

SUSTAINABLE SWANSEA DELIVERY PROGRAMME 2016/17 – ASSURANCE AND RISK STATEMENT NOVEMBER 2015

The report provides a high-level overview of the Sustainable Swansea Programme and the target savings for 2016/17. The report aims to give an overview of the anticipated activity and risks to delivery at this point in time. The Programme Team, Sponsors, Service Leads, Finance and Performance colleagues will continue to work together over the coming months to further refine savings and opportunities for 2016 and beyond. This will be captured in Service Plans and budget setting activity while delivery and risk will continue to be reported through Programme and Corporate Governance.

Workstream –Efficiency Sponsor – Dean Taylor

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Lead	RAG
Continuous Improvement	Lean Systems Projects	200	<p>Training has been delivered by Vanguard</p> <p>5 Systems Thinking reviews are underway as follows:</p> <ul style="list-style-type: none"> • Waste Mgt • HR – part 1 complete, part 2 underway • LAC/NEET/SEN • Customer Contact • Domestic Abuse <p>Further projects are envisaged across Directorates</p>	<p>Savings are low and achievable</p> <p>Savings need to be allocated to each project</p> <p>Support from Vanguard is in place</p> <p>Joint working with NPT is taking place</p>	<p>Failure to complete the reviews</p> <p>Overlap with Commissioning Reviews to be managed</p> <p>Failure to align savings with budgets</p>	Khan Prince	GREEN
Workforce	Senior Staff	3,000	The purpose and scope of	Scope includes 470 posts,	Delay in	Jack	AMBER

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Lead	RAG
	Review (includes new manager structure from Stopping Services)		<p>the review has been agreed by Directors</p> <p>Leadership Team sessions have taken place to consider design principles and the overall architecture for the new structure</p> <p>Implementation of the changes will be in "waves", starting with the Leadership Team but dovetailing with structural change needed in Adult Social Care, Business Support and Operations</p> <p>Approval of new leadership structure expected February 2016</p>	<p>savings are based on a reduction of 100 posts (average costs of £40k) ie: £4m</p> <p>Target is based on a part year saving ie: £3m</p> <p>Further savings are expected in 2017/18 from later waves</p> <p>Support has been retained from IESE for the initial facilitation and design phase</p> <p>Resources will be required for the implementation phase</p>	<p>agreeing a new structure</p> <p>Resources for implementation</p> <p>Compulsory redundancies will be involved</p> <p>Budgets need to be adjusted mid-year depending on outcomes</p> <p>Alignment of changes with commissioning Reviews</p>	Straw	
	Reducing the Paybill	1,000	<p>Changes to terms and conditions of employment</p> <p>Options paper reviewed by Cabinet.</p> <p>Options supported :</p> <ul style="list-style-type: none"> • Reducing the working week • Review of standby and 	<p>Total potential savings are around £7m, £1m should be achievable</p> <p>Achievement of savings is dependent on Cabinet support to consult Trade Unions on changes (and their ideas)early in 2016</p> <p>Changes can be delivered</p>	<p>Failure to secure Cabinet agreement to consult</p> <p>Failure to reach agreement with Trade Unions following consultation</p>	Cllr Lloyd (JCC Chair) Steve Rees	RED

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Lead	RAG
			call out payments <ul style="list-style-type: none"> Review of various allowances Ceasing professional body payments 	using internal resources, led by HR	Budgets need to be adjusted mid-year depending on outcomes		
			Other options are possible				
	Smarter Training	200	Review of all aspects of our training functions to design a single approach to training across the Council Savings will be achieved by: <ul style="list-style-type: none"> Eliminating duplication in training requirements Reducing training providers Reducing training administration Increasing on-line training 	Total council spend on training is around £4m so target savings are low and achievable Further savings should be possible Internal resources can deliver this but this requires all service training leads to work together	Failure of Services to engage in the project Delay in agreeing a new whole Council model Failure to align savings with budgets Lack of resource to complete review	Khan Prince	AMBER
Modernising ICT	Document Management	50	Optimising document management in high volume areas Savings will be achieved by: <ul style="list-style-type: none"> Reduced paper 	Savings are low and achievable Document management systems are in place in a number of areas and existing investment can be used to	Services pursue separate or bespoke solutions Failure to align savings with	Sarah Caulkin	GREEN

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Lead	RAG
			<ul style="list-style-type: none"> Reduced storage Reduced administration <p>There will also be benefits for information management and increased security</p>	<p>secure additional capacity</p> <p>Internal resources can deliver this led by ICT</p>	<p>budgets</p> <p>Dependent on strategy, prioritisation and resourcing.</p>		
	Everyone's IT	250	<p>Implementation of the new in-house managed IT service from 1 January 2016</p> <p>Exit Plan is in place for the Cap Gemini contract and staff are transferring</p> <p>Transition Plan for the new in-house service in on track</p> <p>New Oracle provider has been secured</p> <p>Savings will be achieved by further reductions on staffing costs compared with the current contract</p>	<p>Savings are on top of the current £1m in the MTFP but are considered to be achievable given good progress on the project</p> <p>Financial analysis of current and future costs has been verified</p> <p>Can be delivered using internal resources.</p> <p>Due diligence is provided by Gartner</p>	<p>Unplanned or unforeseen increase in IT costs</p>	Sarah Caulkin	GREEN
Assets	Accommodation Strategy	500	<p>Implementation of the approved accommodation strategy for Council occupied premises and an increase in agile working</p> <p>Savings will be achieved by:</p>	<p>Savings targets have been achieved to date</p> <p>Can be delivered using internal resources, led by Property but with support from IT for the agile working</p>	<p>Failure of Services to release assets.</p>	Geoff Bacon	AMBER

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Lead	RAG
			<ul style="list-style-type: none"> Disposal of Council owned property and reduction in property related costs Savings on leases for premises we no longer occupy 	programme.			
	Depot Rationalisation	250	<p>Rationalisation of the Council's depots, following a review of future requirements and options appraisal</p> <p>Savings will be achieved by a reduction in premises related costs (admin costs are not counted)</p> <p>A capital receipt will also be achieved</p>	<p>A proposal to reduce from 8 to 5 locations has been agreed and will be implemented during 2016</p> <p>Can be delivered using internal resources, led by Property</p>	<p>Delay in disposal of surplus depots</p> <p>Unplanned increase in premises costs</p> <p>Part year would reduce saving</p>	Martin Nicholls	AMBER
	Community Asset Plans	250	<p>Rationalisation of assets and an increase in community asset transfers</p> <p>A programme of area asset reviews is underway</p> <p>Savings will be achieved by a reduction in premises related costs</p>	<p>Savings targets have been achieved to date</p> <p>Can be delivered using internal resources, led by Property</p> <p>Currently insufficient opportunities are coming forward from the community</p>	<p>Delay in completing area asset plans</p> <p>Failure to reach agreement on or delays in disposals or asset transfers</p>	Geoff Bacon	RED

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Lead	RAG
			(NB; other savings in staffing costs are not counted, see Community Action Strand)		Failure to align savings with budgets		
Commercial-ism	Income and Charging	1,500	<p>Increased income from increasing charges to residents/businesses for Council services</p> <p>A full review of charges is underway to assess the potential additional income based on a notional cross the board increase of 20%. In parallel benchmarking information has been obtained about Cardiff's charges</p> <p>(NB: this target does not include income from trading, which is being assessed separately)</p>	<p>Income target is <u>in addition</u> to the proposals already agreed for 2016/17</p> <p>Current work shows that there are gaps in data about the volume of transactions (to calculate potential income) and comparative data</p> <p>The Commercial Team are leading the work with Service Managers. Head of Commercial Services is now working with Directors to complete the picture</p>	<p>Income targets are not met due to lower than estimated take up</p> <p>Failure of services to implement changes</p> <p>Failure to adjust budgets</p>	Chris Williams	AMBER
	Sponsorship & Promotions	150	<p>Increased income from external sources for Council events and advertising on Council assets</p> <p>A full programme of work is in place and agreed across a range of services</p>	<p>Income targets was achieved in 2014/15 and is likely to be exceeded in 2015/16</p> <p>In house expertise in the Commercial Team is strong (and has recently been augmented), working in</p>	<p>Failure of external bodies to support Council events etc</p> <p>Failure to adjust budgets</p>	Chris Williams	GREEN

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Lead	RAG
				partnership with services			
	Third Party Spend	2,000 (1,000 current estimate, further work in hand)	<p>Savings from the Council's third party spend with external suppliers and contractors</p> <p>Category plans are in place and opportunities for savings and efficiencies are being agreed with Category Leads, overseen by the Commercial Panel</p> <p>Work taking place on 2016/17 addressable spend, currently £35m</p> <p>Some savings will be delivered through the use of the National Procurement Service (NPS) frameworks</p> <p>Savings will be achieved by:</p> <ul style="list-style-type: none"> • Reduced spend on contracts through better or lower specification • Reduced price through better procurement and a commercial approach (eg: direct approach to 	<p>Council spends in excess of £250m on third party spend – but not all of this is addressable at the same time</p> <p>£3.3m savings achieved to date in 2015/16 but only£460k is cashable (eg: HRS and Schools savings). This could increase to £1m.</p> <p>Opportunities for savings still need to be finalised</p> <p>In house expertise in the Commercial Team through Category Managers needs to be augmented for priority areas such as Social Care.</p> <p>Savings can only be delivered through close partnership working with Category Lead and Services</p> <p>The Commercial Panel has been refocused to achieve this</p> <p>Executive Board have agreed</p>	<p>Failure to agree savings targets for each Category</p> <p>Failure to secure savings through procurement exercises</p> <p>Insufficient capacity to deliver the agreed pipe line of contract renewals etc</p> <p>Failure of NPS frameworks to achieve savings for Swansea</p> <p>Failure to align savings with budgets</p>	Chris Williams	GREEN

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Lead	RAG
			<ul style="list-style-type: none"> suppliers to reduce costs) Improved contract management <p>Savings need to be allocated to specific contracts in all cases. New process for agreeing and capturing savings being developed</p>	parallel procurement exercises for some NPS frameworks to test VFM			

Workstream – New Models of Delivery
Sponsor – Phil Roberts

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
Customer Contact	Online services	10	Increase in volume of on-line transactions via the website and reduction in telephone calls. Only additional saving taken on top of 15-16 figure	In house expertise and leadership is strong. BPA, ICT, HR support in place working with the Service to deliver.	Failure to deliver digital solutions could impact on delivery. Staff would do more with less. Response times would increase.	Julie Nicholas-Humphreys	GREEN
	Telephony	100	Consolidation of customer contact staff. Initial phase: 4 FTEs	Systems Thinking Knowledge and advice/learning with NPT.	Failure to upgrade infrastructure could reduce use of technology.	Julie Nicholas-Humphreys	GREEN
	Switchboard	75	Efficiencies as function is consolidated into the new contact centre			Julie Nicholas-Humphreys	GREEN

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
					Back office functions must be joined up.		
Commissioning	Libraries, Culture & Leisure	1,400	<p>Proposals from Commissioning Review (subject to Member consideration). Some savings will overlap with previously agreed savings.</p> <p>Some savings will overlap with Community Action Strand.</p>	<p>Cabinet report due to be considered on the 19th November.</p> <p>Service staff seconded FT, project support, commercialism, assets all engaged with Services as part of delivery team.</p> <p>RPT providing market intelligence.</p> <p>Overall savings should be achieved but unlikely to achieve in 16/17 unless initial agreed previous actions are implemented.</p>	<p>Significant resource needed to deliver.</p> <p>Libraries delayed decision (December) will affect longer term realisation of savings however these were not included for 16/17 so won't affect next year's target.</p> <p>Some proposals dependent on Community willingness to deliver.</p>	Tracey McNulty	AMBER
	Waste Management	500	<p>Commissioning Review: at Stage 2/3; proposals expected Jan 2016. Indicative amount shown.</p> <p>Options could include:</p> <ul style="list-style-type: none"> Charging for 	<p>Review well underway with good engagement.</p> <p>Stage 2 gateway report signed off.</p>	<p>Failure to agree proposals with Cabinet</p> <p>Failure to identify savings</p>	Chris Howell	AMBER

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
			<p>garden waste</p> <ul style="list-style-type: none"> • 2 bag limit/3 weekly collections • Residual restrictions at HWRCs • HWRC closures • Shift working impacting on collection times • Not collecting from private drives/lanes, but from the nearest public highway • Not returning for waste put out late • Potential outsourcing of areas 	<p>Political decisions still need to be made which will affect design and scale of changes. Savings must come from step changes in Service delivery so willingness to make the necessary decisions will be vital.</p> <p>Improvements already underway linked to Systems Thinking, Demand Management and Stopping Services.</p> <p>Project support working with Services as part of delivery team.</p>	Failure to implement		
			<p>Linked to Continuous Improvement Strand.</p> <p>Some savings are already built into approved savings list which should achieve £500k if actioned.</p>				
	Business Support	3,750	Commissioning Review approved by Cabinet October 2015. Action	Most savings for 2016/17 are already built into the approved	Significant resource needed to deliver	Dean Taylor	AMBER

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
			already in hand to achieve savings based upon new model principles and in house managed IT service	savings list Implementation team mobilising but a lot of work still to do eg: business case, project plan, redesign Support from iESE is in place for initial implementation stage.	Design and modelling still to be complete Service engagement and ability to deliver business support requirements		
	Non-schools catering and cleaning	162	Commissioning Review approved by Cabinet October 2015. Some savings are already built into the assets strand	Service ready to deliver implementation.	Failure to implement	Martin Nicholls	GREEN
	Domiciliary Care, Day Care, Residential Care	500	Commissioning Reviews: getting to Stage 2; proposals expected Spring 2016. Indicative amount shown, but also built into the Adult Social Care revised savings plan. Linked to Demand Management Strand and Direct Payments project.	Review well underway with good engagement. Political decisions still need to be made which will affect design and scale of changes. However, delayed decision making means that saving are unlikely to deliver until 2017. Project support,	Failure to agree proposals with Cabinet Failure to identify savings Delayed decision making may push savings to 2017 Failure to implement	Alex Williams	RED

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
				commercialism, assets all engaged with Services as part of delivery team.			
				Engaging with external providers for subject matter expertise.			
	Phase 2 reviews TBC	5,000	Commissioning Review Programme to be agreed. Indicative figure shown.	Sequence/phasing of reviews to be agreed on Nov 23 although all reviews will be contained within a single year.	Failure to agree proposals with Cabinet	Martin Nicholls	AMBER
			Next reviews expected to begin Feb 2016 and be complete by July/August 2016.	Political decisions still need to be made which will affect design and scale of changes.	Failure to identify savings		
				Programme resource in place to work with Services to deliver reviews	Failure to implement		
				Framework in development to forward plan and secure external/specialist support			

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
Community Action		TBC	<p>Community Action Projects to transfer services to community groups etc. A number of projects are underway but need to be completed.</p> <p>Community website to be launched to encourage and support community resilience.</p> <p>The majority of savings have been included in Culture Commissioning Review. Future savings are therefore dependent on opportunities in other Service areas. Net figures will be presented to Board shortly.</p> <p>Some savings linked to Community Assets Strand.</p>	<p>Delivery team in place. Integrated into Commissioning Review implementation in Culture & Leisure.</p>	<p>Failure to identify opportunities across different Services</p> <p>Failure to align savings with budgets</p> <p>Failure of Services to implement changes</p>	Tracey McNulty	AMBER

Workstream – Prevention
Sponsor – Chris Sivers

Strand	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
Early Intervention	TBC (presently included in MTFP savings within Social Services)	<p>Enabling and unlocking savings across the workstream and wider organisation.</p> <p>Investment and monitoring in pilot projects with recommendation for full implementation.</p> <p>Corporate Prevention Strategy for a Council-wide approach.</p> <p>Developing Cost Benefit Analysis tool that can be applied to provide evidence for options.</p>	<p>Proactive in identifying opportunities.</p> <p>Evidence for future investment is in development.</p> <p>Resourced by Poverty & Prevention Service with some project support in place.</p>	<p>Failure of Services to implement changes as part of their savings plans.</p> <p>Failure to invest in preventative Services as part of Service savings plans.</p> <p>Failure to resource change.</p>	Sarah Crawley	GREEN
Demand Management	TBC	<p>Continuation of current projects.</p> <p>Corporate Strategy for Council-wide approach.</p> <p>Staff and Member training.</p> <p>Directly linked to Service savings in Adults.</p> <p>Directly linked to Customer Contact, Community Action and Early Intervention Strands.</p>	<p>Current demand management audit showing evidence of activity across the organisation.</p> <p>Understand of types demand improving.</p> <p>Project support in place.</p>	<p>Failure to align savings with budgets</p> <p>Failure of Services to implement changes</p> <p>Lack of engagement by partners would reduce opportunities.</p>	Sarah Caulkin	GREEN
Promoting Safe Independence	TBC	<p>Programme support on five projects identified to deliver in this Strand:</p> <ul style="list-style-type: none"> Domiciliary Care – 	<p>Focus on in-year overspend is providing good foundation for future changes. Plans for</p>	<p>The scale and pace of change may be at risk through lack of dedicated</p>	Alex Williams/ Dave Howes	AMBER

Strand	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
		<p>understanding the increase in demand</p> <ul style="list-style-type: none"> • Direct Payments • Complex Mental Health & Learning Disability • Assisted Technology • CCIS <p>Commissioning Reviews, Internal Staffing & Services and Third Sector contracts also delivering in this area.</p> <p>All directly linked to Service savings. All integral to wider activity focused on transforming Adult Services.</p> <p>Early Intervention Strand supporting savings in this area.</p>	<p>delivery developing well.</p> <p>Strong leadership in place and positive cultural shift evident.</p> <p>BPA, Project leads, Project support, Commercialism and ICT working with Service to deliver.</p> <p>CBA support in place from iESE to provide model for preventative work.</p> <p>IPC engaged to provide subject matter expertise on Commissioning Reviews.</p> <p>iESE support to provide models for Commissioning across the Directorate.</p>	<p>transformation support. Lack of capacity is a significant risk.</p> <p>Failure to identify all savings required.</p> <p>Failure to implement changes.</p> <p>Lack of engagement by partners would reduce impact and risk deliverability.</p> <p>Failure to agree proposals with Cabinet</p>		
Safe LAC reduction strategy	450	<p>Family Support Continuum action plan to launch Jan 2016.</p> <p>Strategic siarad is considering high volume of emergency provision.</p>	<p>Good progress. Directly delivered by the Service.</p> <p>LAC population continues to reduce.</p>	<p>Lack of buy in from partners could reduce impact.</p> <p>Lack of investment to</p>	Julie Thomas	GREEN

Strand	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
		Domestic Abuse improvements through Systems Thinking (linked to Continuous Improvement Strand target)		new ways of working – invest to save – e.g. DA		
Education Strategy	TBC	<p>Six key projects agreed to support delivery in this Strand:</p> <ul style="list-style-type: none"> • Paperless Office (linked to Info Management) • Move to Hwb Platform • Music Services Review • EOTAS Review implementation • Education Strategy Options Paper • Evolve technology <p>All directly linked to Service savings.</p>	<p>Projects starting to be defined.</p> <p>Delivery team in place including BPA, Project Manager, Commercialism, ICT.</p>	<p>Progress may be slow if Services are not able to release resource to deliver. Lack of capacity is a significant risk.</p> <p>ICT must link into wider strategy for Council-wide solutions.</p> <p>Failure to agree proposals with Cabinet</p> <p>Failure to secure buy – in from schools</p>	Lindsay Harvey	RED

Workstream – Stopping Services

Sponsor – Dean Taylor

Strand	Project	2016/17 Savings target £'000	Action to Achieve Savings	Assurance Statement (including resources)	Risks to Delivery	Responsible Officer	RAG
Council Priorities	Lower Priority	2,000	Stopping or reducing spend on lower priority services	No proposals are in place as yet	Failure to agree proposals with	Directors	RED

	Services		Cabinet Members and Directors to discuss proposals prior to Cabinet in December	Service led initiatives are developing e.g. waste pilot	Cabinet		Duplication with other savings proposals	
			Leadership Team session on 3 December 2015 to produce proposals for Cabinet to review					
Future Council	New management structure	-	Now incorporated in Senior Staff Review, Efficiency workstream	-	-	-	-	-