APPENDIX 2 - CABINET MEMBER FOR TRANSFORMATION AND PERFORMANCE

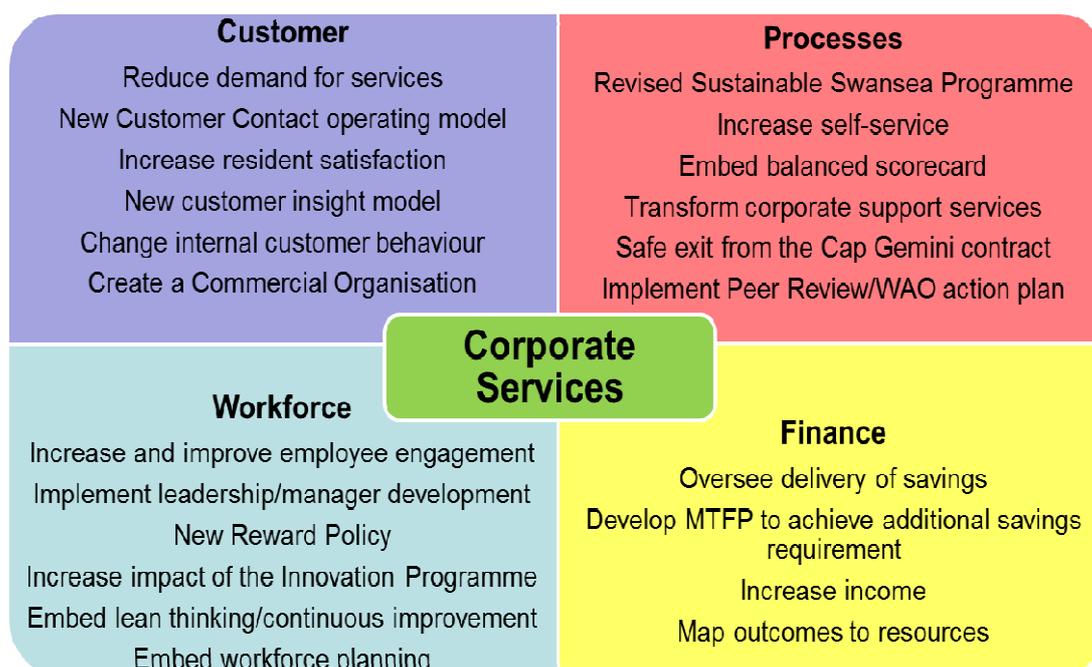## SCRUTINY PROGRAMME COMMITTEE 13TH APRIL 2015
BRIEFING NOTE

A   DIRECTORATE

2014/15 Achievements

Objective	Headline Achievements
Sustainable Swansea	• Led the development of the Strategy and Delivery Programme • Effective public and internal engagement programme • Oversight of budget savings 84% (stretch target)
Innovation Programme	• Established the programme and the Innovation Community • Developed new values • Range of successful "Purple Room" improvement initiatives
Performance improvement	• New Corporate Plan with 5 Priorities • Introduction of the Balanced Scorecard • Established the Performance Improvement Network
Customer Contact	• New Customer Contact Strategy • Relaunched 3 star website • Development of e-payments
Commercial Approach	• Introduction of category management • £1m savings third party spend savings • New commercial team, increased in income by £x
ICT	• Adoption of a new operating model for in house managed service • Exit Plan agreed with Cap Gemini • Significant infrastructure improvements

2015/16 Priorities

Customer
Reduce demand for services
New Customer Contact operating model
Increase resident satisfaction
New customer insight model
Change internal customer behaviour
Create a Commercial Organisation

Processes
Revised Sustainable Swansea Programme
Increase self-service
Embed balanced scorecard
Transform corporate support services
Safe exit from the Cap Gemini contract
Implement Peer Review/WAO action plan

Corporate Services

Workforce
Increase and improve employee engagement
Implement leadership/manager development
New Reward Policy
Increase impact of the Innovation Programme
Embed lean thinking/continuous improvement
Embed workforce planning

Finance
Oversee delivery of savings
Develop MTFP to achieve additional savings requirement
Increase income
Map outcomes to resources

B   FINANCE

Priorities and Success Stories

1. Setting of Revenue and Capital Budget including substantial public consultation and development and use of the Budget prioritisation tool.
2. Full payment of the CCS share of Discretionary Housing Payments both in 2013/14 and projected for 2014/15. This includes last minute additional funding from Welsh Government. Contributes significantly to the anti-poverty strategy
3. Projected balancing of 2014/15 Revenue outturn in line with approved budgets.
4. Finalisation of equal pay settlements and progress on resolving equal pay appeals.

Service Performance Headlines

1. Automated telephony introduced into Council Tax, Business Rates and NDR – potential to roll out across all Council services.
2. Successful engagement with DATANK looking at single person discounts – estimated additional £300k in Council Tax collection as a result.
3. Housing subsidy buy out happening on Thursday 2nd April after months of protracted negotiations with Welsh Government, HM Treasury and Public Works Loan Board – incurring additional borrowing of £73m but annual saving of £1m + to HRA.
4. Centralisation of Financial assessments continuing with SS staff due to relocate within weeks.

5. Finance performance is measured on:-

   -      Compliance with Treasury Management strategy
   -      Council Tax and Business Rates collection rates
   -      Compliance with Revenue and Capital Budgets
   -      Payment times in respect of payables
   -      Time to process new claims and change of circumstances in benefits.

All are on target for 20154/5

Engagement with Service Users

1. Ongoing Customer satisfaction survey at Contact Centre with Public invited to give feedback on performance.
2. Extensive Public, Union, Staff and Member consultation regarding budget proposals.

C   HR/OD

Sustainable Swansea – fit for the future: Staffing Impact of Budget Savings

In line with the Council's current policy, every effort has and will continue to be made to minimise compulsory redundancies. Management action includes: tight management of vacancies, redeployment and retraining where ever possible and further encouragement of staff to consider ER/VR options, including bumped redundancies

In 2013/2014 there were no compulsory redundancies.

In 2014/2015 there were 3 compulsory redundancies. It should be noted that redeployment opportunities were explored with these members of staff but unfortunately, they were not successful in obtaining alternative employment.

At the start of the Budget Savings Proposals in December 2014, there were potentially 64 posts at risk. This has been reduced to 33. This is due to posts becoming vacant, employees requesting ER/VR and other employees being redeployed. However, clearly the figures will continue to change as a result of the Council's decision on the budget proposals and other service changes that occur. The Schools may well have redundancies in view of the 5% savings they have to make. However, early indication is that the majority of the Schools will use their reserves for the year 2015 to 2016. A clearer picture will be known at the end of March 2015.

Priorities and Success Stories

1. **Mandatory Health, Safety & Wellbeing Training.** The authority continued to see improvements in the way health, safety & wellbeing is managed within CCoS due in no small part to the rise in awareness following managers attending mandatory training. This was best evidenced by a 51% reduction in lost days through accidents in 2014 when compared to 2013. This is undoubtedly as a result of the Management of Accidents Training, delivered by the Corporate Health, Safety & Wellbeing Service in conjunction with Legal. It also shows the fiscal benefits in ensuring our staff are protected, with their wellbeing at the core of our approach to service delivery.

2. Implementation of **Additional Annual Leave Purchase Scheme** for staff – 117 applications have been approved since 1 Jan 2015.

3. Winners of **South West Wales CIPD "Excellence in Learning and Development Award"** for the creation of the Purple Room to allow staff the time and space to think and 'do' differently as well as the activities / events taking place within in it to develop and support staff to think and 'do' differently

4. **Encouraging a cultural shift in terms of leadership** e.g. Senior Leadership lunchtime sessions – Senior Leaders becoming more visible and accessible to staff across the CCS, engaging staff in conversations.

5. Linked to above, **Swansea Manager Standard** under development. Workshops to engage SMG in its construction to encourage ownership to take place in April.

6. **Staff Survey** undertaken (with Communications) and achieved baseline statistics on staff views across the CCS. Work being undertaken with Service Areas to act upon feedback e.g. Waste

7. **Problem Solving Sessions** run to generate new ideas for issues services are tackling, engaging staff, members and external organisations e.g. Flytipping.

8. Set up of the **Innovation Community** – voluntary network of staff interested or involved in Innovation, Change, Continuous Improvement activities across the CCS. The IC is open to all staff members of every level and in every areas of the CCS (currently 87 members) and has been involved in:

   Sharing best practice / learning from one another (See e.g. below of a staff member in Housing sharing an example of best practice to the Innovation Community which is now benefiting colleagues in Finance Dept)
   Encouraging cross departmental working
   Engaging with the Sustainable Swansea Fit for the Future programme, generating ideas for projects that need fresh input
   Learning from and working with other organisations. e.g. A member of the Innovation Community shared what she had read on 'nudge' theory with the IC, there was interest in this from the group so we invited the Head of Customer Insights from the DVLA to meet the IC and share information on work they had carried out in relation to nudge theory. As a result of the IC trying to apply the theory to CCS Council Tax reminder letters, the DVLA have agreed to carry out customer insights work in regard to these letter changes (the objective being to increase payments of Council Tax from residents) and will also review the Council Tax/Housing Benefits/Blue Badge webpages with the objective of improving the customer experience so that more transactions, and more information, is sought online rather than face to face. This work is progressing.

D   COMMUNICATIONS AND CUSTOMER ENGAGEMENT

Developing a new Customer Contact Model

1. A strategy has been agreed and the first-year implementation plan has largely been delivered. This includes the launch of the Council's new public website, the introduction of automated telephony in Council Tax, Revenues and Benefits and rolling-out the Council's e-payments system across the Council.
2. A new model for customer services that brings together a number of different services in the contact centre and call centre has been developed with officers from various services and will be phased-in during the next 18 months. Some challenges remain around 'transferring' staff and bringing in the right capability to make the necessary changes for this major transformation in the way the Council meets customer needs.

Digital inclusion

1. Following the successful 12-month programme of providing ICT skills to digitally-excluded people, the programme has been extended for a further 12 months
2. The strategy aims to provide sessions in communities for the public to learn ICT skills and links to initiatives in the contact centre such as creating an ezone where the public can use computers to access services rather than deal face-to-face with staff
3. Contact centre staff are also be trained to use mobile devices so that they can approach people in the queue and help them carry out their transactions online
4. We have also trained 50 digital champions across the Council who will assist customers as more services transfer online.

Communications and Engagement

1. One of the main themes of communications has been *Sustainable Swansea Fit for the Future* and engaging staff, councillors and the public. This work will continue in the coming years as we aim to engage key groups and encourage greater community involvement and action.
2. The first staff survey for a number of years was recently completed. The findings are largely positive, although an action plan has been developed to address some council-wide issues and all Heads of Service are addressing "local" issues within their area.
3. A new annual communication plan will be launched early in the new financial year to direct efforts and resources towards promoting and engaging stakeholders on the Council's priorities.
4. A new employee engagement strategy will also be developed and launched early in the new financial year.
5. A full review of Design Print will take place to ensure the Council is providing cost-effective and modern design and print services.

6.
E   LEGAL, DEMOCRATIC SERVICES & PROCUREMENT

Priorities and Success Stories

Legal & Democratic Services

1. Complete root and branch review of the service being undertaken in readiness for commissioning review.
2. Successful Lexcel assessment.
3. Childcare approach being celebrated on an all Wales basis as an example of good practice.
4. Preparations well under way for General Election.

Member Development

1. Governance review underway; part of which will be to set out roles and responsibilities and to ascertain how best non-Executive members can be provided with the skill and support to carry out their roles.
2. The review will also consider training needs and appraisals for Executive and non-Executive members.
3. The role of scrutiny will also be considered and Scrutiny Committee will be consulted to seek ways to strengthen the role of scrutiny within the Council.

Sustainable Swansea – Fit for the Future;

1. All budget savings delivered and plans in place and being actively pursued to deliver savings for 2015/16.
2. Appointment of an Efficiency Officer to identify savings in terms of lean working and systems thinking approach – opportunities being developed as soon as identified.
3. Development of e-working is delivering cashable and non-cashable efficiencies throughout the department.
4. Business partner approach being instilled which should lead to demand management and prevention.
5. Childcare and Child & Family is a good example of business partner approach which has led to various elements of Sustainable Swansea being achieved namely: Efficiency, Prevention and Demand Management.

Service Performance Headlines

1. Development of balanced scorecard measuring performance against strategic priorities and strategies.
2. Active implementation of new delivery model on an ongoing basis.

Engagement with Service Users

1. Attended and took part in interactive Sustainable Swansea workshop with colleagues from LDS&P, also engaged in Q&A session with colleagues
2. Was very well received by colleagues who commented on visibility of Cabinet Member

F   INFORMATION AND BUSINESS CHANGE

Priorities and Success Stories

1. **Capgemini transition** has begun and is on track including:
   a. Implementation of the ICT operating model. In phase one focus is around establishing the new in-house service desk and procurement of a third party Oracle support provider
   b. The collective bargaining process is well underway between staff representatives, trade unions, and CCoS
   c. A series of workshops with staff on the agreed future operating model and structure led by the Head of Service
   d. Governance arrangements have been agreed and the first milestones have been met
   e. Oversight and assurance from Gartner

2. Key projects on the **ICT roadmap** are on track, particularly upgrade of the network and Microsoft Office, agile working, and improving disaster recovery, business continuity and resilience.

3. The **systems rationalisation** project is underway analysing and recommending ways in which the Council can expand, combine, or stop using its 200+ systems. This will improve the efficiency of remaining systems and deliver savings.

4. **Information management (IM)** processes and governance arrangements are being introduced from April to improve the corporate approach to IM. This includes a corporate approach to reporting and the gathering of data and intelligence that can inform decisions.

5. **Key successes** within the service in this period include:
   a. Security compliance has been achieved with a positive endorsement from the Cabinet Office on its implementation in such a short timeframe
   b. Completion of WiFi roll out to schools. The service is now reviewing usage at each school. Feedback from schools has highlighted the positive impact this has made to learners.
   c. Delivery of employee self-service functionality. Impact includes: reduction in demand and improved accessibility
   d. Capgemini transfer on track and first milestones have been met.