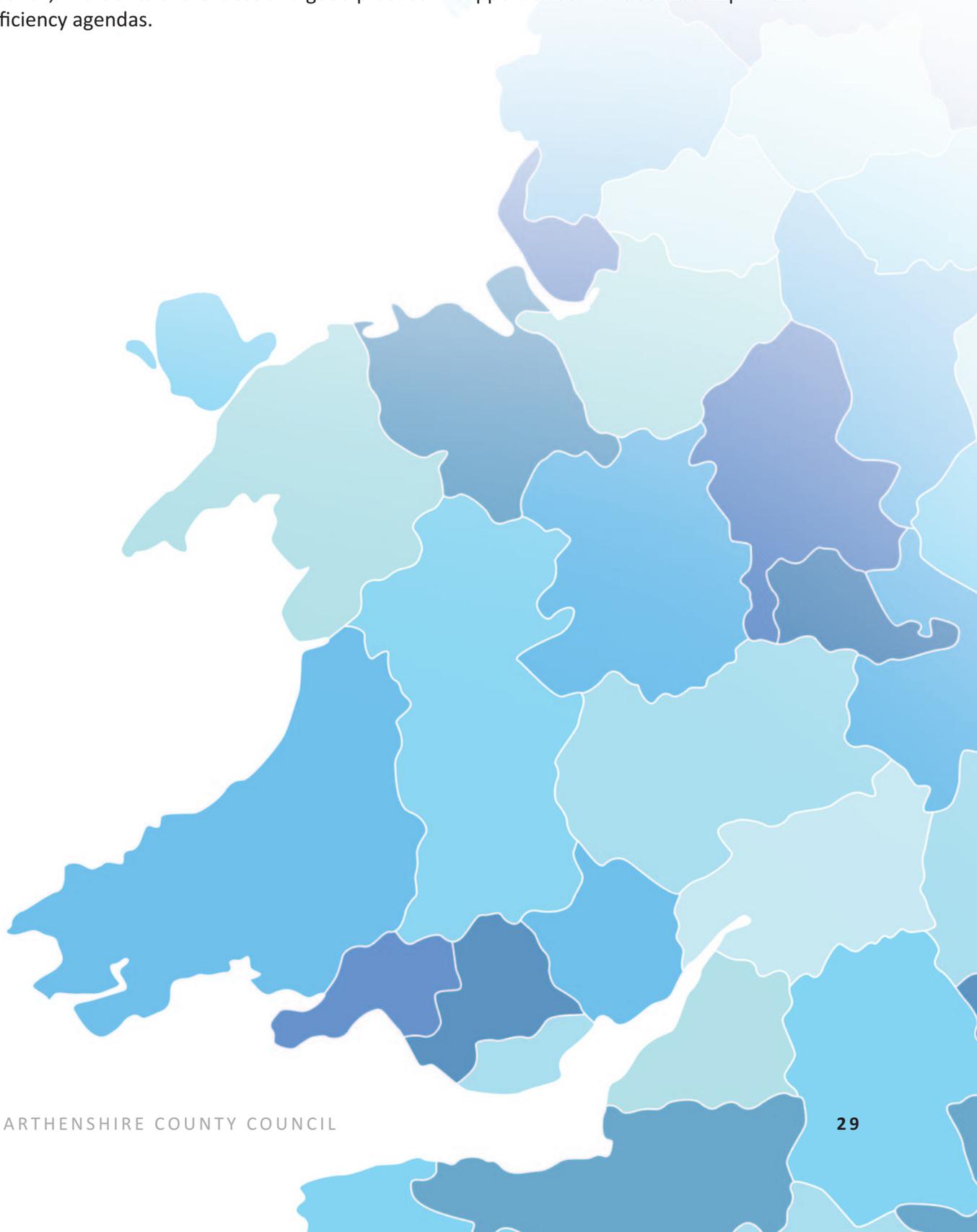
Pictured receiving their ICiPS Accreditation certificates from the Chief Executive, Cllr. Mair Stephens (Exec Board Member for Service Improvement) and Wendy Walters (Director for Regeneration & Policy) are (left to right): Les James, Stuart Willis, Alan Howells, Simon Williams, Julie King, Sue Watts and Alex Machin.



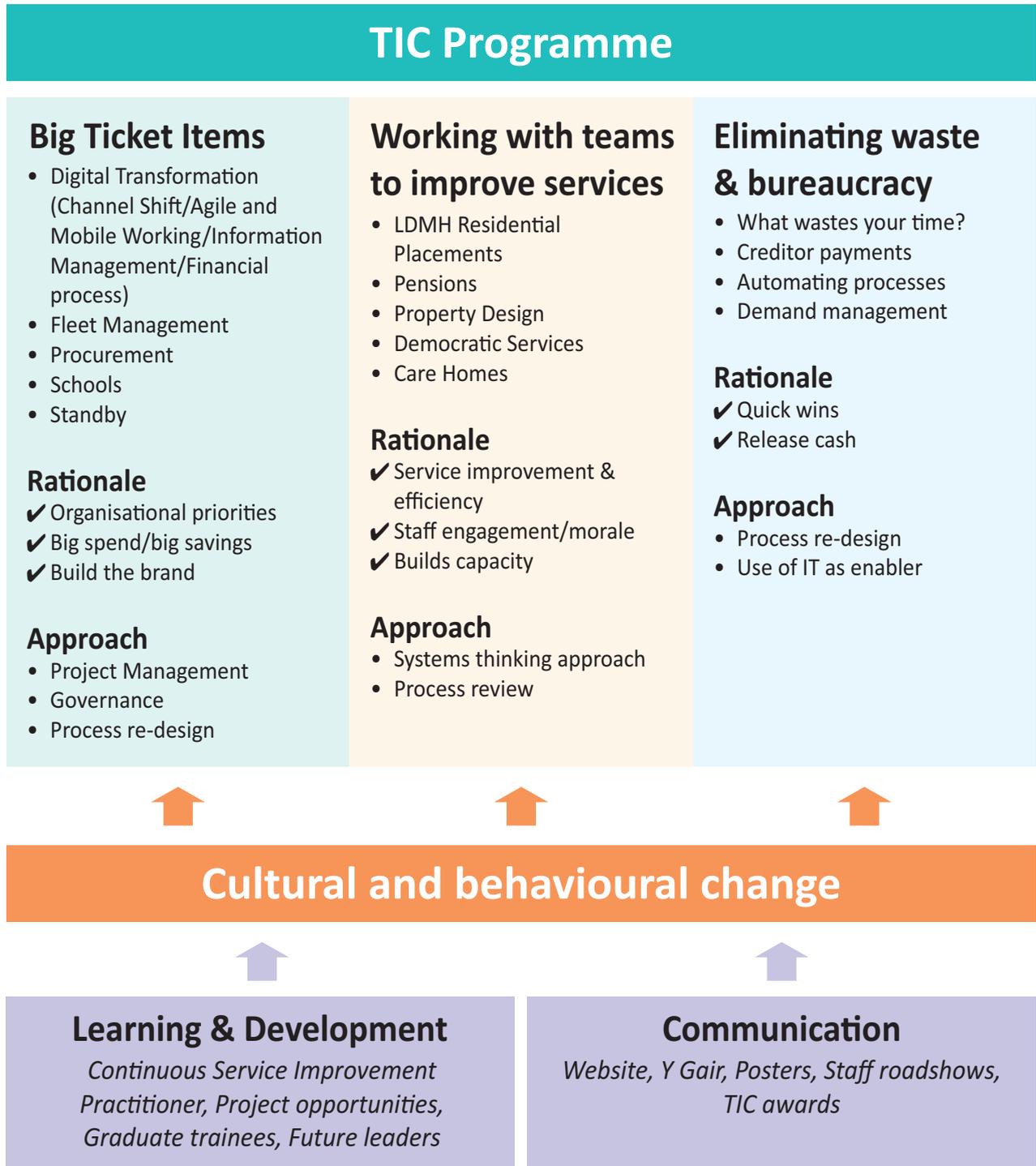
National and Regional Working

Carmarthenshire is also a member of the all Wales Continuous Local Authority Transformation Community, a group supported by Academi Wales. This provides an opportunity for local authority partners across Wales to meet and share learning and good practice.

Over the course of the last year, we have also met with our public sector partners within the region including; Hywel Dda Health Board, Dyfed-Powys Police, Pembrokeshire County Council and Swansea City Council, in order to share ideas and good practice in support of both the service improvement and efficiency agendas.



Appendix 1 - The TIC Work Programme



Appendix 2 - TIC Projects Gross Savings

Completed Projects	Gross Savings*
3rd Sector Project	£1,000k
Mail/Printing	£655k
ASC	£666k
Housing Voids	£440k
Legal Photocopying	£300k
Housing Options	£145k
Planning	£90k
Back Office at PDS	£40k
Property Maintenance	£23k
Property Systems	£20k
Subscriptions	£12k
Standby	£412k
Completed Projects Total	£3,803k
Agile Working	£2,433k
Procurement	£5,804k
Fleet Management	£1,680k
Schools	£1,509k
Income and Charging	£3,020k
SEN/LAC	£280k
Democratic Services	£29k
Routine Spend	£1,000k
Care Homes	£400k
Current Projects Total	£16,155k
Total Gross Savings*	£19,958k

*This does not include any additional one off or recurrent costs incurred relating to specific projects