DRAFT

STRATEGIC TRANSFORMATION STRATEGY 2026 TO 2029

FLINTSHIRE COUNTY COUNCIL

Version Control and Review Points

[To be drafted and included in final version, following consultation]

DRAFT

Contents

DRAFT

DRAFT

Foreword

Flintshire County Council prides itself on the services it delivers to residents, customers, and local communities. Guided by strong social values the council is keen to continually review and improve the services it provides whilst remaining effective and efficient in an environment of significant and ongoing financial challenges.

The council wants to move away from annual cuts to service budgets. It wants to create a longer-term plan that will deliver significant innovation, improvements, and transformation, whilst ensuring a financially affordable and sustainable position.

Flintshire is an ambitious council, and we will build upon our proven track record of delivering savings and change to meet this challenge, whilst continuing our commitment of working with residents and other organisations to do so.

We will seek to maximise on the opportunities afforded by new technology and ways of working as we move towards a more modern and secure way of running and delivering services.

The values we have adopted under our 'One Council' ethos, along with our commitment to customer experience, and our dedicated workforce, will be at the heart of our transformation plans.

DRAFT

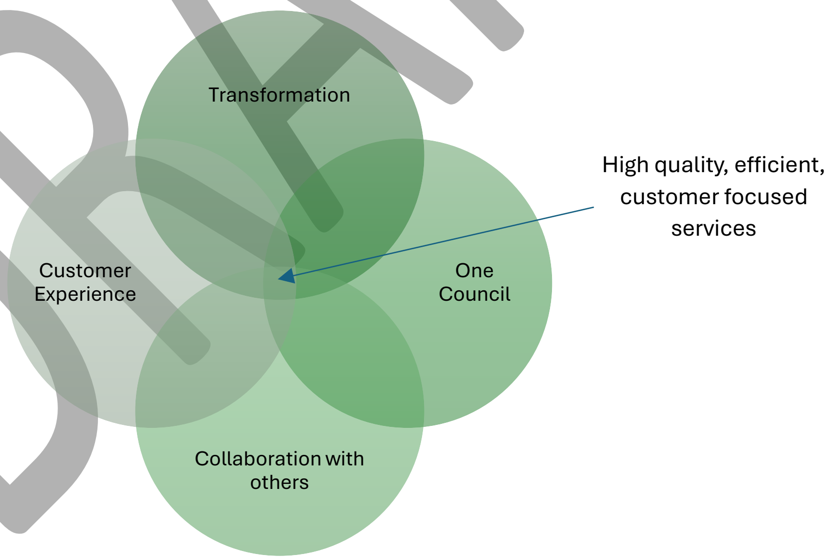

Photo of Chief Officer or Chief Exec	Photo of Cabinet Member or Leader
Name and Job Title	Name and Title

Introduction

Flintshire County Council is a unitary authority in North-east Wales, employing approximately 6,000 people and serving a population of 155,000. The council has an annual revenue budget in 2026/27 of circa £422 million.

The council has a strong belief in the delivery of public services and directly delivers most of its key functions, including those such as housing, social services, and streetscene and transportation services.

The Council has a strong history of making savings to help balance the books. It has pared back its workforce, automated functions, and delivered services via different delivery models (e.g. NEWydd Catering and Cleaning Services). It operates several shared/collaborative services with other councils such as the North Wales Councils Regional Emergency Planning Service.

For the period 2008/09 to 2025/26 the council saved over £ £142m. However, budgetary pressures continue across the public sector, meaning the council must continue to innovate in the delivery of its services. At the same time public expectations about service delivery are growing and the number of people entitled to receive statutory support from the council, whether by reason of additional learning needs (ALN), homelessness, infirmity, or other reason, continues to grow.

To meet the significant challenges that the council faces, the council is scaling up its capacity and creating a transformation programme. The programme will focus on delivering change and accelerating delivery, demonstrating value for money and generating efficiencies that are sustainable. The council has identified potential areas for its transformation programme, with the scale and scope of work being significant.

Becoming more efficient should not necessarily mean reducing levels of service to our residents and customers. Implementing change and delivering services in a way that better meets our residents' needs will allow the council to both improve satisfaction and reduce cost.

This Strategic Transformation Strategy sets out the strategic context and the governance arrangements for the strategic transformation programme. It is supported by a Strategic Transformation Plan, which is an internal document detailing the plan for transformation delivery.

DRAFT

Executive Summary

To be drafted on completion of a final document, following consultation

DRAFT

The Council's Vision and Objectives

Flintshire County Council's transformation vision is to deliver change that will allow the council to deliver the aims and objectives set out within the Council Plan.

Driving change and innovation, the transformation vision and objectives will ensure the provision of services that residents want and need, whether they are "mandatory" (required by law) or "discretionary" (where services are delivered by choice). It will help the council to balance its budget through efficiency and in doing so minimise council tax increases.

The council will deliver services that:

- Are designed to meet the needs of residents, customers, and service users
- Improve customer experience and satisfaction
- Are delivered in a way that helps to manage demand
- Are delivered efficiently and in a manner that costs less and/or avoids unnecessary costs to the council in future, and
- Help the council to achieve its obligations to reduce its carbon footprint

This will enable:

- A modern, efficient, innovative, and dynamic council
- Financial sustainability
- A 'customer first' approach via delivery of informed, high-quality services, that meet the needs of residents

We will achieve this by:

- Adopting a data led performance culture that transparently monitors and reports on how we are doing and the value that is being delivered.
- Making better use of the information and data we already hold to inform service design and delivery to meet the needs of residents within the county.
- Using technology as a facilitator and enabler for both our residents and our workforce.
- Better engagement with our residents and service users on their needs and wishes.
- Designing and delivering services so that they are inclusive and accessible to all residents.
- Creating the necessary culture change and increasing productivity through a well-trained, well equipped, and engaged workforce.
- Redesigning services and re-engineering internal processes, adopting lean methodologies, and integrating systems to improve efficiency and reduce waste.
- Effective, value-driven collaboration by working with other councils and different parts of the public sector (such as the NHS, North Wales Police and North Wales Fire and Rescue Authority).
- Integrating the well-being goals and the five ways of working from the Well-being of Future Generations Act into every level of decision-making.
- Developing more commercial approaches to the delivery of council services to increase income generation.
- Making effective use of council resources to deliver transformation, prioritising effectively as one council.

DRAFT

Context

Political Context

Flintshire County Council has a Cabinet, made up of Elected Members (councillors), where decisions are usually made for council matters, including major policy matters.

There is a Cabinet Member role that includes transformation, making oversight of transformation at the Cabinet level clear.

There are strong arrangements for councillors to scrutinise potential areas for transformation before they are developed and to assess any proposed changes before they are implemented.

Overview and Scrutiny Committees enable non-executive councillors to hold the Cabinet to account and to influence council policy.

Service and Financial Challenges

Service Challenges

The council continues to face escalating challenges from rising demand. For example, social care challenges continue to escalate with rising demand, increasing complexity of need, workforce challenges, and inflationary pressures.

Flintshire has an ageing demographic, between 2023 and 2034 it is projected that the number of people aged 65 or over will increase by 20.82%, those aged 80 or over will increase by 40.57% and people living with dementia will increase by 31.96%[1].

Demand for temporary accommodation for those presenting as homeless continues to be high and is a significant financial risk to the council.

Out of county placements remains an ongoing risk in terms of increasing financial pressure.

Financial Challenges

Around 70% of the council's core funding comes from Welsh Government and 30% from council tax. This contrasts with the position 10 years ago when 75% of funding came from Welsh Government and a smaller proportion, 25%, from locally raised taxation.

Flintshire has made extensive savings from revenue expenditure over the last 10-15 years. Over the same period demand for services continued to increase, particularly in relation to services to the most vulnerable adults and children. The Council is subject to many of the same cost pressures as its residents. At the same time growing demand factors, such as the impact of war, supply chain shortages, climate change, inflation, and the cost-of-living crisis, have driven up the prices which the council pays to its suppliers.

---

[1] Taken from the "Council Fund Revenue Budget 2026/27 – Final Closing Stage" report to Cabinet dated 24th February 2026

DRAFT

Since 2008 Flintshire County Council has cut back on its spending by £142m. It has done this through a combination of things, including:

- Making significant reductions in senior and middle management and administrative and clerical posts.
- Making significant reductions in all service budgets, including schools.
- Reducing the number of buildings the council owns and maintains, maximising their use by rationalising space, introducing hybrid working practices, and sharing with other organisations.
- Reviewing and renegotiating contracts to save money in the way we buy goods and services to secure competitive rates and best return on investment.
- Changing the way services are provided, for example, through wholly owned trading companies such as NEWydd Catering & Cleaning Limited, Flintshire Libraries and Leisure Limited (trading as Gwella), and NEW Homes affordable housing services.
- Working with local communities where there has been interest to take on and run local assets e.g. Holywell Leisure Centre, Cambrian Aquatics, Cafe Isa.
- Working with a range of stakeholders, including registered social landlords, to make best use of all available resources and funding to create access to suitable affordable homes - the right type of home, in the right location, for the right people.
- Supporting social enterprises, such as Double Click - a social enterprise that provides commercial services alongside delivering social and community benefits.
- Integrating services with other councils in the region to share costs e.g. education procuring or bulk buying with other councils to get better deals e.g. computer hardware
- Annually reviewing the fees and charges applied for some services.
- Introducing three weekly black bin collections - together with residents improving the county's carbon footprint whilst also saving money.

In 2026/27 the council received an increase in Aggregate External Finance (AEF) (the money it receives from Welsh Government). However, Flintshire remains an underfunded council that continues to face financial challenges. It is consistently in the bottom two to three councils based on its funding per head of population. If it received the average funding per head of population then the council would have £27 million more each year to spend.

Whilst the council has been able to set a balanced budget for 2026/27, the additional AEF funding from the Welsh Local Government Final Settlement was not sufficient to meet the projected budget gap and the ongoing impact of increasing demand in areas such as social care and education additional learning needs. The outlook for the next two financial years remains similarly bleak with expected shortfalls in the millions.

The Council doesn't hold large reserves. The Council's net budget for 2025/26 was £397m so overall available reserves equate to 2.92% of the budget. The council needs to protect its current levels of reserves as far as possible, with a planned strategy to increase resilience over time.

A moratorium (a temporary stop) on spending is in place and has been since 2023/24. However, a review of its application has been recommended to maximise its effectiveness.

Over the past decade the Council has streamlined its workforce to such a point that many services are now running at critical capacity, and any further reductions could result in unsafe levels.

The council's programme for transformation will be a crucial element in supporting the council to develop its medium-term financial plan and sustainable budget position.

Corporate Risks

The council has a corporate risk register, where strategic level risks that may have cross organisational impact are recorded and mitigating actions identified. These are monitored and reported in line with the council's risk management framework.

At the time of writing, there are several risks that are relevant, or linked to, the strategic transformation programme. They include:

- **RCF18 - Medium-Term -Financial Strategy (MTFS) -** Impact on the stability of the Medium-Term Financial Plan of increases in service demand, high inflation and reduced future Welsh Government, Local Government Settlements
- **RSS54 - Care Provision Sustainability -** Market stability / placement sufficiency leading to insufficient and unaffordable care provision
- **RCF01 - Reserves -** Insufficient Reserves will impact on the financial resilience of the council

The transformation programme, and some of the projects within it, will support the council in mitigating these risks over the coming years.

Well-being of Future Generations (Wales) Act 2015[2]

In Wales, there is legislation that seeks to improve the environment, economy, society and culture. It aims to protect the quality of future generations as well as improving well-being for the current generation.

The Well-being of Future Generations (Wales) Act 2015 [the Act] has seven connected well-being goals for Wales. These goals are:

- A prosperous Wales;
- A resilient Wales;
- A healthier Wales;
- A more equal Wales;
- A Wales of more cohesive communities;
- A Wales of vibrant culture and thriving Welsh language; and
- A globally responsible Wales.

As a public body the council must fulfil its well-being duty, carrying out sustainable development. That is the process of improvement in the economic, social, environmental and

[2] Welsh Government (2025) Well-being of Future Generations (Wales) Act 2015: the essentials. Available online: https://www.gov.wales/well-being-future-generations-act-essentials-html#60668 [accessed 9th June 2026]

cultural well-being of Wales through taking action in line with the sustainable development principle to help achieve the well-being goals.

The sustainable development principle means that the council, as a public body, must act in a way to ensure that it meets current needs without jeopardising the ability of generations in future to meet their own needs. The five things the council needs to demonstrate to show it has applied the sustainable development principle are:

- Collaboration
- Integration
- Involvement
- Long-term
- Prevention

To implement these goals effectively, our strategy is underpinned by the five ways of working stipulated by the Act:

Collaboration: We will help foster cross-sector collaboration, drawing on the expertise of a wide range of other organisations - including local businesses, community groups, and neighbouring public bodies - to develop holistic solutions.

Integration: Silos between departments will be broken down. Our approach will ensure that social, cultural, environmental, and economic factors are integrated into every policy and service design.

Involvement: Ensuring community engagement is central to our transformation. Residents, stakeholders, and staff will be actively involved in planning, implementation, and evaluation processes, ensuring decisions are co-produced and locally relevant.

Thinking for the Long-Term: All decision-making processes, strategic planning, budgeting, and service redesign will be conducted with consideration of the long-term impacts on future generations.

Prevention: Emphasis will be placed on proactive measures and early intervention strategies. Rather than merely addressing issues as they arise, our strategy focuses on preventing problems from developing or worsening.

Working in accordance with the legislation should help the council to improve services and/or reduce cost but will also ensure that the council considers all the potential impacts of its actions.

Associated Plans and Strategies

Council Plan

The current Council Plan covers the period 2025 to 2030. It sets out the core values of the 'One Council' ethos and the council's three high level priorities of: People, Places, and Prosperity. In addition, the council has set three well-being objectives, and several council objectives, that will support achievement of the council priorities and well-being objectives. These have been summarised in the table below.

DRAFT

Table 1: Council Plan priorities, well-being objectives and council objectives for 2025-2030

Well-being objective	Council plan priority	Council objectives
Residents in Flintshire feel happy, safe and healthy	People	Reduce the impact of poverty for people living in Flintshire
		Enabling successful learning and achievement
Flintshire is a place where people want to live, visit and work	Places	Enabling active and sustainable travel options for people's everyday journeys
		Keeping our road network well maintained and safe
		Supporting people and businesses to adapt to climate change and extreme weather events
		Regenerate town centres and green spaces to support local well-being and employment
		Support our communities to enhance their local areas to create cleaner, greener and healthier environments
		Creating inspiring, innovative and inclusive learning environments
		Continue our journey to become a net zero carbon Council while influencing our communities to embrace climate action
Flourishing communities and thriving businesses in Flintshire	Prosperity	Attract business investment to promote sustainability and jobs growth
		Grow the benefits of the visitor economy
		Explore ways to generate new and additional income
		Support people to access employment and learning opportunities
		A Well Managed Council

The Strategic Transformation Programme will predominantly support the council to achieve its objectives in relation to generating new and additional income and ensuring the council is well managed. However, at a transformation project level, any of the council objectives may be supported. Indeed, any business case for a transformation project will need to clearly identify which Council Plan priority(ies) will be met by undertaking the project to ensure all transformation work is aligned to achieving council priorities.

Medium Term Financial Strategy/Plan

The Medium-Term Financial Strategy (MTFS) is the council's strategy that forecasts the financial resources that will be available to the council for a set period, along with a plan for how that resource is best deployed to meet the council's duties, obligations, and priorities.

The strategic transformation programme will be a key workstream to develop a range of service initiatives and change work over an extended period to align with the council's MTFS, which is based on a five-year rolling programme.

For 2026/27, the MTFS includes £2m to be generated from existing projects in the strategic transformation programme and new areas being explored as part of the programme.

Digital Strategy

In 2017, the council adopted “Digital Flintshire” and a four-year strategy. Digital Flintshire was updated, with a new Digital Strategy for 2021-2026. This recognised the overlap with Digital Strategy for Wales and the UK Government’s five principles of the Local Digital Declaration, which Flintshire has adopted as a preferred way of working to deliver its ambitions and projects.

The Digital Strategy, “Digital Flintshire” comprises of eight main themes:

- Digital Customer
- Digital Workforce
- Digital Business and Connectivity
- Digital Partnership
- Digital Learning and Culture
- Digital Inclusion
- Information and Data Management
- Digital Delivery

Whilst due for review during 2026, like strategic transformation, Digital Flintshire spans across the council and will influence any corporate plans or strategies. In turn, Digital Strategy will be influenced by other council plans, strategies, and priorities.

There is a Digital Strategy Board that is responsible for overseeing the delivery of the strategy, as well as monitoring and evaluating progress and resolving any resource or prioritisation issue.

Given the synergies between the Digital Strategy and Strategic Transformation Programme, the council has sought to rationalise processes and procedures as far as possible between the two. This should ensure strategic oversight, whilst reducing any overlap or duplication, and enable demand and resources to be better monitored and deployed.

Commissioning Strategy

The council has an approved Commissioning Strategy.

The strategy requires those who commission services to assess the best and most cost-effective model for delivery. It specifically requires them to consider working in collaboration with other councils/public bodies and to think about transforming services in preference to outsourcing via contract.

The overall aim of commissioning activity is to ensure that services best meet the needs of residents/service users and deliver the best value for money. Achieving those aims will lead to improvements in performance, reductions in cost, and greater transparency in reporting performance. All of these underpin the aims of this transformation strategy and will help to deliver its objectives.

Income Generation Policy

The council provides a range of services to residents, the community, and visitors for which it can apply a fee or charge and generate income accordingly.

DRAFT

It is the council's high-level aim to maximise income generation wherever possible to contribute towards the ongoing delivery of key frontline services. This is particularly important for discretionary services, where it is necessary for service continuity and sustainability.

This policy outlines the council's rationale for fees and charges. It establishes the process by which fees and charges will be set and reviewed, sets out the key principles that should be used in setting them, and outlines how charging for services supports the council to deliver its corporate priorities.

Fees and charges, along with broader commercial approaches, will be linked to the council's efforts to transform and it is highly likely that there will be commercial transformation projects on the strategic transformation programme.

Carbon Reduction Strategy

[overview to be included for final draft]

Consultation and Engagement Strategy

The council has launched "Engaging Today to Transform Tomorrow" which captures the council's approach to consultation and engagement.

It is important for the council to gain the views of people to help shape the council's plans and how council services should be delivered. It will be important to ensure different groups of people across Flintshire are consulted and engaged, including on projects under the transformation programme, particularly when they may affect the services they receive, or that are available.

It is also feasible that people in Flintshire will have ideas about how the council could transform to deliver savings or service improvements, and these ideas may form the basis of new transformation projects. A better dialogue between the council, its residents, and service users can help to unlock those different ways of working.

In delivering on its commitments under its Consultation and Engagement Strategy the council will also be delivering the objectives of the transformation strategy.

The transformation programme will need to consider the mechanisms it deploys to consult and engage people, in line with the council's Consultation and Engagement Strategy, both as a means of seeking ideas for improvement but also to include residents, customers, and service users in developing any transformational changes.

Workforce Policies

There are several workforce policies of relevance. Notably the need to recruit and retain, and/or train and invest in, people with the necessary skills to enable the council to transform and to deliver in a more digital world, where customers have high expectations in terms of service provision and accessibility.

DRAFT

External Reviews and Assessments

Audit Wales: Flintshire County Council's Oversight of Partnerships

Following a relatively recent Audit Wales review of the council's oversight of partnerships, the council has committed to developing corporate guidance and policy on partnerships.

With the council already operating shared services and working collaboratively with other organisations to deliver services and functions, it is clear that there will be opportunity for more transformative collaborative working. As such, the developing transformation programme and policy for partnership working will need to have a degree of alignment.

Audit Wales Review of Transformation

An audit of transformation in the council was undertaken in 2025. This found that the council's approach to transformation at the time was short term and the pace of implementation did not provide assurance that the programme will enable the council to sustainably respond to the budget pressures it faces.

The Audit Wales findings and recommendations were as follows:

1) The Council has developed a central transformation team to support its transformation work, but funding for this team has only been approved for one year at this stage, which in its nature moves the focus to the short term.
2) The Council does not have an adopted and fully resourced long-term transformation strategy. Not having a clear transformation strategy which identifies the activities and resources required to implement transformation at a scale and pace that will allow the Council to set balanced budgets risks not achieving synergies with decision making.
3) The Council has identified potential projects that could deliver transformational change. These cover a range of service areas and have the potential to realise short to medium-term efficiencies in service delivery. However, these projects have not been evaluated nor implemented.

Audit Wales noted that if the council did not implement a transformation strategy at a pace and scale that allowed it to respond to financial pressures, it risked continuing to rely on an annual process of identifying savings hindering its ability to set a balanced budget strategically.

Since the Audit Wales review, the resource in the transformation team has increased significantly. This is enabling the council to explore and progress a large number of service initiatives and change projects over an extended period to align with the council's MTFS. This is a shift away from the unsustainable annual 'salami slicing' of services to a more businesslike, longer-term, and commercial approach to ensure financial sustainability and service continuity.

Panel Performance Assessment

The Local Government and Elections (Wales) Act 2021 requires the council to undertake a Panel Performance Assessment (PPA) once in every electoral cycle. The PPA for Flintshire was undertaken in November 2025.

The PPA recognised the significant risks the council faces with regards to its MTFS and the need for urgent internal strategic transformation.

DRAFT

The PPA also outlined the need for the council to have a fully scoped, resourced, and targeted Transformation Plan with clear accountabilities within a corporately agreed work programme. Including a focus on commercialism, prevention and the digital strategy with alignment to medium term financial planning.

In terms of leadership, the PPA noted that whilst there is a political lead for transformation in place, there is a recognised need for additional senior management capacity and that to ensure effective delivery, a dedicated senior management lead should be appointed. The council is seeking to develop and recruit to a senior officer role to act as the transformation lead at an officer level.

DRAFT

Establishing the Strategic Transformation Programme

The council has a duty to set a legal and balanced budget each year. This annual cycle of budget setting leads to a focus on identifying savings that can be made within a short timescale. The council needs to move away from this overly pressurised environment, that is not effective or sustainable, and which prohibits exploration of potential savings that would not deliver inside the normal annual budget cycle. Such savings would likely involve larger scale projects, such as a new delivery model or redesigning internal working processes, and could be significant, and transformational, in nature.

With ongoing significant financial challenges, the council is scaling up its capacity for transformation. The council has identified potential areas for transformational work with the scale and scope of work being significant.

The Strategic Transformation Programme will become increasingly important to support a programme of change and service transformation going forward. The council will use this workstream to develop a range of service initiatives and change work over an extended period to align with its MTFS, which is based on a five-year rolling programme.

Whilst referred to as the Strategic Transformation Programme, it is in effect a Transformation Portfolio that includes standalone transformation projects, programmes of transformational work, and other change projects or initiatives. The Strategic Transformation Programme is affiliated to the council's budgetary process, being aligned to the MTFS, and supports the delivery of the Council's strategic priorities and plan.

Transformation Priorities

The following key priorities have been identified for the transformation programme:

- Support financial sustainability over a five-year rolling plan – through reducing spend and/or generating new or additional income
- Modernisation and improvement - making use of technology to deliver better experiences for members of the workforce, residents, and customers
- To continually improve service delivery and redesign operating processes – delivering more efficient and effective services, reducing duplication, streamlining processes, strengthening service resilience, etc.
- Managing demand and maximising workforce capacity – better management of service demand and freeing officer time and capacity
- Improve the customer journey – enhancing customer experience and satisfaction, putting customer needs at the heart of transformation

Defining Transformation

Transformation projects (or programmes) for the council are large-scale projects that may span beyond a single financial year. They will be shaped around delivering fundamental and/or significant change.

DRAFT

Transformation reviews may generate benefits from:

- Internal corporate processes that affect the whole council, such as how we procure goods, works, and services.
- Cross cutting ways of delivering services. For example, how the council manages additional hours (overtime and out of hours working).
- Fundamental changes in the method of delivery. For example, automation or assistive technologies.

Transformation projects will deliver one or more of the following in terms of benefit realisation:

- Cost savings – that are cashable and may enable the council to make budget reductions
- Cost avoidance – that will help avoid the council incurring costs in future
- Income – new income streams or ways to generate additional income
- Process or service improvement/efficiency – improvements that help manage demand or free capacity, or realise other service and/or customer benefits
- Change of delivery or operating model – that may help the council to make efficiencies or create economies of scale or enhance resilience by doing things differently

Project Identification

New project suggestions may come from several sources, including:

- Employees of the council
- Elected Members
- Residents of Flintshire
- Other organisations
- Visitors

The council is looking at developing a mechanism to gather suggestions for transformation and to feedback on the transformational work it has undertaken.

Criteria for being accepted onto the strategic transformation programme

The criteria against which each project (or programme) will be judged for inclusion onto the Strategic Transformation Programme are:

Meet one or more of the transformation priorities

AND

Evidence of quantifiable benefits realisation

AND

Cabinet approval

Prior to being formally considered by the Corporate Resources Overview and Scrutiny Committee and approved for inclusion on the strategic transformation programme by Cabinet,

DRAFT

the project will go through a process of being scoped, with completion of a business case. The business case will be considered by a project and programme demand board, made up of officers and Elected Members. This will check if the project meets the criteria of the transformation programme, warranting it being put forward for approval.

Project Prioritisation

Projects will be prioritised, with consideration of the following:

- Change complexity
- Resource requirements and capacity
- Projected benefits realisation and confidence in the anticipated returns
- Speed in which benefits can be realised

Transformation Themes

Projects accepted onto the transformation programme are grouped under one of the following transformation themes.

Table 2: Transformation Themes

Systems and Processes
Digital Transformation
Optimum Operating Model
Commercial Approach
Asset Transformation
Delivery Model and Contracts

DRAFT

Governance of the Strategic Transformation Programme

Incremental or service level improvements are generally dealt with day-to-day and are part of business-as-usual activity for the council. This would include the efforts the council is making to embrace the opportunities that digital technologies and information offer to ensure the council delivers a modern, secure, and efficient public service, under its Digital Flintshire Vision.

As larger scale projects, often more complex and with higher risk, transformation projects and programmes require a formal governance and oversight approach beyond the normal process or ways of working.

Governance Structure

The governance structure for the management of transformation projects and programmes is as follows:

- An initial high level business case will need to be drafted for the project by the Transformation Programme Management Team, project sponsor, and project lead. This will initially be considered by the Chief Officer Team.
- Once reviewed by the Chief Officer Team, the business case will be considered by an internal Project and Programme Demand Board, where it will be checked and challenged. Transformation projects that meet the criteria to progress will then go on to formal review and approval onto the programme.
- Formal review and approval onto the transformation programme is undertaken by the Corporate Resources Overview and Scrutiny Committee (review) and Cabinet (approval).
- Projects will be delivered by a project team, made up of officers, and supported by the Transformation Programme Management Team.
- There will be project boards, chaired by the Project Sponsor. Project boards will monitor progress, assist with resources and overcoming barriers, as well as provide a route for escalation of risks and/or issues.
- Approvals will be through existing council process and may be provided by the appropriate Chief Officer (as a delegated decision) or referred to Cabinet for approval (as required by the scheme of delegations). Any changes to services or strategies/policies will require the appropriate Overview and Scrutiny Committee to be consulted before Cabinet make a decision.
- Progress reports will be required, and the council has established the necessary governance reporting lines, which will include reporting to senior officers and to Elected Members.

Reporting to an Overview and Scrutiny Committee and Cabinet will be required for one or more of the following purposes:

- To seek authority to make changes to service standards or the establishment of services – such reports will be considered by the relevant Overview and Scrutiny Committee which will make recommendations/comments to Cabinet who will consider these when deciding whether to approve the change.

- To report on the progress of individual projects to Overview and Scrutiny Committee (oversight).
- To report on progress on the transformation programme as a whole towards meeting targets set out in the MTFS (progress checking and accountability).

Descoping projects

Projects can be removed from the programme (referred to as descoped) at any point in the process.

Projects may be descoped for a number of reasons. For example, further project scoping identifies the project no longer meets criteria for the transformation programme or, completion of a method statement identifies the project will not return the initial estimated benefits realisation, making it unviable to proceed.

Governance Roles

Roles of specific people or groups within the transformation programme, include:

- Elected Members will endorse the programme, receive updates on it, and review and/or approve new projects onto the programme. The Corporate Resources Overview and Scrutiny Committee and Cabinet will act as the reviewing forum, with Cabinet being the approving forum.
- Transformation Programme/Portfolio Sponsor at Chief Officer Team level will have overall responsibility for the transformation programme/portfolio, championing the programme and be accountable for its success.
- Project Sponsors will be in place for every transformation project and will be a member of the Chief Officer Team. They will be accountable for project delivery.
- Each project will have a Project Lead. In most cases this will be a member of the Transformation Programme Management Team, but not always. They are responsible for driving the project – in terms of project management and delivery.
- Each project will have a Service Lead, who will provide technical skills and knowledge for the project.
- Each project will also have a Finance Lead assigned, who will ensure method statements (capturing project costs and estimated returns) are completed and verified.
- Project Boards will be the initial forum for project approvals, decision-making, and escalation matters.
- The Transformation Programme Management Team will ensure governance arrangements are adhered to, oversee project and resource prioritisation for the transformation programme, and provide strategic level reporting, amongst other things.

Risks

The transformation programme utilises the council’s risk management framework and system.

Risks, where identified, are recorded along with mitigating actions to effectively manage the risk.

Financial Returns

The resourcing and governance arrangements of this key programme continue to be developed, and more projects are being identified that will generate cost reductions/additional income for

DRAFT

the council. Therefore, for 2026/27 it was deemed reasonable to include an identified amount of £2m which will be met in-year as specific projects are progressed and cost reductions confirmed. The target will be met from a combination of existing transformation projects and new areas currently being worked up with an external supplier.

Savings from projects in the Strategic Transformation Programme will be aligned to the programme (returned corporately) and not retained by portfolios.

The Transformation Programme Management Office (Team)

Senior Officer role in development [further information to be included when available]

The Digital Transformation Programme Manager co-leads the development of the transformation programme, ensuring all projects and outcomes within the programme are successfully delivered on time and to budget. As well as project managing specific projects that form part of the transformation programme.

The Strategic Executive Officer co-leads the development of the strategic transformation programme, co-ordinating the change strategy and scoping and developing specific organisational change projects. As well as being for programme management of assigned corporate/change programmes.

The Digital Transformation Project Officers provide support to transformation projects within the transformation programme, applying consistent project management methodology. These roles:

- Support projects to ensure they can reach their intended outcomes
- Troubleshoot and seek to remove barriers or obstacles
- Identify and help mitigate risks, escalating where necessary
- Report on project progress
- Facilitate and support lean reviews and business process mapping exercises

Wider Support for the Transformation Programme

In addition to the transformation programme team, it is appreciated that resource will be required from across the council's corporate support services to ensure the council can deliver its transformation plans and projects.

Business cases for new transformation projects seek to ascertain what corporate support services may be required for the project. This will help with project resource allocation and prioritisation.

We anticipate increased demand in the following areas as the council ramps up its transformation work:

Table 3: Corporate Support Services Role in the Transformation Programme

IT Services	Providing the technical expertise for any digital projects. Assisting with the procurement of any new technology. Providing support for new systems and software and being responsible for its deployment.

DRAFT

Finance	To provide financial updates at a project level. Ensure method statements are completed and can be verified. Support benefits realisation/target achievement monitoring and reporting.
Internal Audit	A critical friend, monitoring practice and governance processes. Identifying areas for improvement/transformation.
Human Resources and Occupational Development	Providing appropriate guidance and support for any potential employee impact as a result of any transformation project. Helping to ensure we recruit, retain, and adequately skill and train the workforce. Support for projects specifically related to the workforce.
Legal	Providing advice, or signposting to appropriate advice, for any legal or policy matters related to transformation projects. Advice on contract matters and management.
Procurement	Advice and guidance on compliant routes to procure and ensuring compliance with new procurement and socially responsible legislative requirements.
Communications	Supporting with the development and delivery of the transformation communications plan.

DRAFT

Glossary

Aggregate External Finance (AEF): The support for local revenue spending from the Welsh Government and is made up of formula grant including the revenue support grant and the distributable part of nondomestic rates.

The Medium-Term Financial Strategy (MTFS): is the council's strategy that forecasts the financial resources that will be available to the council for a set period, along with a plan for how that resource is best deployed to meet the council's duties, obligations, and priorities.

Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

DRAFT