Organisational Transformation CDC
27 September 2022

TRANSFORMATION

Cyngor **Abertawe**
Swansea Council

Sustainable Swansea (2015-2019)

- 4 workstreams, each sponsored by a Director:
  - Efficiency
  - Stopping Services
  - New Delivery Models
  - Prevention
- 14 delivery strands (containing 50+ projects) including:
  - Reducing staff costs
  - Education strategy
  - commercialisation]
  - Customer contact
  - Demand Management
  - Commissioning (including specific reviews of 17 services)
- Helped to deliver £70+ million cost savings over 4 years

Achieving Better Together (2020-2022)

Programme designed to take council from pandemic to next transformation programme, using three phases:

1: Recovery (from COVID19): 2020/21

2: Refocus: To May 2022

3: Reshape: 2022 and beyond

Phases 1 and 2 were intentionally not about transformation:

- Phase 1: focused on restarting & adapting a wide range of services
- Phase 2: focused on supporting the county and the council to emerge and grow from the crisis

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Discussion Questions

1. What worked well / added value from your perspective?

2. What was less useful?

3. What elements could be taken forward into the next transformation programme

4. Any other thoughts?

Transformation – Next Stage of the Journey

Transformation is the act or process of changing completely (e.g., a caterpillar becoming a butterfly)

- The need for transformation arises when an organisation cannot deliver its objectives without making radical change to the way it works
- The council has a statutory duty to set a balanced budget and the size of the financial challenge alone will require the council to radically change the way it works over the next four years… so…

The council will not achieve its objectives without transformation

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Council Transformation 2022-2027

Before developing the detail of the next transformation programme we need to agree our transformation goals. While these will be dependent on the corporate priorities, given the financial outlook we might expect them to include:

1. To remodel services, focusing on meeting people's needs, within the funding available

2. To facilitate economic prosperity through already committed major infrastructure investment

3. To build inclusive, resilient and cohesive communities by working with partners and the public to maximise use of combined resources

4. To develop excellent customer services, maximising use of digital technology

5. To reduce the council's impact on the environment

6. To develop a motivated and committed workforce that is innovative, supported, skilled and customer- focused

Thank you