

# ***SUSTAINABLE SWANSEA – FIT FOR THE FUTURE***

## **DELIVERY PROGRAMME REVIEW**

### **1 PURPOSE**

This paper sets out the conclusions from the review of the Sustainable Swansea Delivery Programme.

It covers:

- **Background to the Review**... review objectives and how we did it
- **Sustainable Swansea Strategy**... conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams
- **Delivery Strands Achievements**... a summary of what we have achieved so far for each of the 14 Delivery Strands
- **Future Delivery Strands**... proposals for the future Delivery Strands, including an estimate of savings across the next 3 years
- **Delivery and Resourcing**... an overview of delivery and a statement of resources allocated to the Programme, what these will achieve and how they will be deployed, including the development of Service Delivery Plans
- **Governance**... changes to the governance arrangements for *Sustainable Swansea*
- **Communications**... proposals for future internal and external communication and engagement on the programme
- **Risks and Issues**... statement of the top risks and issues and how these will be managed and addressed

### **APPENDICES**

- Appendix A – Change Plan (Extract)
- Appendix B – Efficiency Workstream Assessment
- Appendix C – New Models of Delivery Workstream Assessment
- Appendix D – Prevention Workstream Assessment
- Appendix E – Stopping Services Workstream Assessment
- Appendix F – Resourcing Statement
- Appendix G – *Sustainable Swansea* Governance Structure
- Appendix H – *Sustainable Swansea* Revised Programme

## 2 BACKGROUND

*This section sets out why the review was required, the issues addressed as agreed by the Executive Board and the review process.*

### 2.1 Why a Review is Required

The *Sustainable Swansea* Delivery Programme was agreed by Cabinet on 29 July 2014 following a major review of the Workstreams and the projects to be included, with extensive engagement of managers and staff.

The overall aims and objectives of *Sustainable Swansea* are unlikely to change in the medium term, **but** they do need to be evaluated and reviewed in the light of new information and the changing internal and external environment.

The Delivery Programme also needs to be updated regularly and the Executive Board agreed in February 2015 that a review was required because of:

- *the increased scale of the savings that we need to make*
- *the lack of time we have to achieve this*
- *the evident lack of traction and ownership in some areas*
- *the risk that agreed projects will be changed or deferred, without appropriate governance*
- *new knowledge / information as the programme progresses*

### 2.2 Issues Addressed in the Review

The review has addressed two key issues:

- **Savings**... the allocation of the additional savings across the Programme to meet the three year £80m target in the Medium Term Financial Plan (MTFP)
- **Delivery**... what we have achieved so far and the future shape of the programme and the 4 Workstreams

For completeness, the review has also addressed the following:

- **Resourcing**... the internal and external resources required to deliver the Programme, what these will achieve and how they will be deployed
- **Governance**... any changes required to the governance arrangements for *Sustainable Swansea*
- **Communications**... proposals for future internal and external communication and engagement on the programme
- **Risks and Issues**... assessment of the top risks and issues and how these will be managed and addressed

## 2.3 Savings

The fundamental issue to be addressed is the allocation of the additional savings to meet the three year £80m target. The MTFP approved by Council in February 2015 includes the following two tables, showing the savings by Directorate (total):

Service	Current Budget £m	Percentage Reduction/Increase over 3 Years	Amount Realised £m
Schools & Education	159.5	-15	-23.9
Social Care – Child & Families	39.1	-15	-5.9
Social Care- Adults	65.6	-20	-13.1
Poverty & Prevention*	3.5	+5	+0.2
Place	54.0	-50	-26.5
Corporate Services	25.1	-50	-12.5
Total	346.8m		-81.7m

And by Workstream, taking into account approximately £20m of future Directorate specific savings:

<b><u>Indicative potential* Workstream targets</u></b>					
		2016/17	2017/18	2018/19	
<b><u>Workstream</u></b>		<b><u>£'000</u></b>	<b><u>£'000</u></b>	<b><u>£'000</u></b>	
<b>Efficiency</b>		5	10	15	
<b>New Models of Delivery</b>		10	20	30	
<b>Prevention</b>		2	6	8	
<b>Stopping services</b>		3	6	9	
		<b>20</b>	<b>42</b>	<b>62</b>	

***\* This is a strategic assessment to support medium term planning and to provide the basis of more detailed work***

The review proposes the allocation of the strategic level Workstreams savings to specific Delivery Strands and Projects on the basis of a **TARGET TO AIM FOR.**

## 2.4 Delivery

The review has addressed what the Programme has achieved so far and the issues to address for future delivery, as set out in the table below:

ISSUES	QUESTIONS TO ADDRESS
Workstreams/ Strands	Are any changes needed to the existing Workstreams/Strands eg: should any strands be dropped, moved into business as usual, or aligned differently?
Integration with other change	Have we fully integrated other major elements of work that are still perceived to be (or may actually be) separate to Sustainable Swansea?
Gaps	Are there any obvious gaps in the Programme eg learning from what others are doing?
Achievements	What has been achieved by each of the 14 Delivery Strands so far ie: what savings or other benefits have been delivered?
Projects	Do we have the right projects that will deliver the required transformational change and savings in the time available?
Programme Management	Have we got sufficient assurance that we have the right programme management arrangements in place ie: robust and credible delivery plans, the necessary resources, timely monitoring and appropriate governance?
Commitment to Deliver	Perhaps most importantly, are we confident about organisational commitment, whole council working and barriers to delivery?

## 2.5 Review Process

The following process was adopted for the review of the Delivery Programme:



### 3 Sustainable Swansea Strategy

*This section sets out conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams*

#### 3.1 Strategic Aims

*Sustainable Swansea* is our long term plan for change. As well as looking at priorities for the short and medium term, this programme is intended to set the longer term context for change, which will be further developed as a strategic and whole Council sustainable plan spanning the next 25 years (target 2040). The Programme is also a key enabler for us to deliver our Corporate Plan Priorities – this is reflected in the Executive Board’s corporate scorecard.

The strategic aims of *Sustainable Swansea* are:

- *The core future purpose of the Council*
- *The transformation of services and the model of delivery*
- *Greater collaboration with other councils, local organisations, community groups and residents*
- *And, above all, sustainable solutions with prevention at its heart*

The conclusion of the Review is that **the strategic aims should remain unchanged** (together with the Strategic Framework, Budget Principles etc). This is evidenced by:

- The conclusions from the WLGA Peer Review and the WAO Corporate Assessment
- Feedback from external observers such as APSE, IESE, Gartner and PWC
- Evidence from recent reviews of how local authorities are tackling austerity and wider change eg: WAO Report “The Financial Resilience of Councils in Wales”, NLGN “The Council and the Common: Local Government in 2020” and Deloitte “The State of the State 2014-15”

The challenge is delivery.

#### 3.2 Sustainable Swansea Workstreams

The Review has considered whether any changes are needed to the existing Workstreams/Strands eg: should any strands be dropped, moved into business as usual, or aligned differently? Also, whether there any obvious gaps in the Programme.

The position in relation to the Delivery Strands, where some changes are proposed, is set out in Section 5.

The **current** 4 Workstreams and 14 Delivery Strands are shown below:

<b>Sustainable Swansea - Workstreams and Delivery Strands</b>		
<b>Workstream</b>	<b>Workstream Aim</b>	<b>Delivery Strands</b>
<b>Efficiency</b> (1/3 years)	<i>Demonstrating we are as efficient as we can be before services are cut</i>	<ul style="list-style-type: none"> <li>• Continuous Improvement</li> <li>• Workforce</li> <li>• Support Services</li> <li>• Assets</li> <li>• Third Party spend</li> <li>• Income &amp; Charging</li> </ul>
<b>New Models of Delivery</b> (2/5 years)	<i>Moving to other models of delivery which can provide better outcomes and/or cheaper costs</i>	<ul style="list-style-type: none"> <li>• Customer contact</li> <li>• Commissioning services</li> <li>• Collaboration</li> <li>• Community action</li> </ul>
<b>Prevention</b> (3/10+ years)	<i>Investing in early intervention and demand management to reduce costs and achieve better outcomes</i>	<ul style="list-style-type: none"> <li>• Demand management</li> <li>• Early intervention</li> </ul>
<b>Stopping Services</b> (1/3 years)	<i>Stopping services that are not our core purpose, or don't deliver worthwhile outcomes</i>	<ul style="list-style-type: none"> <li>• Council priorities</li> <li>• Future Council</li> </ul>

In relation to the 4 Workstreams, **no changes are proposed** for the following reasons:

- As evidence by external views and research, the workstreams encapsulate what needs to be done
- We have spent some time engaging with employees, Members, residents and others about the approach and to change now would be counter productive
- The work in these areas is not yet finished

In addition, no obvious gaps have been identified (although some changes to the Strands are proposed, for example, to strengthen the focus on commercialism, see below).

That said, it is considered that we need to focus a significant amount of our time and resources on a smaller number of key areas (see section 5 below).

### 3.3 Integration with Other Change

One of the questions for the Review was: “*have we fully integrated other major elements of work that are still perceived to be (or may actually be) separate to Sustainable Swansea?*”

The conclusion is that, whilst we have mapped Directorate based initiatives and projects on to the four workstreams, we have not yet fully integrated some major change plans. Specifically:

- **Transforming Adult Social Care (TASS):** work was undertaken to illustrate how the TASS pillars relate to the Workstreams (which they do), but TASS remains a separate programme and is under review itself
- **Looked After Children (LAC) Strategy:** LAC projects are included in the Prevention Workstream, but the LAC aims need to be built into the Programme more explicitly with Children and Families work
- **Schools/Education:** building on the work to define “Sustainable Schools –fit for the future”, the recent debate around the future of schools and the strategy group set up with Heads and Governors needs to align with the Programme

The challenge is to strike a balance between making strategic connections between *Sustainable Swansea* and major service change – particularly to capture the savings – and not seeking to manage all change via the Programme.

It is proposed that these major change initiatives are described as part of the Prevention Workstream Delivery Strands – albeit that elements of the change will also be delivered through Efficiency and New Models of Delivery.

We also need to ensure that we align *Sustainable Swansea* with:

- The Change Plan “*Working Together, Working Differently*”, (see Appendix A), particularly how we communicate the relationship between the two; each Service Area to develop local actions alongside the overall change narrative
- The ICT change agenda, which is both an enabler for other Strands and an important programme in its own right (see section 5)

Executive Board may wish to confirm whether there are any other major changes that need to be better reflected within the Programme.

### 3.4 Summary

The conclusions and recommendations about the overall aims and shape of the programme and the 4 Workstreams are as follows:

- *The strategic aims should remain unchanged*
- *No changes are proposed to the 4 Workstreams*
- *Further work is undertaken to embed TASS, LAC and the Schools strategy as part of the Prevention Workstream Delivery Strands*
- *Each Head of Service should produce local actions to support the Change Plan “Working Together, Working Differently”*

## 4 Delivery Strands Achievements

*This section provides a summary of what we have achieved so far for each of the 14 Delivery Strands*

### 4.1 Context

As part of the Review, Workstream Sponsors, Strand Leads and Programme Managers have assessed what has been achieved so far. The framework for this being:

- *The Delivery Programme approved by Cabinet on 29 July 2014*
- *Achievements against each project within this*
- *Achievements being tangible ie: financial and/or other defined benefits*
- *For areas of non-delivery, what have been the barriers and what is the remedial action*
- *Recommendations for the future (which leads into section 5)*

### 4.2 Overall Assessment

Before looking at each Delivery Strand, it is worthwhile reflecting on what has been achieved, and the issues to address, across the Programme as a whole.

The initial focus of the *Sustainable Swansea* programme has been on:

- **Vision and Narrative**... describing what we are aiming to achieve and developing a narrative for this
- **Engagement**... communicating the vision and narrative and seeking views (residents, Members and employees) about this
- **Shaping the Programme**... getting ideas about the projects that we need to deliver within each Workstream and Strand and scoping these out
- **Resourcing the Programme**... understanding what we need to do to deliver the agreed projects and putting in place sponsor, leads and project management
- **Governance**... agreeing the processes and forums for overseeing delivery and resolving issues
- **Early Wins**... getting work going across the Strands to mobilise cross-Council working, establish confidence that we can achieve change and savings and build capacity for the challenges ahead

The Programme has already delivered, with specific service savings, around £16m in 2014/15, with an additional £17m planned for 2015/16. And some things have gone well:



<b>What has worked well</b>	
Engagement	<ul style="list-style-type: none"> <li>• Positively received by residents and employees</li> <li>• More open than previously about the challenge we face</li> <li>• Participation Cymru training delivered</li> </ul>
Strategic View	<ul style="list-style-type: none"> <li>• A platform for a much wider debate about the future</li> <li>• Links made to the Future of the Council</li> </ul>
Programme Shape	<ul style="list-style-type: none"> <li>• It captures the right things</li> <li>• It has coherence and logic</li> <li>• Other big projects are being aligned</li> </ul>
Savings	<ul style="list-style-type: none"> <li>• Around £16m in 2014/15</li> <li>• Efficiency savings are easier to make – but only gets us so far</li> </ul>
Redundancies	<ul style="list-style-type: none"> <li>• Avoided compulsory redundancies in first round of cuts</li> <li>• But it hasn't helped the message</li> </ul>
Funding for Change	<ul style="list-style-type: none"> <li>• Transformation Fund: backfill, training provided</li> <li>• Community Development Fund: pump priming community action</li> <li>• Prevention Budget: innovative ideas/projects</li> </ul>

But there are some challenges and risks that we now need to address:

<b>Challenges and Risks</b>	
Culture	<ul style="list-style-type: none"> <li>• Silo target culture</li> <li>• Patches of “non-corporate behaviour”</li> <li>• Lack of personal responsibility in some areas</li> <li>• Coping with change and balancing business as usual with innovation</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>• “It will go away”</li> <li>• “Someone else will fix it”</li> <li>• “Busy doing the day job”</li> </ul>
Decisions	<ul style="list-style-type: none"> <li>• Still not clear what is <b>not</b> a priority</li> <li>• Pace... we don't have time to debate this</li> <li>• Managing “opposition”... we are still winning hearts &amp; minds</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Resources... releasing people from the day job is still a challenge</li> </ul>

	<ul style="list-style-type: none"> <li>• Skills/knowledge... there are gaps, which we are now addressing</li> <li>• Analysis... modelling, data, and evidence is a gap we must address</li> </ul>
Delivery	<ul style="list-style-type: none"> <li>• Managing inter-dependencies and the risk of “double counting”</li> <li>• Programming... we can’t do everything at once</li> <li>• Benefits, outcomes and whole system change, not projects</li> <li>• Reporting... still too vague, needs to be sharp, direct and benefits driven</li> <li>• Balancing quicker efficiencies with preparing the ground for prevention</li> </ul>

These are picked up further in Section 9 and will be addressed, in part, by the Change Plan “*Working Together, Working Differently*”.

### 4.3 Efficiency Workstream

The assessment for each Delivery Strand in the Efficiency Workstream is summarised in **Appendix B** (there is also a detailed template for each Strand which underpins this summary).

The **executive summary** of this assessment is as follows:

<b>Strand</b>	<b>Assessment – Achievements in 2014/15</b>
Continuous Improvement	<ul style="list-style-type: none"> <li>• Vanguard Training delivered; needs to be sustainable</li> <li>• 5 projects initiated, but only 3 on track</li> <li>• Strand yet to prove benefits from culture change and savings from elimination of waste</li> <li>• Continue</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>• £4.8m savings delivered from management and other workforce reductions; still more to do</li> <li>• Less progress on “Workforce Fit for the Future”</li> <li>• Reducing the Pay Bill proposals deferred by Cabinet</li> <li>• Continue: some existing projects to be BAU</li> </ul>
Support Services	<ul style="list-style-type: none"> <li>• New model for business support agreed; some savings delivered so far; focus on delivery to be maintained</li> <li>• Slow progress on other areas of corporate support services</li> <li>• ICT related changes need a new focus</li> <li>• Merge with Workforce: some projects BAU</li> </ul>
Assets	<ul style="list-style-type: none"> <li>• Accommodation Plan on track; savings of £295k delivered</li> <li>• Continue: merge some projects</li> </ul>

Income, Trading and Charging	<ul style="list-style-type: none"> <li>• Charging: slow progress but additional income of £1.1m agreed for 2015/16; more in the pipeline</li> <li>• Trading: little progress (projects agreed for 2015/16)</li> <li>• Income: £205k income from Sponsorship &amp; Advertising; more in the pipeline</li> <li>• Continue: new commercialism focus</li> </ul>
Third Party Spend	<ul style="list-style-type: none"> <li>• Mixed progress with Category Hubs and ownership of savings plans</li> <li>• Savings of £1.1m in 2014/15, but only take from budgets from 2015/16</li> <li>• Continue: new commercialism focus</li> </ul>

*Overall for the Efficiency Workstream:*

- Delivery of savings where this was mandated or ownership was secured
- Some resistance to putting forward proposals, also some double counting issues
- Overall Efficiency still has a significant part to play in the medium term
- Key areas for focus:
  - Management delayering
  - Reducing the Pay bill
  - Workforce planning and development
  - Commercialism

#### 4.4 New Models of Delivery Workstream

The assessment for each Delivery Strand in the New Models of Delivery Workstream is summarised in **Appendix C** (there is also a detailed template for each Strand).

<b>Strand</b>	<b>Assessment – Achievements in 2014/15</b>
Customer Contact	<ul style="list-style-type: none"> <li>• New model/scope and process of review produced for consultation with Heads of Service</li> <li>• Baseline data &amp; 'as is' picture of service provision across high demand areas captured</li> <li>• Review of failure demand in areas of high telephony demand</li> <li>• New website launched</li> <li>• New online form system implemented</li> <li>• All existing online forms replaced &amp; new services/forms introduced</li> <li>• Civica health check completed &amp; upgrade/training on e-returns being rolled out</li> <li>• Contact Centre configuration &amp; service review completed.</li> <li>• Implementation of 'queue busting', floor walkers &amp; e-zone in Contact Centre</li> <li>• Automated call handling service implemented in Council Tax &amp; Housing Benefits resulting in</li> </ul>

	reduction of abandoned calls
Commissioning	<ul style="list-style-type: none"> <li>• Commissioning Principles and Process developed and rolled out across Year 1 Reviews.</li> <li>• 5 out of the 7 Reviews have commenced and progressing to the Commissioning principles and process timelines.</li> <li>• 4 reviews achieved approval at the Stage 2 Gateway on the 19th May 15.</li> <li>• Business Support will be presenting to the next Gateway on the 16th June 15.</li> <li>• All Gateway review panels (Stage 2 and Stage 4) scheduled for 2015 (Tentative).</li> <li>• Waste Management Review on target to start in June 15, introductory workshop set up for the 27/05/15. Outcomes and Vision workshop is arranged for the 8th July 15.</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• A Collaboration toolkit has been developed and needs to be rolled out across the Council</li> <li>• Collaboration is to be closed as a discreet strand but must maintain visibility as a way of working.</li> </ul>
Community Action	<ul style="list-style-type: none"> <li>• Agreement by Cabinet to lease Underhill park to Mumbles Community Association.</li> <li>• Lease of Bowls Greens to Clubs/Community Councils</li> <li>• Consultation has taken place with a range of clubs and organisations for self-management/leasing of playing fields/pitches to sports clubs</li> <li>• Set up a Friends of Parks Forum, consisting of around 30 groups with whom we are consulting on the transfer of management and facilities</li> <li>• Consultation completed on the revision of terms of existing licences with Community Centres and senior citizen pavilions to devolve building responsibility to community groups/committees</li> </ul>

*Overall for the New Models of Delivery Workstream:*

- The first 4 commissioning reviews were given approval to proceed to Stage 3 and 4 of the Commissioning process on 19<sup>th</sup> May
- Clarity and decision on the Councils 'Gateway Criteria' for the Option Appraisal stage, confirm at Executive Board and Corporate Briefing
- A Collaboration toolkit has been developed and needs to be rolled out across the Council
- An APSE report has been commissioned regarding the review of depots/facilities which will inform the future review of Fleet management and the Transport function
- A briefing on Community Action – definition; models; cost benefits has been developed and existing savings are being reviewed

- A process for identifying; assessing; decision and delivery has been produced (including the opportunity to catch fall out from Commissioning Strand)
- Strand Lead to follow up with all HoS on identifying targets and new opportunities for Community Action
- Collaboration is to be closed as a discreet strand but must maintain visibility as a way of working.
- A Sustainable Swansea 3 year (whole Council ) Strategy and delivery plan for Community action needs to be developed by Sept 2015
- Customer Contact: Dependent on approval of model of delivery by Heads of Service scope then to be presented to Executive Board for agreement (June)
- Customer Contact Services manager to be in post August 15
- There is an ongoing risk that Customer contact savings identified could also be captured by other service areas until the transfer of staff is completed
- Key areas for Focus
  - Appoint Customer Services manager by August.
  - Customer Contact: Consolidate customer services into a single managed function
  - Complete the first round of Commissioning reviews within the agreed timescales.
  - Review and agree Phase2 and Phase 3 reviews and consider opportunities for bringing forward specific reviews particularly where there may be key interdependencies
  - Commence forward planning for the second round of Commissioning reviews using Phase 1 review leads as mentors.

#### 4.5 Prevention Workstream

The assessment for each Delivery Strand in the Prevention Workstream is summarised in **Appendix D** (there is also a detailed template for each Strand).

<b>Strand</b>	<b>Assessment – Achievements in 2014/15</b>
Early Intervention	<ul style="list-style-type: none"> <li>• Prevention Budget - 10 projects have been initiated and are on track. Each project has delivery plans in place with clear outcomes to evaluate success measures.</li> <li>• Closer working between departments and teams to create efficiencies in services and resource – Education, Poverty &amp; Prevention, Child and Family, and Adult Social Services.</li> <li>• A set of key principles has been achieved that any approach to provision of services in the future need to adhere to.</li> <li>• There is an outline of a pilot/proof of concept approach to test the partnerships, communication, processes, customers, performance and information within one area of the City &amp; County of Swansea to inform the remodelling of support to vulnerable children, young people and their families.</li> </ul>

	<ul style="list-style-type: none"> <li>• There is a shared understanding of the key themes and intentions of this work e.g. Independent living for older people, safe LAC reduction, reducing young people who are NEET and at risk of being NEET, and supporting people at the right time, in the right way, at the earliest possible opportunity.</li> </ul>
<p>Demand Management</p>	<ul style="list-style-type: none"> <li>• Delivery plans in place across all 6 projects, incorporating measurement / KPIs and linking to financial outputs</li> <li>• Produced and published the Demand Management Knowledge Hub, Toolkit and Yammer discussion group</li> <li>• Developed a training and awareness session on demand management</li> <li>• Set-up (and continuing) a positive engagement with the Innovation Community. 'Food for Thought Sessions' scheduled</li> <li>• Demand Management has been incorporated into Service Business Planning under Customer in the Balanced Scorecard</li> <li>• Resource has been identified to capture demand across the organisation</li> <li>• Supported initial priority areas to deliver savings from (existing and new) Demand Management initiatives: Child &amp; Family, Adult Social Care, and Waste &amp; Recycling. Further areas to be identified</li> <li>• Waste and Recycling service has identified £100,000 (plus delivery costs) savings which will be realised over 12 months (this financial year)</li> <li>• Communications and marketing campaigns are in flight across the organisation for a number of demand management projects</li> <li>• Extensive external research and benchmarking undertaken, especially with those (few) organisations that have taken a corporate 'whole system' approach</li> <li>• External consultants, IESE, acting as critical friend alongside the Strand.</li> </ul>

*Overall for the Prevention Workstream:*

- A specialist consultant from IESE is working with us on financial modelling to assess the savings/cost avoidance potential. This cost-benefit analysis will enable us to provide an indication of the social return on investment and potential savings as a result of the projects under the prevention work stream.

- Following agreement, work will commence on integrating the major change plans under this work stream e.g. TASS/Education/Well-being and supporting vulnerable children & families.
- An external company have been contracted to undertake an assessment of the Prevention Budget projects. They are currently analysing data to demonstrate success and will make recommendations where there are gaps to enable future measurements.
- Demand Management has a significant and cross-cutting part to play in the medium/long term. Understanding our organisation’s demand will help to identify areas where demand can be shaped to reduce additional costs/achieve financial savings.
- Six Projects have been initiated and are on track, which cover all aspects of demand management from understanding and analysing our demand, delivering informed interventions, to educating staff and the public, changing the Council’s culture, and leading a whole system change with our partners
- Pace had slowed as the Strand required resources to gather demand data from across the organisation, and encourage, manage and monitor the impact of social change across communities and the Council. Resources have been identified and allocated to increase pace in this area
- Demand management supports the Council’s Change Plan through:
  - Training and awareness sessions
  - Take-up of the online Knowledge Hub
  - Embedding of behaviours through business planning and KPIs
  - Ownership at all levels, i.e. staff, Councillor, and partner awareness of the principles and benefits of demand management.

#### 4.6 Stopping Services Workstream

The assessment for each Delivery Strand in the Stopping Services Workstream is summarised in **Appendix E** (there is also a detailed template for each Strand).

The executive summary of this assessment is as follows:

<b>Strand</b>	<b>Assessment – Achievements in 2014/15</b>
Council Priorities	<ul style="list-style-type: none"> <li>• Revised Corporate Plan approved</li> <li>• Continue: define a new relationship with residents</li> </ul>
Future Council	<ul style="list-style-type: none"> <li>• Employee engagement on “look and feel” of the Council has started, but is too patchy</li> <li>• Continue: define a new operating model</li> </ul>

*Overall for the Stopping Services Workstream:*

- Some savings have been achieved as part of “stopping services” focus, but more work is needed on lower priority services
- Major challenges to engage employees about the Future Council
- Overall, Stopping Services sends out an honest message and still has a significant part to play in the medium term
- Key areas for focus:
  - New relationship with residents

- Employee engagement
- New operating model

#### 4.7 Summary

The overall picture described above is where we might expect to be, given the maturity of the Programme and the transition from a “siloes” based approach to budget cuts to a strategic and cross Council approach. We have achieved a great deal but there are significant challenges ahead that we need to address

It is now vital that:

- *we learn the lessons from what has worked and has not worked well so far*
- *we address the barriers to delivery, honestly and directly*
- *we build a future programme that we all have ownership and confidence in*

The conclusion of the review is that, whilst we should retain the 4 Workstreams as stated in Section 3, we need to focus a significant amount of our time and resources on a small number of key areas that are vital to securing long term change and savings. These are as follows:

- *Commercialism*
- *Commissioning*
- *Prevention*

A number of changes are proposed to the existing Delivery Strands as follows:

<b>Workstream</b>	<b>Change Proposed to Delivery Strands</b>
Efficiency	<ul style="list-style-type: none"> <li>• Remaining Support Services projects combined with Workforce</li> <li>• New strand on Commercialism, incorporating third party spend, income, charging and trading</li> <li>• New Strand on Modernising ICT</li> </ul>
New Models of Delivery	<ul style="list-style-type: none"> <li>• Collaboration ceases as a strand, but needs to be seen as a way of delivering outcomes via commissioning reviews</li> </ul>
Prevention	<ul style="list-style-type: none"> <li>• Early intervention replaced with 4 specific “client based” strands</li> </ul>
Stopping Services	<ul style="list-style-type: none"> <li>• No change</li> </ul>

The revised *Sustainable Swansea* Programme is illustrated in **Appendix H**.



## 5 Future Delivery Strands

*This section sets out proposals for the future Delivery Strands, including estimate of savings across the next 3 years*

### 5.1 Context

Following on from the Delivery Strand assessment, Workstream Sponsors, Strand Leads and Programme Managers have made proposals for the future shape of the Workstream, including savings. The framework for this being:

- *The MTFP approved by Council on 21 February 2015, which sets out the strategic savings requirement by Directorate and Workstream (see Section 2)*
- *The existing workstream commitment to deliver £3m in the 2015/16 budget through Third Party Spend (£1.75m) and assets (£1.25m)*
- *The lessons from the assessment of delivery so far ie: do we still have an opportunity, what more can we deliver, what are the alternatives*
- *Resources to deliver (which leads into section 6)*

### 5.2 Overall Assessment

The review has not produced, in all areas, a clear set of proposals for the level of savings that could be achieved at this stage. The reasons for this vary between the Workstreams, but the overall narrative can be summarised as follows:

- *Lack of clarity at this stage about the “plan” that is needed to deliver savings (eg: customer contact)*
- *Lack of ownership of projects linked to savings (eg: third party spend)*
- *Reluctance to commit to a target, in case it can't be delivered in full (eg income from charging)*
- *Need to undertake fundamental reviews first (eg: commissioning)*
- *Need for specialist financial modelling to assess the savings/cost avoidance potential (eg: early intervention)*

Whilst all of these are valid considerations, we must now get to the point where we can address them and move on. Some external support will help us to assess the size of an opportunity and provide some assurance based on evidence from elsewhere, **but savings targets need to be set to meet the MTFP gap.**

#### **Notes on Setting Targets:**

1. The estimated savings targets across Delivery strands are a **TARGET TO AIM FOR.**
2. We need to undertake further work on all Workstreams to scope and define new and additional savings targets for 2018/19
3. In the tables that follow, **cumulative totals** mean cumulative base budget totals; eg: entries of £100k, £200k, £300k, £400k mean a £100k year one base budget saving, a further £100k in year two, making a total £200k base budget saving, a further £100k in year 3, making a £300k base budget saving and a further £100k in year 4, making a £400k base budget total. So the total saved over the whole 4 year period is £1m and the ongoing base budget saving is £400k per annum by year 4.
4. Delivery milestones need to be added from project plans once approved.

### 5.3 Efficiency Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix B, the proposed shape of the Efficiency Workstream, its Delivery Strands and main projects is as follows:

<b>Efficiency Workstream – Proposed Delivery Programme</b>						
<b>Sponsor – Dean Taylor</b>						
<b>Strand</b>	<b>Project/Outcomes</b>	<b>Lead</b>	<b>Target Savings £000 (Cumulative Totals)</b>			
			<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
<b>Continuous Improvement</b>	<b>Lean Systems Thinking</b> Increase and sustain CCS capability	Khan Prince/Ann Smith	-	-	-	-
	<b>Lean Systems Projects</b> Service improvements and savings across Directorates (HR, Waste, Customer Services.....)	Khan Prince/Ann Smith/ Project Leads	100	200	300	400
	<b>Review of Internal Charging</b> Simplification and standardisation of current charging arrangements	Ben Smith	-	-	-	-
<b>Workforce</b>	<b>Sustainable Workforce</b> Right people, right skills, right time Engaged, motivated and developed employees New Reward Policy	Steve Rees	-	-	-	-
	<b>Reducing Management</b> No more than 4/5 management layers Empowering frontline staff	Steve Rees	1,000 (part year)	3,000	4,000	5,000
	<b>Reducing the Paybill</b> Further changes to terms and conditions, working practices, flexible working	Steve Rees	-	1,000	2,000	3,000
	<b>Smarter Training</b> Re commissioning current training and development across the Council	Khan Prince	200	200	200	200
	<b>Modernising Business Support</b> Delivery of agreed business support savings One Council approach to	Steve Rees Directorate leads (40 posts x £25k year one)	1,000	2,000	3,000	3,000

	all corporate/business support functions (NB: links with business support Commissioning Review)		20% of current spend	20% of current spend	20% of current spend	
<b>Modernising ICT</b>	<b>Information Management</b> Optimised document management Reduced paper, FOI and storage costs Increased security	Sarah Caulkin	-	50	100	100
	<b>Everyone's IT</b> New in house model Rationalised and integrated ICT across the Council Reduced hardware, software and staffing costs Increase in mobile working and digitally enabled employee transactions	Sarah Caulkin	250	500	1,500	1,500
	<b>Employee Self Service</b> Extension of HR, Finance, Procurement self service Elimination of paper based processes Better desktop management information Staff savings (NB: links with business support Commissioning Review)		Enabler of other efficiency savings, not directly cash releasing in itself			
<b>Assets</b>	<b>Accommodation Strategy</b> Reduction in Council owned and occupied assets Increase in agile working	Geoff Bacon	300	800	1,800	1,800
	<b>Community Asset Plans</b> Rationalisation of local area assets Efficiencies from corporate landlord approach Increase in Community Asset Transfers (*Note links with the Community Action strand)	Geoff Bacon	500	750	750	750
	<b>Depot Restructure</b>	Martin	100-	100-	100-	100-

	Reduction in depots from 5 to 3 Savings in premises and stores costs	Nicholls	500	500	500	500
<b>Commercial-ism</b>	<b>Charging</b> Increased income from charging for Council services	Gemma Lelliott	1,000	2,500	4,000	5,500
	<b>Sponsorship &amp; Promotion</b> Increased income from external sources for Council events and advertising etc	Karen Betts	150	300	450	600
	<b>Trading</b> Increased income from selling Council services and assets	Head of Commercial Services	-	To be assessed in 2015/16	To be assessed in 2015/16	To be assessed in 2015/16
	<b>Third Party Spend</b> Savings from reducing spend, better procurement and contract management	Head of Commercial Services	2,000	4,000	6,000	8,000
<b>Sub-total</b>			<b>7,000</b>	<b>15,800</b>	<b>24,600</b>	<b>30,350</b>
<b>Less</b>	Assets	In budget	(1,250)	(1,250)	(1,250)	(1,250)
	3 <sup>rd</sup> party	In budget	(1,750)	(1,750)	(1,750)	(1,750)
<b>Total</b>			<b>4,000</b>	<b>12,800</b>	<b>21,600</b>	<b>27,350</b>

## 5.4 New Models of Delivery Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix B, the proposed shape of the New Models of Delivery Workstream, its Delivery Strands and main projects is as follows:

New Models of Delivery – Delivery Programme						
Sponsor – Phil Roberts						
Strand	Project/Outcomes	Lead	Target Savings £000 (Cumulative Totals)			
			15/16	16/17	17/18	18/19
<b>Customer Contact</b> (NB: assumptions underlying assessment provided)	Expansion of online services via external website and StaffNet	Liz Shellard	10	20	30	TBA
	Review of cashier face to face services & implementation of cash machines	Jeff Dong	0	50+ (based on loss of up to 2 FTE's)	50+ Ongoing potential savings from reduced staff costs	50+
	Telephony functions consolidated into a single service	Lee Wenham	0	100k (based on 10% cut in FTE @ 25K costs only)	200k (based on 20% cut in FTEs)	TBA
	Switchboard review	Lee Wenham	0	75	75	75
<b>Commissioning</b>	Libraries	Tracey McNulty	0	1,000	3,000	5,000
	Culture & Leisure	Tracey McNulty				
	Waste Management	Chris Howell	0	500	1,000	1,500
	Residential and Outdoor Centres	Sarah Crawley	0	0	154	154
	Business Support	Dean Taylor	0	1,750	2,750	3,750
	Non – schools Catering and Cleaning	Martin Nicholls	0	250	250	500
	Domiciliary Care	Bozena Allen	0	500	1,000	1,200
	Day Care (Temp Deferred)		0	0	0	0
	Residential Care (Temp Deferred)		0	0	0	0
		<b>Sub Total YR 1 Reviews target savings to be</b>		0	4,000	8,154

	<b>verified</b>			5,000	10,000	15,000
	<b>Yr 2 and Yr 3 (indicative)</b>					
	Year 2 & 3 Reviews ( <i>Scope To be agreed Aug 15) target savings to be verified</i> )		Target savings for YR 2 & 3 reviews total £15.1m (as shown above)			
<b>Community Action</b>	Community Action Projects (Whole Council Approach)	Tracey McNulty	0	500	1,500	4,000
<b>Collaboration</b>	Closed as strand	Chris Howells	0	0	0	0
<b>Total</b>			10	9,745	20,009	31,229

## 5.5 Prevention Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix C, the proposed shape of the Prevention Workstream, its Delivery Strands and main projects is as follows:

Prevention Workstream – Delivery Programme						
Sponsor – Chris Sivers						
<p><i>Targets for preventative activity will be put forward for each service area and challenged by officers trained in prevention and early intervention throughout July and August to constitute the MTFP targets outlined on Page 3, of £2m in 2016/17, £6m in 2017/18 and £8m in 2018/19. It is anticipated that these will largely fall in the sections relating to Demand Management and Early Intervention. They have yet to be formally identified and so are not represented here.</i></p>						
Strand	Project	Lead	Target Savings £000 (Cumulative Totals)			
			15/16	16/17	17/18	18/19
<p><b>Early Intervention</b></p> <p><i>Scoping of this area in relation to the new requirements of the Social Services and Well Being Act took place 16 June 2015 and is being assessed.</i></p>	<ul style="list-style-type: none"> <li>- Corporate Prevention Strategy</li> <li>- Prevention Budget evaluation and business case</li> </ul>	Chris Sivers	2,199	3,870	4,553	To be determined via Service Delivery Plan process
<p><b>Demand Management</b></p> <p><i>Scoping of this area in relation to the new requirements of the Social Services and Well Being Act took place 16 June 2015 and is being assessed.</i></p>	-Six key projects to be delivered, with specific support to services for additional work	Sarah Caulkin	631	1,351	1,911	To be determined via Service Delivery Plan process

<p><b>Promoting safer independence (working title)</b></p> <p><i>All savings and pressures being analysed to ensure achievability in the context of significant senior management changes – outcome expected July 2015</i></p>	<ul style="list-style-type: none"> <li>- Reformulate existing TASS projects</li> <li>- Interface with Western Bay arrangements</li> <li>- Integration with health</li> <li>- Intermediate Care Fund</li> </ul>	Dave Howes	4,041	7,393	9,123	To be determined via Service Delivery Plan process
Supporting children and families	<ul style="list-style-type: none"> <li>- Existing Safe LAC Reduction strategy</li> <li>- Child and Family Care / Support continuum, including Opportunities for Children and Young People</li> </ul>	Chris Sivers	483	933	1,184	To be determined via Service Delivery Plan process
<b>Education Strategy</b>	- Rebalancing Education Strategic objectives (to be agreed with Cabinet)	Lindsay Harvey	Paper to Cabinet away day 22 June 2015 to discuss options			To be determined via Service Delivery Plan process
<b>Less</b>	Already in the budget		<b>(7,354)</b>	<b>(13,547)</b>	<b>(16,771)</b>	<b>TBA</b>
<b>Total additional savings</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## 5.6 Stopping Services Workstream – Future Delivery Proposals

Based on the delivery assessment set out in Appendix D, the proposed shape of the Stopping Services Workstream, its Delivery Strands and main projects is as follows:

<b>Stopping Services Workstream – Delivery Programme</b> <i>Sponsor – Dean Taylor</i>						
<b>Strand</b>	<b>Project</b>	<b>Lead</b>	<b>Estimated Savings £000</b> <b>(Cumulative Totals)</b>			
			<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
<b>Council Priorities</b>	<b>Core Purpose of the Council</b> New relationship with residents (NB: links to community action)	Dean Taylor/Lee Wenham	-	-	-	-
	<b>Lower Priority Services</b> Stopping services or spending less (to be agreed)	Directors	1,000	2,000	3,000	4,000
<b>Future Council</b>	<b>Look and Feel of the Council</b> Employee engagement on: <ul style="list-style-type: none"> <li>• Swansea Story</li> <li>• Future Council</li> <li>• Working Together, Working Differently</li> </ul>	Dean Taylor	-	-	-	-
	<b>New Operating Model</b> potential changes to organisational and management structures	Jack Straw	200	400	600	800
<b>Total</b>			<b>1,200</b>	<b>2,400</b>	<b>3,600</b>	<b>4,800</b>

## 5.7 Summary

The total estimate of **new** savings across the 4 Workstreams **at this stage** is as follows:

Workstream	Estimated Savings £000 (Cumulative Totals)			
	15/16	16/17	17/18	18/19
Efficiency	4,000	12,800	21,600	27,350
New Models of Delivery	10	9,745	20,009	31,229
Prevention	0	0	0	0
Stopping Services	1,200	2,400	3,600	4,800
<b>Total</b>	<b>5,210</b>	<b>24,945</b>	<b>45,209</b>	<b>63,379</b>

The comparison between existing planned MTFP savings and the additional proposals against the budget gap in the MTFP is as follows:

	Estimated Savings £000 (Cumulative Totals)		
	16/17	17/18	18/19
Planned MTFP Savings	12,772	20,554	20,554
Additional Savings	19,735	39,999	58,169
MTFP Requirement	35,094	58,214	85,090
<b>Gap</b>	2,587	(2,339)	6,367

### Notes:

1. Planned MTFP savings are existing agreed Directorate savings proposals as set out in the published MTFP
2. Additional savings are the additional savings set out in this Delivery Programme review, **which are in addition to existing savings**
3. The MTFP requirement is the overall gap as per published in the 2016-19 MTFP, approved by Council in February 2015

## 5.8 Next Steps

One of the Review questions was: *“Do we have the right projects that will deliver the required transformational change and savings in the time available?”*

As can be seen from the proposals above, there are a number of gaps, uncertainties and further pieces of work to undertake before we can get to the position of a fully developed Delivery Programme.

Whilst some of this needs to be addressed at a Programme, Workstream or Strand level (eg: financial modelling for Prevention), it is essential that we also undertake work across each Service Area for the following reasons:

1. To understand the impact of the projects on Services and how this will align with local changes
2. To assess the opportunity for savings at a cost centre level
3. So we can monitor savings at Service and Strand
4. To ensure ownership

A proposal for achieving this through **Service Area Delivery Plans** is set out in Section 6

## 5.9 Summary

The review of the Delivery Programme has assured and produced a range of new savings proposals that will help to address the financial challenge.

The current assessment (bearing in mind the caveats and risks mentioned in this report and that the Council's MTFP forecast will change year on year) shows an estimated gap of £2,587m in 2016/17 and a gap of £6,367m in 2018/19.

We need to undertake further work quickly to get to the position where savings targets are set for **all** Delivery Strands and to undertake further assurance and delivery planning to address the MTFP shortfall.

We are engaging some external support to help us to assess the size of the opportunity in Prevention and provide some assurance based on evidence from elsewhere.

**The projects set out above will inevitably require difficult decisions. If the Programme does not deliver, or the options produced are not accepted, Cabinet will need to consider further action in year to deliver a balanced medium term budget.**

## 6 Delivery & Resourcing

*This section provides an overview of delivery and a statement of the resources allocated to the Programme, what these will achieve and how they will be deployed, including the development of Service Delivery Plans*

### 6.1 Delivery Requirements

We have agreed a number of delivery requirements for *Sustainable Swansea* as illustrated in the diagram below:



There are also a number of principles for delivery, set out in the July 2014 Delivery Programme these should not change. In summary these are:

- **One version of the truth** – all savings will be captured in one place
- **Approach to delivery** – a common framework for delivery will be used
- **Priorities** –we need to agree relative priorities for the Programme:
  - We can't deliver everything at once:
  - We need a balanced programme over the 3+ years
- **Resources to deliver** – we can't simply deliver everything on top of the day job, although for some it needs to become the day job; we will use the talent, knowledge and experience across the Council
- **Informed pragmatism** – in line with the principle of “decide and do”, we will adopt a pragmatic approach to delivery
- **Accountabilities** – we need people across the Council to take personal responsibility for delivering the savings and other benefits

## 6.2 Right Resources

The principles for the delivery of *Sustainable Swansea* include “Right Resources”. We have a stated intention to use internal resources where possible, but with external support where a case can be made, subject to knowledge and skill transfer.

Putting in place the right resources is key to success...BUT what we need can only be assessed on the basis of a clear plan about we need to deliver – what actions, when, who, savings/change profile etc...

Part of the current lack of clarity, in some areas, stems from the absence of a robust plan to deliver the Strand objectives at this stage. This needs to be addressed as a matter of urgency when the new Delivery Programme is approved.

## 6.3 Resourcing Assessment

We have undertaken work to understand our existing resources, how this is working and whether there are other resources in the Council we need to use. In summary we have:

- Allocated a HoS (or Senior Manager) to each strand to provide leadership and create capacity
- Allocated a Programme Manager to the 3 main workstreams
- Supported Strand Leads to develop a team for delivery
- Developed in house capability eg: strategic finance team, commercial team
- Made links with the Innovation Community
- And, more recently, used some external assistance to provide a catalyst for the change eg: in support services, customer services assessment

The recent Strand Assessment has identified the specific additional capacity and capability that we need to deliver the objectives of each Strand. For the most part, we are able to address the requirement for additional capacity by redirecting more in house resources.

An overview of the additional resources is attached as **Appendix F**. This is being developed into a resourcing plan, which will show the deployment of all staff resources across *Sustainable Swansea*, both current staff and additional temporary support. In addition, the Business Change Team is looking to maximise their resources in support of *Sustainable Swansea* and Strand Leads.

The challenge that we face is capability in key areas, this is where we need external support. Set out below is a current assessment of external support requirements:

RESOURCING REQUIREMENT	STRANDS	JUSTIFICATION FOR EXTERNAL SUPPORT
Financial Analysis: <ul style="list-style-type: none"> <li>• financial modelling</li> <li>• options appraisal</li> <li>• commercial solutions</li> <li>• business cases</li> </ul>	Demand Management Early Intervention Commissioning Customer Contact	Internal strategic finance team created, but a capacity and skills deficit  Expertise to be commissioned on a case by case basis
Additional subject matter expertise/professional services advice: <ul style="list-style-type: none"> <li>• commissioning reviews</li> <li>• community asset transfer</li> <li>• commercial advice &amp; market testing</li> </ul>	Commissioning Assets Third Party Spend	Prime effort will come from existing resources, but specific additional skills need to be targeted at specific projects  Head of Commercial Services to be appointed, to help build internal skills
Commissioning support: <ul style="list-style-type: none"> <li>• external facilitation and challenge</li> <li>• advice on new models of delivery</li> <li>• preparation and assessment of procurement documentation</li> </ul>	Commissioning	External facilitation and challenge is necessary for the Reviews to succeed. (Sourcing of facilitation underway: Gartner, APSE, IESE)  Other Councils could be used to provide external challenges and different thinking on reviews
Subject matter expertise eg: <ul style="list-style-type: none"> <li>• demand management</li> <li>• service redesign</li> <li>• customer segmentation</li> </ul>	Demand Management Customer Contact	Some key areas require input from an external leader in a particular area of expertise to shape or deliver a programme and be a 'critical friend'

**In summary**, external support is required for:

- *Options appraisals*
- *Business case development*
- *Financial Analysis and Modelling*
- *Subject matter expertise in new models of delivery and service redesign*
- *External benchmarking*

Principally in the following strands:

- *Customer Contact*
- *3<sup>rd</sup> party spend*
- *Commissioning*
- *Demand Management*
- *Prevention: social change model*

## 6.4 Approach to Resourcing

We expect all our external support to be on the basis of the following:

- *The provider will bring genuine external challenge and new thinking*
- *That there will be demonstrable knowledge and skills transfer*
- *The deliverables are recorded and assessed*

## 6.5 Procurement

The Council's current preference is to work largely with existing partners on specific and short term pieces of work. This has the advantage of:

- *Leveraging the benefits of existing relationships*
- *Provider knowledge of the Council, our people and how we work*
- *Speed and flexibility of response*

The process for engagement will be as follows:

- 1 **Business Case:** short, but clear business case evidencing that there is a requirement for subject matter expertise and/or additional capacity that we do not have from a Sponsor or Strand Lead.
- 2 **Approval:** the Executive Board will review and approve the requirement as appropriate and the source of funding.
- 3 **Providers:** current Council providers will be invited by the Head of Information and Business Change to express an interest in the work based on a standard statement of requirements.
- 4 **Assessment:** the assessment will be made by the relevant Sponsor or Strand Lead and the Head of Information and Business Change.
- 5 **Engagement:** all external engagements will be made by the Head of Information and Business Change.
- 6 **Evaluation:** the relevant Sponsor or Strand Lead will complete a statement of deliverables to assess that the requirement have been met, there has been knowledge/skills transfer and value for money has been obtained

## 6.6 Future Requirements

The Council will review future options for external support later in the year, which will include:

- *Consultancy partner*
- *Niche providers, best of breed*
- *Public sector partner*
- *Interim management/resources*
- *Partnership with another Council to use consultants*

Our procurement route for this will be determined, but is likely to include existing Frameworks and GCloud.

## 6.7 Deployment of Resources

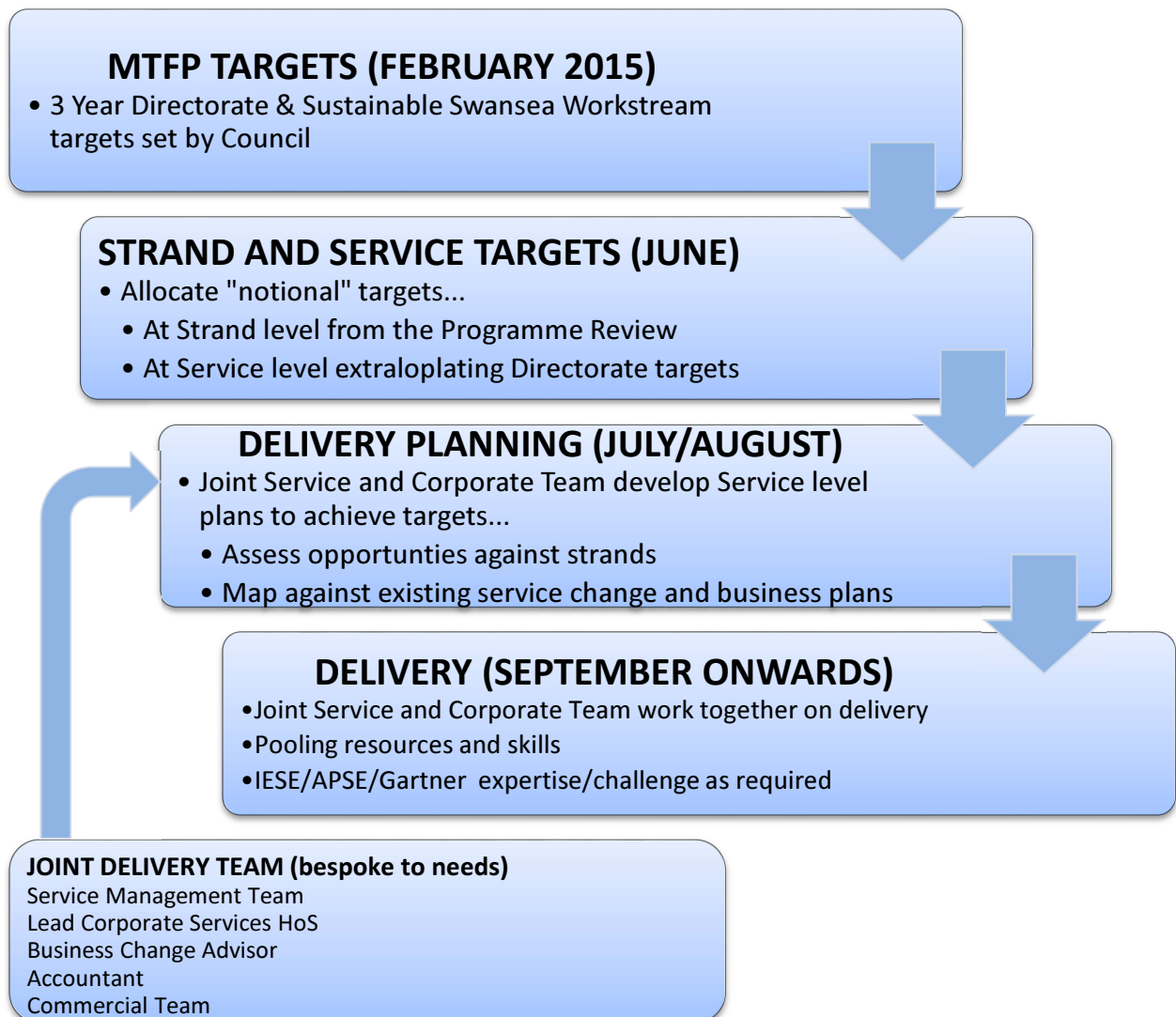
As set out in Section 5, it is essential that the new Delivery Plan can be reviewed at both a Programme/Workstream/Strand level and also at a Service/Cost Centre level. This builds on the matrix which we have developed and the ideas that came forward from HoS last year as part of the Budget Proposals for 2015/16.

In order to achieve this it is proposed that the *Sustainable Swansea* resources are deployed in accordance with the following principles:

- **Priorities:** focused on the big ticket issues
- **Agile:** moved to deal with issues that arise, changing circumstances
- **Flexible:** working on several areas at once, not tied to one Strand
- **Business Partner:** working with each Head of Service to develop a Service Area Delivery Plan

## 6.8 Service Area Delivery Plan

As stated in para 5.8, Service Area Delivery Plans will be produced as follows:





The **aim** of Service Area Delivery Plans is to:

- *Assess the opportunity for savings, using the Delivery Strands as a framework, at a cost centre level*
- *Dovetail Service level change and existing plans with Sustainable Swansea*
- *Improve cross Council working and ownership of Sustainable Swansea delivery*
- *Share resources, skills and knowledge between Services and Corporate Services*
- *Assist programming of change and delivery*
- *Monitor savings at Service **and** Strand level*
- *Ensure ownership*

The nature of the Delivery Plan and the Joint Team will vary depending on the requirements of the service. Some Plans will be more complex than others, some will reflect all Strands, some will reflect fewer and so on.

## **6.9 Summary**

One of the Review questions was: *“are we confident about organisational commitment, whole council working and barriers to delivery?”*

The additional resources agreed for *Sustainable Swansea* and the targeted use of external support are intended to address historical delivery problems and build our capability to deliver.

The proposals for Service Delivery Plans are intended to be a more productive way of delivering *Sustainable Swansea* as part our commitment to *“working together, working differently”*.

## 7 Governance

*This section sets out proposed changes to the governance arrangements for Sustainable Swansea*

### 7.1 Review of Existing Arrangements

Governance arrangements for Sustainable Swansea were agreed as part of the July 2014 Delivery Programme report. These have worked as intended and, consequently, few changes are considered to be necessary to roles.

### 7.2 Proposed Future Governance

The proposed main governance roles (outside of formal decision making and scrutiny) are summarised below:

GROUP	ROLE
Cabinet	<ul style="list-style-type: none"> <li>• Annually: Approval of Delivery Programme</li> <li>• Quarterly Monitoring Updates</li> </ul>
Executive Board	<ul style="list-style-type: none"> <li>• Advice on Delivery Programme</li> <li>• Monthly Performance Dashboard reports (by exception)</li> </ul>
Budget Review Steering Group	<ul style="list-style-type: none"> <li>• Monthly: <ul style="list-style-type: none"> <li>○ Programme Updates (by exception)</li> <li>○ Delivery of the Savings Programme</li> </ul> </li> </ul>
Leadership Team	<ul style="list-style-type: none"> <li>• Quarterly: Programme Review</li> </ul>
Cabinet Member/Sponsors	<ul style="list-style-type: none"> <li>• Monthly <ul style="list-style-type: none"> <li>○ Programme Update</li> <li>○ Policy steer</li> </ul> </li> </ul>

### 7.3 Governance Structure

An updated Governance structure diagram is attached as **Appendix G**. This will be kept under review to ensure that the various groups work effectively.

### 7.4 Project Planning and Reporting

Project plans and reporting, needless to say, needs to be proportionate and by exception. Key principles being:

- Agile: using the tools that will work, not adherence to a single approach
- Consistent: one style for each audience (new template has been agreed)
- Action Orientated: reports need to recommend solutions where issues exist
- Compliance: what we agree needs to be done, must be done by everyone

### 7.5 Summary

Governance arrangements have worked as intended and, consequently, few changes are considered to be necessary.

## 8 Communications

*This section sets out proposals for future internal and external communication and engagement on the programme*

### 8.1 Current Approach

The current Delivery Plan sets out our approach to communication and engagement on *Sustainable Swansea*. It also sets out our narrative.

We also ran training on public engagement with Cabinet Members and senior officers using Participation Cymru.

### 8.2 External Engagement

We have engaged residents on the wider aims of *Sustainable Swansea*, the core purpose of the Council and the need for residents and communities to do more to help themselves.

Last year “*Continuing the Conversation*” was used to get these messages across. We also undertook consultation on specific budget proposals as necessary, with Equality Impact Assessments.

Our approach for 2015/16 will be to continue this debate with greater focus on:

- *What the Council will stop doing – with clear “stories” about why this is necessary and what this will mean for you*
- *Our future relationship with residents – helping you to help yourself*
- *Behaviour change – targeted social marketing to support demand management priorities*

We will need to review the narrative with Cabinet and the role of Cabinet Members in community engagement events.

### 8.3 Internal Engagement

We have engaged employees on *Sustainable Swansea* and budget issues using roadshows, StaffNet and team meetings. Further work is needed to cascade this down to staff via “manager led conversations”. The involvement of Cabinet Members in staff engagement needs to be considered.

For 2015/16 it is proposed that we:

- Engage employees on the “bigger picture”, not just *Sustainable Swansea*
- This would include:
  - Swansea Story
  - Corporate Plan
  - Future Council
  - Innovation

- Change Plan
- Swansea Manager
- Service level change
- Engagement needs to be more relevant and dynamic:
  - Using the new StaffNet to generate debate on the hot issues
  - Using smaller (ideally cross service), workshops to debate the issues with employees
  - Using the Innovation Community as “barometers” to assess the messages, how they are delivered and received

#### **8.4 Summary**

We will build on our engagement so far with residents with a greater focus on:

- *What the Council will stop doing – with clear “stories” about why this is necessary and what this will mean for you*
- *Our future relationship with residents – helping you to help yourself*
- *Behaviour change – targeted social marketing to support demand management priorities*

We will engage employees in manager led conversations about the major changes facing the Council, including the Swansea Story, Corporate Plan, Future Council, within the context of the local service changes.

## 9 Risks and Issues

*This section provides a statement of the top risks and issues and how these will be managed and addressed*

### 9.1 Risks

The Risk Register for the Programme is reviewed by the Programme Board at each meeting. The top 5 current risks are summarised below:

<b>Risk</b>	<b>Countermeasure</b>
Failure of Council to make decisions, political or otherwise, and commit to savings proposals	<ul style="list-style-type: none"> <li>• Budget agreed by Council, savings tracker in place</li> <li>• Budget Review Steering Group oversees progress</li> <li>• Reports to Cabinet on slippage and remedial action as required</li> </ul>
Lack of resources to deliver programme	<ul style="list-style-type: none"> <li>• Lead Heads of Service/Senior Managers designated for each Savings Strand</li> <li>• Transformation Fund in place for additional resources/skills/backfill</li> <li>• Additional resources agreed and being secured</li> </ul>
Savings required increase due to bigger cuts in grant and/or service pressures	<ul style="list-style-type: none"> <li>• Ongoing assessment</li> <li>• Increase the pace of delivery</li> <li>• Develop a contingency plan</li> </ul>
The level of savings required will not be achieved in time	<ul style="list-style-type: none"> <li>• MTFP approved by Council with 3 years targets to meet the shortfall</li> <li>• Mechanisms in place to monitor and assure delivery</li> <li>• Develop a Contingency plan for in year action if required</li> </ul>
The public and partners will not accept changes agreed	<ul style="list-style-type: none"> <li>• Ensure comprehensive engagement &amp; consultation takes place</li> <li>• Engage partners via the LSB</li> </ul>

## 9.2 Issues

A number of the issues relating to the delivery of *Sustainable Swansea* are set out in this paper – see Section 4. In summary, these are:

<b>Challenges and Risks</b>	
Culture	<ul style="list-style-type: none"> <li>• Silo target culture</li> <li>• Patches of “non-corporate behaviour”</li> <li>• Lack of personal responsibility in some areas</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>• “It will go away”</li> <li>• “Someone else will fix it”</li> <li>• “Busy doing the day job”</li> </ul>
Decisions	<ul style="list-style-type: none"> <li>• Still not clear what is <b>not</b> a priority</li> <li>• Pace... we don't have time to debate this</li> <li>• Managing “opposition”... we are still winning hearts &amp; minds</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Resources... releasing people from the day job is still a challenge</li> <li>• Skills/knowledge... there are gaps, which we are now addressing</li> <li>• Analysis... modelling, data, and evidence is a gap we must address</li> </ul>
Delivery	<ul style="list-style-type: none"> <li>• Managing inter-dependencies and the risk of “double counting”</li> <li>• Programming... we can't do everything at once</li> <li>• Reporting... still too vague, needs to be sharp, direct and benefits driven</li> <li>• Balancing quicker efficiencies with preparing the ground for prevention</li> </ul>

Issue management will continue to be a key part of the overall programme management arrangements, but based upon:

- **Validation:** evidence that there is an issue, not a “worry”
- **Ownership:** who is best placed to resolve it, quickly
- **Solution:** focus on resolution not “angst”
- **Tracking:** monitoring and closing issues when resolved

### 9.3 What We Plan to Do Next

One of the Review questions was: “*Have we got sufficient assurance that we have the right programme management arrangements in place ie: robust and credible delivery plans, the necessary resources, timely monitoring and appropriate governance?*”

This question has been answered, in part, in the sections above on Delivery and Governance. In addition, in response to progress to date and the challenges, risks and issues identified from the Programme Review, it is proposed that we focus on the following **priority actions**:

TOPIC	ACTION
Cultural change	<ul style="list-style-type: none"> <li>• Foster greater innovation and instil the expectation of personal responsibility</li> <li>• Implement the Change Plan “Working Together, Working Differently</li> </ul>
Engagement	<ul style="list-style-type: none"> <li>• Tell more stories about what needs to change</li> <li>• Work on the new relationship with residents</li> </ul>
Delivery	<ul style="list-style-type: none"> <li>• Maintain momentum and commitment through Leadership Team</li> <li>• Deliver what we have said we will</li> <li>• Bring forward proposals for in year decisions, savings is a continual process</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Deploy the resources agree</li> <li>• Ensure we get return on investment</li> <li>• Establish <i>Sustainable Swansea</i> as the day job to release additional resources</li> <li>• Knowledge transfer from external support</li> </ul>
Core Purpose of the Council	<ul style="list-style-type: none"> <li>• Establish a clear view about what is not a priority</li> <li>• Bring forward proposals to reduce or cease spend</li> </ul>
Future Council: Look and Feel	<ul style="list-style-type: none"> <li>• Employee workshops on what sort of Council we want to be – linked to the Swansea Story and Swansea Manager</li> <li>• Agree the future operating model and structure</li> </ul>
Big Ticket Issues	<ul style="list-style-type: none"> <li>• Implement the new customer contact model</li> <li>• Conclude the first round of commissioning reviews</li> <li>• Community action... create the appetite for communities to do more themselves</li> <li>• Embed demand management as a whole council approach and agree priority interventions</li> <li>• Complete the financial modelling for prevention</li> <li>• Prioritise key ICT enablers for change</li> </ul>

### 9.4 Summary

We have updated the top Risks and set out an action plan to address the key issues identified as part of the Programme Review.

# **SUSTAINABLE SWANSEA – FIT FOR THE FUTURE CHANGE PLAN: “WORKING TOGETHER, WORKING DIFFERENTLY”**

**(Extract)**

## **A PURPOSE**

This Change Plan will support:

- The management of change implications of *Sustainable Swansea – fit for the future*
- Other strategic and whole Council change requirements, including actions arising from the WLGA Peer Review.

It is intended to be both a plan that underpins our change agenda and also a clear statement of the sort of Council we intend to be, including our outline future operating model.

**It provides the overall narrative for change and the Council wide actions for how change will be implemented by leaders at all levels across the Council.**

## **B CONTEXT FOR CHANGE ACROSS THE COUNCIL**

Our context for change is broad and deep, the key elements are as follows:

- **Leadership** – the “cultural jolt” and the need to create more capacity for the leadership of strategic and corporate priorities
- **Innovation Programme** – the requirement to do things differently for sustainable delivery, through a step change in employee engagement and empowerment, to continue to deliver effective front line services we need to develop a culture of change and innovation
- **Delivering for Swansea** – our revised Corporate Plan, setting out five top priorities for the foreseeable future
- **Sustainable Swansea** – the narrative for change and the key messages in Budget Principles, which we have communicated through staff roadshows, resident engagement etc about the need for transformation
- **Future Council** – the work we started on the future look and feel of the Council, our future operating model and how we will need to work differently
- **Peer Review** – the findings in the Peer Review about the Council’s culture and how this pervades our governance, how we manage change and our ability to deliver our priorities
- **WAO Corporate Assessment** – the conclusions of the Corporate Assessment about what more the Council needs to do to embed the good progress we have all made on service improvement and corporate working
- **Swansea Story** – the single and compelling narrative about Swansea the place, our ambition and the role that the Council will play in this with partners

In order to deliver our corporate priorities and *Sustainable Swansea*, we need a clear plan for managing the change effectively.



## C OUR CHANGE NARRATIVE

Delivering for Swansea	<ul style="list-style-type: none"> <li>• 5 top priorities for Swansea</li> <li>• City and community leader and trusted partner</li> <li>• Focus on outcomes for residents and customers</li> </ul>
One Council	<ul style="list-style-type: none"> <li>• Breaking down service silos - networked and agile</li> <li>• Corporate behaviours</li> <li>• Sharing resources &amp; internal/external learning</li> </ul>
Visible Leadership	<ul style="list-style-type: none"> <li>• Member led, Officer driven</li> <li>• Powerful, positive and consistent messages about the future direction of the Council</li> <li>• Transparent and locally accountable</li> </ul>
Decide and Do	<ul style="list-style-type: none"> <li>• Delivering what we have promised</li> <li>• Injecting pace and purpose</li> <li>• A focus on performance, embracing new responsibilities</li> </ul>
Agile Decision Making	<ul style="list-style-type: none"> <li>• Faster, agile and evidence based decision making</li> <li>• Greater focus on action and impact, not meetings</li> </ul>
Commercialism	<ul style="list-style-type: none"> <li>• Commercial, business like &amp; risk aware</li> <li>• Increasing income from trading and exploiting assets</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• A culture open to change and innovation</li> <li>• The skills, tools and technology to do the job</li> </ul>
Great Workforce	<ul style="list-style-type: none"> <li>• Engaged, empowered and motivated workforce</li> <li>• A culture where employees take personal responsibility</li> </ul>
Efficient and Productive	<ul style="list-style-type: none"> <li>• Right first time</li> <li>• Reducing demand, promoting self-reliance to reduce need</li> <li>• Lean delivery, process light, continuous improvement</li> </ul>
Live within reduced resources	<ul style="list-style-type: none"> <li>• Linked business and financial planning</li> <li>• Focus on outcomes</li> <li>• Direct link to priorities</li> </ul>

An Action Plan has been developed to take forward the priorities for change. This will also be developed into local actions by each Head of Service.