APPENDIX B: EFFICIENCY WORKSTREAM REVIEW SUMMARY

CONTINUOUS IMPROVEMENT		
Project	**Achievements to Date**	**Review Recommendations**
Lean Systems Thinking Capability Develop capability via training for practitioners and 'training the trainer'.	Reviews are underway (with Vanguard) to enable 'learning by doing'; Collaboration with NPT initiated.	**Continue** reviews to completion; Increase pace of learning by collaborating with NPT; Analyse and report on benefits achieved at review completion; **Target Benefits:** Develop and promote internal expertise
Directorate Based Lean Systems Projects Develop and run Systems Thinking projects within each Directorate	An indicative target of £100k p/a was set and five projects were identified and commenced. Three are progressing well. *Two have stalled due to a lack of buy-in by Services possibly as a result of us failing to manage expectations and communicate such.	**Continue** Re-commence with two replacement projects. Complete all five projects and assess the financial case for further investment/rollout. **Target Benefits:** £100k p/a which will be 'claimed' by relevant Services.
Support for Corporate Projects Assisting other Corporate Projects by provision of Systems Thinking expertise	No benefits to date - no requirement identified.	**Freeze** Revisit this topic when the authority has greater maturity / expertise in Systems Thinking and is capable of developing and delivering a rollout programme.
Review of Internal Charging Review the current position. Make recommendations on increasing, removing or	Not started due to lack of resource availability (Chief Finance Officer) and conflicting pressures.	**Continue** This project will commence imminently

Project	Achievements to Date	Review Recommendations
standardising.		
Process Busting Improve efficiency via red tape removal, better policies, leaner processes etc	This is an 'Innovation Community' piece of work and a list of (circa 50) suggestions is with Heads of Service for review / implementation.	**Conclude and close** This work will be seen through to completion via innovation. Any savings (or improvements) will still be highlighted and reported.

WORKFORCE		
Project	**Achievements to Date**	**Review Recommendations**
Workforce Redesign Driven by Service Unit need to redesign services to achieve budget savings. Restructuring, ERVR, Flexible Retirement etc.	Services are re-shaping to hit financial targets. Minimal compulsory redundancies due to the initiatives used. Savings are captured via Finance & BRSG (circa £4.8m).	**Close** Further changes will be implemented as Business As Usual.
Management Posts (de-layering) Delivered as part of Workforce Re-Design (above)	To date this has been delivered as part of Workforce re-design and savings have been captured by Services in doing so, but not identified solely as 'management post savings'.	**Continue** New project to determine and deliver any change required to management structures
Workforce Development & Planning	Performance Appraisal review and rollout Corporate Workforce Plan produced Workforce and Succession Planning integrated with Service Business Planning Oracle Learning Management rolled out Swansea Manager being developed	**Continue** Develop into a new Sustainable Workforce Project with defined outcomes for performance, workforce planning, reward policy etc
Employee Retention Recognition and Engagement	Staff Survey and Action Plans established; Engagement CAC work; Purchase of Annual Leave Scheme launched	**Close** Further initiatives to be implemented as Business As Usual now that this process has been established.

Modernising HR Function (HR & ES Systems) To reduce staffing levels in operation but also drive move to self-serve	Reduced staffing to meet targets; Employee Services Team restructured and Helpdesk introduced; Phase 3 of Employee Self Service rolled out; Oracle Learning Management enabled.	**Continue, as part of a wider self-service project** Complete delivery of current programme before moving to new opportunities (increased self-serve, timesheets, i-recruitment, reporting, talent management etc).
Training & Development (smarter commissioning and delivery of)	Recently commenced Current timeline is for option proposals in July	**Continue** Additional project support requested. Ensure review includes all aspects of training (including staff and premises). **Target Benefits:** £200k p/a and where savings cannot be captured (ring-fenced budgets etc) then more cost effective use of resources.
Reducing the Pay Bill (Pay & Reward, T&Cs, Working Practises etc)	High level scoping carried out. Significant opportunities identified but put on hold pending further discussion with Cabinet	**Continue** Political steer required on which opportunities to pursue. To be discussed by Exec Board / Cabinet June 2015. **Target Benefits:** circa £2m over two years

SUPPORT SERVICES

Project	Achievements to Date	Review Recommendations
Reduction in Business Support Staff (Admin) A new Directorate model has been agreed; Lean thinking is required to reduce demand.	Managed business support principle approved; 90+ opportunities identified across all Service and implementation being tracked.	**Conclude** Tracking mechanism for opportunities is now in place and can be reported to SMTs as part of BAU

Reduction in Corporate Support Staff (e.g. policy, performance, project management, research, communications & marketing, partnerships, governance, equalities)	Marketing have agreed a more corporate approach to working; Projects to look at Policy & Performance, Research and Information and Project Management are about to commence.	**Continue** Additional Project support is requested Timeline to be set for completion **Target Benefits:** 20% of spend and leaner more collaborative services.
Information Management (extend Document Management, reduce paper, reduce FOI costs, reduce storage costs, information sharing)(investment may be required)	IM & ICT governance arrangements approved; Action plan for year agreed; Self service developments prioritised; Systems rationalisation data gathered and process underway.	**Continue** Amalgamate with Modernising ICT in order to report as one Big Ticket Item **Target Benefits:** £50k per annum for two years
Modernising ICT (new in house model, service improvements, reduced hardware costs, reduced staffing levels)	New In House Model agreed by Cabinet and being implemented System rationalisation project agreed as part of the Budget proposals for 2015/16 See above (Information Management)	**Continue** As above, amalgamate with Information Management in order to report as one Big Ticket Item. Monitor delivery as part of the budget savings tracker. **Target Benefits:** £250k in 15/16; £1m in 16/17
Modernising Finance (including ISIS, self-service for better budget monitoring, new finance structure, reduced staffing)	Business Process Review of Social Services Finance delivered (Dec 14). Business Process Review of Education Finance in progress. Changes made as part of Finance budget savings etc	**Close** Further works can be carried out as Business As Usual, except, **Management Accounting** include in the wider self-service project
ASSETS		

Project	Achievements to Date	Review Recommendations
Accommodation Strategy (including Agile Working)	Accommodation Plan being delivered on track; Agile programme enhanced and continuing. Financial target for 14/15 met (£295k of £300k) £342k of 15/16 target already realised.	**Continue** Arguably Business As Usual but inclusion in Sustainable Swansea adds leverage. Review the pace of the accommodation moves. **Target Benefits:** 15/16 £500k; 16/17 £1m.
Area Reviews and Community Asset Transfers	Financial target for 14/15 exceeded (£325k of £300k) On track for 15/16 target (£400k of £500k realised)	**Continue** Arguably Business As Usual but inclusion in Sustainable Swansea adds leverage. Merge with Service Assets for delivery. **Target Benefits:** 15/16 £500k; 16/17 £750k.
Service Asset Proposals	See above	**Continue** Arguably Business As Usual but inclusion in Sustainable Swansea adds leverage. Merge with Area Reviews (above) **Target Benefit: included with above**
Depot Restructure	Initial works have prompted a change of scope. Preferred option is now to rationalise from five to three depots (instead of the originally proposed one).	**Continue** Decision to be made in 15/16 **Target Benefit: not set**
INCOME, CHARGING AND TRADING		

Project	Achievements to Date	Review Recommendations
Charging Framework (policy, benchmarking, awareness arising, full cost recovery guidance)	Charging framework delivered and approved by Cabinet	**Close** Further initiatives can be implemented as Business As Usual.
Charging & Income Proposals	Improved visibility and awareness of issue; Governance and approval process established; £450k approved income opportunities of which (£114k in 14/15) £1.1m approved as part of HoS plans for 15/16; Total of £2.5m of opportunities in various stages of progression	**Continue** **Target Benefit:** 15/16 £750k 16/17 to be confirmed
Trading Opportunities (to be assessed)	None (other than background works and knowledge building).	**Continue** 15/16 to be considered a scoping year; If targets are set for 16/17 they should take into account set up costs of any new model. **Target Benefit:** 15/16 £0, 16/17 tba
Sponsorship & Advertising Opportunities (Website, council assets, corporate events, staff benefits etc)	£205k achieved in 14/15 (£179k cashable, £26k in kind) 15/16 forecast is confirmed at £150k+	**Continue** **Target Benefit:** 15/16 £150k
Services to Schools (full cost recovery, new offers)	SLA to move towards full cost recovery being negotiated with Schools/Education	**Close** Further initiatives to be implemented as Business As Usual.

THIRD PARTY SPEND		
Project	**Achievements to Date**	**Review Recommendations**
Compliance (enforce contract rules, use of ISIS, training, control spend, reduce contract waivers)	Compliance and compliance monitoring established as a way of working.	**Close** This is business as usual which contributes towards the overall savings target.
Commissioning and Commercial Operating Model (commissioning principles, commercial strategy, hub & spoke, skills development)	Partially established with Service re-design.	**Close** This can be further managed as BAU when the new Head of Commercial Services is in post.
Contract Management (single contract register, improve data analysis, spend verification, challenge, efficiency programme)	Single Contract Register improved; 20% increased visibility of Contracts	**Close** Contract management is a business as usual activity which contributes towards the overall savings target.
Supplier Relationship Management (Programme of cost reduction with top ten strategic suppliers)	No progress	**Close** Insufficient strategic suppliers to sustain this as a project. This may be resurrected as BAU when the new Head of Commercial Services is in post.
Savings Programme (Delivery of savings targets via all of the above means)	£1.6m identified during 14/15 £1.1m of that captured from budgets	**Continue** Confirm contract opportunities etc to deliver savings target of £2m for 2015/16 Ensure process is in place for sign off of savings. Proposal: merge Income, Charging and

		Trading and Third Party spend into a Commercial Strand