

WELWYN HATFIELD BOROUGH COUNCIL  
CABINET – 6<sup>th</sup> JANUARY 2025  
REPORT OF EXECUTIVE DIRECTOR (FINANCE & TRANSFORMATION)

TRANSFORMATION STRATEGY 2026-2028

**1     Executive Summary**

- 1.1     The council's Transformation Strategy is due to be refreshed following the expiry of the last strategy.

**2     Recommendation(s)**

- 2.1     It is recommended that Cabinet:
- 2.1.1   Agree the Transformation Strategy 2026-2028.
- 2.1.2   Delegate authority to the Executive Director (Finance & Transformation) to develop an annual work programme that aligns to the overall objectives of the Transformation Strategy and Annual Business Plan.

**3     Explanation**

- 3.1     In 2022, a senior management restructure was implemented, leading to the establishment of a Transformation Team. At the same time, several key strategies, covering customer service, digital innovation, and workforce development, were consolidated into a single, overarching Transformation Strategy. Within the strategy, five key strands were identified:
- 3.1.1   Customer experience and channel shift
- 3.1.2   Technology and automation
- 3.1.3   Culture and workforce
- 3.1.4   Project management and service improvement
- 3.1.5   Data and performance
- 3.2     The refreshed Transformation Strategy will build on the foundations of the previous strategy, whilst supporting the council's transition to a new authority under Local Government Reform proposals.
- 3.3     The strategy is included in Appendix A and an annual work programme will be developed by the Transformation Board to deliver the objectives of the Transformation Strategy, and the Annual Business Plan.
- 3.4     As per the previous strategy, an annual update will be presented to Cabinet.

**Implications**

#### **4     Legal Implications**

- 4.1     There are no direct legal implications arising from the report. Any actions which impact on legal or governance arrangements will be considered as part of future decisions.

#### **5     Financial Implication(s)**

- 5.1     There are no direct financial implications from the recommendations in the report.
- 5.2     However, the Transformation Strategy will continue to support the council in meeting the financial challenges over the next Medium Term Financial Strategy period. It will help ensure that our services are delivering value for money and will drive efficiency through improved use of data and technology.

#### **6     Risk Management Implications**

- 6.1     A Transformation Programme Risk Register is in place and regularly reviewed by Transformation Board.
- 6.2     Key, corporate risks relating to the Transformation Strategy are also included in the council's corporate risk register and relate to resourcing the overall programme, ensuring adequate engagement and coproduction with service teams and stakeholders through change programmes, ensuring technology meets the needs of services and we are using data to make informed decisions about service delivery. These key corporate risks are reviewed monthly by the Senior Management team, with quarterly reporting to Cabinet.

#### **7     Security and Terrorism Implication(s)**

- 7.1     There are no security and terrorism implications associated with this report.

#### **8     Procurement Implication(s)**

- 8.1     There are no procurement implications associated with this report.

#### **9     Climate Change Implication(s)**

- 9.1     There are no procurement implications associated with this report.

#### **10    Human Resources Implication(s)**

- 10.1    One of the key strands of the strategy is around our culture and workforce which is led by the Human Resources & Organisation Development Manager

#### **11    Health and Wellbeing Implication(s)**

- 11.1    There are no health and wellbeing implications associated with this report.

#### **12    Communication and Engagement Implication(s)**

- 12.1    We will provide regular updates to staff on key changes through established staff communication channels, including the intranet, staff briefings and staff newsletter. Key service changes and improvements will be communicated to residents through established communication channels, including the councils' websites, social media channels and resident magazines and newsletters.

### **13     Link to Corporate Priorities**

- 13.1    This report links to the council's overall vision to put the Community at its Heart and service changes and initiatives will link to at least one of the council's key priorities.

### **14     Equality and Diversity**

- 14.1    An Equalities Impact Assessment (EqIA) was not completed because this report does not propose changes to existing service-related policies or the development of new service-related policies. However, as projects arise through the programme which may impact on service-related policies or service provision, equalities impact assessments will be carried out in relation to those changes.

Name of author	Kirsten Roberts
Job Title	Assistant Director (Customer Services & Transformation)
Date	1 <sup>st</sup> December 2025