

**Successful and Sustainable Swansea
Corporate Transformation Plan
2023-28
Programme Descriptions**

Transforming Adult Services

Cabinet Member	Cllr Louise Gibbard, Cabinet Member Care Services
Director	Dave Howes
Head of Service	Amy Hawkins / Helen St John
Description	<p>Transforming Adult Services will centre on the delivery of key strategic change programmes working across the Service, Directorate and Regional Partnership under the themes of:</p> <ul style="list-style-type: none"> • Prevention and early help • Enabling and promoting independence • Demand management
Intended outcomes	<p>Prevention & Early Help:</p> <ul style="list-style-type: none"> • A model of delivery for universal and low level interventions which can be accessed easily by both our community and internal services • More people are enabled to live independently for longer in their communities reducing recourse to managed care • Growth and support of community assets <p>Enabling and Promoting Independence:</p> <ul style="list-style-type: none"> • Services/interventions which demonstrate an increased number of people living independently within their own home and communities • Services/interventions which successfully enhance our early help offer and offer viable routes to 'step down' from managed care intervention <p>Demand Management:</p> <ul style="list-style-type: none"> • The right support at the right time • Maximisation of all available resources to increase capacity • Remodelling of services to meet the identified needs of our community • Rebalance of domiciliary care to maximise capacity across the sector
Outputs / Benefits	<p>Prevention & Early Help (developing new models): New models of delivery to enhance the Adult Services 'offer' around prevention and early help including a multi-agency early help operational model and improved access to information, advice, and assistance/self-serve options</p> <p>Enabling & Promoting Independence (enhancing interventions): Developing new and enhancing existing interventions which enable successful pathways to access early help and prevent recourse to managed care, including Home First Regional programme and Swansea pathway optimisation; and Assistive Technology strategy implementation and growth of telecare/telehealth options</p>

	<p>Demand Management (modifying current systems): Reviewing and improving our systems, processes and models of delivery across specific service areas which meet and support the timely delivery of identified care needs to maximise capacity:</p> <ul style="list-style-type: none"> • Implementation of internal Residential Care provision model of delivery • Internal and externally commissioned Domiciliary care capacity review and remodel • Implementation of a Social Work resource structure which reflects our vision for the service and the best possible outcomes for those we work alongside
<p>Current forecast of possible recurrent savings by 2026-27</p>	<p>£3.5 million per annum (savings attributable across both Adults and Child and Family Services)</p>
<p>Project Governance Arrangements</p>	<ul style="list-style-type: none"> • Adult Services SMT Continuous Improvement Programme Board • Individual Project Boards – Local & Regional (various) • Operational Sub Groups (various) • Corporate Risk Register

Child and Family Services Transformation

Cabinet Member	Cllr Louise Gibbard
Director	Dave Howes
Head of Service	Julie Davies
Description	<p>An improvement programme focused on prevention, early intervention and enablement to deliver better support for people, making best use of the resources available supported by our highly skilled and valued workforce.</p> <p>Our Improvement Aspirations</p> <ul style="list-style-type: none"> • Enable workers to spend more time with families • Reduce the burden of paperwork and processes • Focus on ‘what matters’ and the voice of the child and young people at every level of the service • Create a shift in leadership thinking and behaviour across the workforce • Have a greater sense of shared purpose and identity across the service • A workforce who feel empowered and trusted in their roles • Measures are meaningful, demonstrate how and where we are making a difference, and helps shapes practice to improve outcomes.
Intended outcomes	<ul style="list-style-type: none"> • Leaders within the service understand the systems they are driving and will trust their staff to do the right thing for the right people at the right time • Leaders challenge their own ideas and helping each other understand assumptions and the impact they have on realising our ambition as a service • Staff work in a system that both supports and empowers them to do what is best for the people they work with • Staff are able to undertake their role in an efficient and effective manner whilst enabling to meet their own wellbeing goals • The service is able to use the voice of the child and young people in service review and re-design activity as well as corporate parenting activity • Staff across all levels share learning and good practice, promoting innovative, creative, practice through our own learning, reflection, research, practice reviews and what children, young people and families tell us works for them • Our senior leaders are able to challenge Welsh Government to reduce the bureaucracy and processes associated with the grants they award and to trust local areas to spend the funding on what matters to children, young people and families • The service focuses on lived experience of our children, young people and families • Our culture is one of continual learning and development

Outputs / benefits	<p>Prevention and Early Intervention</p> <ul style="list-style-type: none"> • Embed and consistently use the signs of wellbeing framework across the early help hubs. • Review and implement at pace our early help hub model. • Support and lead on regional and local work around emotional health and well-being. • Fully embed the continuum of need, indicators of support document. • Embed our approach to contextual safeguarding. • Support family short breaks and respite through creative use of premises and the workforce. • Proactive use of short breaks foster carers to prevent children entering care. • Where appropriate assess and support children with disabilities and their families within the early help arrangements. <p>Placement Sufficiency</p> <ul style="list-style-type: none"> • Target recruitment of foster carers (adolescents, parent and child) and create a therapeutic hub in the fostering team to support the retention of foster carers. • Create a new regional model of care for complex young people (including step down from and preventing the need for secure accommodation) through the Regional Partnership Board. • Explore the setting up of new provision with providers who are confident they can work with the Welsh Government expectations, so that children and young people are able to remain living in Swansea. • Expand the local and regional supported accommodation for young people aged 16+ (including unaccompanied asylum seeking children) with existing local and new providers. • Grow at pace the in-house residential provision with the aim of having 4 homes. One existing home (Ty Nant), the purchase of two properties to convert to children's homes (one was acquired earlier in 2022) and repurpose a former Council home as emergency provision <p>Workforce</p> <ul style="list-style-type: none"> • Maintain a consistent focus on staff morale through engagement and wellbeing work • Accelerate the pace of implementing our partner engagement and communications plan • Develop and implement a recruitment and retention strategy. • Review and revise the induction plan for workers and managers. • Develop coaching and mentoring approaches for leaders and managers.

	<ul style="list-style-type: none"> • Enable and develop workforce thinking to be driven by the voice of the child/young person not by processes and systems. • Review the supervision policy, ensuring it supports an approach to personal supervision that consistently evidences reflective conversations. • Develop a culture based on trust, empowerment and accountability across the workforce and with our children, young people and families. • Develop a service-wide progression pathway from apprenticeship through to Head of Service/Director • Develop a dynamic training plan that supports all workers in better identifying barriers/risks to accessing provision due to disability or ethnicity.
Current forecast of possible recurrent savings by 2026-27	£200,000 per annum
Project Governance Arrangements	<ul style="list-style-type: none"> • Child and Family Services Improvement Board (monthly) • Monthly Workforce Principal Officers Group • Monthly Improvement Principal Officers Group • Corporate Risk Register

Transforming Additional Learning Needs

Cabinet Member	Cllr Robert Smith, Cabinet Member Education and Lifelong Learning
Director	Helen Morgan-Rees
Head of Service	Kate Phillips
Programme Description	<p>Programme will:</p> <ul style="list-style-type: none"> • deliver ALNET Strategy 2022-2027, which builds upon and embeds the transformational work outlined in the ALN Implementation Plan 2019-2022. • Transform provision to support sufficient specialist places by undertaking a wholesale review and delivering a specialist provision offer to meet the needs of learners in Swansea.
Intended outcomes	<ul style="list-style-type: none"> • All learners with ALN are supported to overcome barriers to learning and achieve their full potential • Improved planning and delivery of support for learners from 0 to 25 with ALN, placing learners' needs, views, wishes and feelings at the heart of the process • Early identification of needs early and putting in place timely and effective interventions which are monitored and adapted to ensure they deliver the desired outcomes. • All schools in Swansea are fully inclusive using whole school approaches e.g. ASD friendly, early and embedded speech, language, communication strategies • Locally available, flexible additional, specialist provision adaptable to the needs of the children in a timely manner • Improved capacity of schools, place inclusion facilities strategically across the city and a culture of clusters working together • An equitable offer to children attending Welsh Medium provision to better support ALN through the medium of Welsh.
Outputs / Benefits	<p>Key Outputs</p> <p>Delivery of the four strategic key priorities (Schools, Post-16, Collaboration, Early Years) of the ALNET Strategy 2022-2027, which embeds and builds upon the transformational work delivered to realise the ALNET Aims of:</p> <ul style="list-style-type: none"> • A unified legislative framework to support all children of compulsory school age or below with additional learning needs (ALN) and to support young people with ALN who are in school or Further Education (FE) • An integrated, collaborative process of multiagency assessment, planning and monitoring which facilitates early, timely and effective interventions • A fair and transparent system for providing information and advice, and for resolving concerns and appeals. • Complete a wholesale review of specialist places • Reset and rebalance the specialist provision offer

	<ul style="list-style-type: none"> • Increase specialist capacity and resilience across the County • Ensure the right number of places are in the right place, increasing numbers if needed • Provide a local offer to enhance wellbeing • Make an equitable offer to all • Retain Profound and Multiple Learning Difficulty provision
Current forecast of possible recurrent savings by 2026-27	£700,000 + per annum
Project Governance Arrangements	<ul style="list-style-type: none"> • ALN Strategic Board • Education Strategic Leads Board (SLB) • ALNIT Managers – ALN Strategy Project Progress Reviews • STF Change Team • Development Clusters / Delivery Working Groups / ALNIT Managers • Corporate Risk Register (Pupil Attainment & Achievement)

- Safeguarding

Right Schools in Right Places

Cabinet Member	Cllr Robert Smith, Cabinet Member Education and Lifelong Learning
Director	Helen Morgan-Rees
Head of Service	Kelly Small
Description	<p>In alignment with the Sustainable Communities for Learning Programme and School Organisation Code (2018), made under Sections 38 and 39 of the School Standards and Organisation (Wales) Act 2013.</p> <p>Our school stock should align with our pupil cohort and demand (for English-medium, Welsh-medium, faith education and additional learning needs), to ensure value for money and equality of provision.</p> <p>A review of all schools is needed to identify if we have the right number of schools in the right place to meet current and future demand, and if the condition and suitability of our buildings and school sites supports a quality education offer.</p>
Desired outcomes	<p>A sustainable number of schools with the right number of school places to meet current and future demand.</p> <p>School budgets can focus on educational outcomes instead of reactive building maintenance and utility costs.</p>
Outputs / Benefits	<ul style="list-style-type: none"> • A school estate in line with the desired outcomes • More energy-efficient school buildings resulting in lower carbon emissions and lower energy costs in comparison to not improving the buildings • A potential to realise savings/receipts linked to school maintenance and capital considerations. <p>An improved schools' estate will allow Education resources to be better directed towards learning instead of maintenance.</p>
Current forecast of possible recurrent savings by 2026-27	None yet identified
Project Governance Arrangements	<ul style="list-style-type: none"> • Education Strategic Leads Board (SLB) • Quality Education Delivery Group • Quality Education Operation Group • School Organisation Team Meetings • Corporate Risk Register (Pupil Attainment & Achievement)

Regeneration Programme

Cabinet Member	Cllr Robert Francis-Davies, Cabinet Member Investment, Regeneration and Tourism
Director	Mark Wade
Head of Service	Phil Holmes
Description	<p>Delivering the Council's capital investment programme in regeneration and development projects within the City Centre, waterfront locations, and strategic employment sites. The programme is aimed at realising the Council's strategic regeneration objectives and is delivered in partnership with government and private sector partners.</p> <p>The programme governance consists of reporting via the Regeneration Programme Board and Member Steering Group on a monthly basis.</p>
Intended outcomes	<ul style="list-style-type: none"> ▪ Commercial floorspace and residential units created ▪ New jobs created and jobs safeguarded. ▪ New business start-ups ▪ Private sector investment leveraged ▪ Gross Value Added ▪ Targeted recruitment & training opportunities ▪ Local sourcing and supply chain ▪ New Infrastructure ▪ Visitor spend ▪ Improved profile of the city as a place to work, invest, live, study and visit
Outputs / Benefits	Mixed use regeneration creating vibrancy and vitality in City Centre and Waterfront locations, supporting the sustainability of businesses and communities.
Current forecast of possible recurrent savings by 2026-27	None identified. Whilst there is no direct saving linked to the programme, it will lever significant grant sources and private sector investment which will help to stimulate economic growth and spend with multiplier induced effects and local sourcing.
Project Governance Arrangements	<ul style="list-style-type: none"> • Regeneration Steering Group (Cabinet Members, Director, lead officers) • Regeneration Programme Board (Director/Head of Service and key officers) • Corporate Risk Register (Local Economy and Infrastructure)

More Homes Programme	
Cabinet Member	Cllr Andrea Lewis, Joint Deputy Leader (Service Transformation)
Director	Mark Wade
Head of Service	Carol Morgan
Description	Programme will deliver 1000 affordable homes over a ten year period
Intended outcomes	Increased supply of affordable housing will assist in addressing the shortage of affordable housing and the increase in homelessness. It will also contribute to the regeneration of areas, and stimulating economic growth, addressing issues such as poverty, inequality, jobs and skills which directly contributes to the council's obligations to act in a sustainable way pursuant to the WFGA and net zero carbon targets.
Outputs / Benefits	<p>Ambition to deliver 1000 affordable homes over 10 year period.</p> <p>Delivery will be aided through partnerships, which will increase capacity and pace in the programme.</p> <p>A 4 year programme has been approved up to 2026/27 to enable the acquisition and construction of around 340 council homes.</p>
Current forecast of possible recurrent savings by 2026-27	None identified
Project Governance Arrangements	<ul style="list-style-type: none"> ▪ Monthly More Homes Monitoring meeting on scheme progress and spend ▪ More Homes Corporate Group ▪ Joint Housing Programmes Forum ▪ Housing Futures Programme Board (attended by HOS and Director) ▪ Housing Futures Steering Group (chaired by Cabinet Member) ▪ Place Project Tracker ▪ Policy Commitment Tracker ▪ Corporate Risk Register (Local Economy and Infrastructure)

Future Community Hub Model

Cabinet Member	Cllr Elliot King
Director	Mark Wade
Head of Service	Tracey McNulty with input from Geoff Bacon
Description	Revisit previous library and community building reviews and surveys and assess feasibility for the larger sites to designate as satellites for the city centre Community Hub. Requires a roll out of services and business processes from the city centre Hub where they can be accommodated and a rationalisation of ancillary services in smaller facilities.
Intended outcomes	Realisation of the 'services in the community' ambition and reduced costs for the building portfolio borne by the Library service alone.
Outputs / Benefits	Affordable 'estate' and stronger partnerships and cross working between the customer facing services including social services and corporate services, with the provision of learning and library functions alongside general engagement, information, advice and guidance for communities.
Current forecast of possible recurrent savings by 2026-27	£580,000 per annum
Project Governance Arrangements	Climate Change & Nature Recovery Steering Group (Cabinet Members, Director, lead officers) Climate Change & Nature Recovery Programme Board (Director/Head of Service and key officers)

Enabling Communities Programme	
Cabinet Member	Cllrs Hayley Gwilliam & Cyril Anderson, Cabinet Members for Community and Alison Pugh, Cabinet Member Well-being
Director	David Howes
Head of Service	Amy Hawkins
Description	<p>This programme contributes to the Transformation Programme goal to build inclusive, resilient, and cohesive communities by working with partners and the public to maximise use of combined resources. By achieving this goal, we can deliver better outcomes for the people and communities of Swansea as well as more effective service delivery and better partnership working.</p> <p>There are four priority projects:</p> <ul style="list-style-type: none"> • Increasing resilient communities • Working with Communities to respond to crises and opportunities • Embedding co-production approaches across the Council • Corporate Volunteering
Intended outcomes	<p>To support the growth of assets in communities to increase their resilience and enable them to become more self-reliant.</p> <p>Improved community capacity, ability and agility to respond to crises and opportunities.</p> <p>To implement co-production principles and approaches across the Council.</p> <p>To ensure high standards are maintained consistently in relation to the management of volunteers within Swansea Council and recognising the importance of volunteers to Swansea Council.</p>
Outputs / Benefits	<ul style="list-style-type: none"> • Improved happiness & satisfaction of residents. • Improved connectivity between people in communities. • Increased use of assets / Increased support for people within communities. • Increased awareness of available services within communities. • Increased self-reliance of communities. • Faster response to crises and opportunities. • Better engagement with local people. • More effective use of resources in response to crises and opportunities. • Identifying and supporting community-led responses. • Mapping of Community Initiatives identifying alignment and collaboration opportunities. • Better decision-making processes through co-production. • Increased engagement and buy-in from people and communities. • Consistent co-production approaches applied across multiple services. • Recognised co-production best practice standards applied. • Recognising volunteers as an integral part of Swansea Council.

	<ul style="list-style-type: none"> • Ensuring volunteer contributions support our mission and strategic aims. • Ensuring volunteer roles complement the roles of paid staff. • Supporting volunteer involvement that benefits the Council, our services, the community at large and the volunteers themselves.
Current forecast of possible recurrent savings by 2026-27	None identified. This programme has no specific MTFP savings associated with it as it is about capacity and capability building rather than savings delivery
Project Governance Arrangements	<ul style="list-style-type: none"> • The Enabling Communities Network Group (a cross directorate group) • Projects are aligned to the Tackling Poverty and Enabling Communities steps in the Corporate • The project language and actions are consistent with the Wales Audit report on 'Community Resilience and Self-reliance' and the associated actions have to be reported to the Audit Committee. • Corporate Risk Register (Impact of poverty/Cost of living crisis/Social cohesion)

Net Zero 2030 Programme

Cabinet Member	Cllr Andrea Lewis, Joint Deputy Leader (Service Transformation)												
Director	Mark Wade												
Head of Service	Geoff Bacon												
Description	A focused delivery plan, made up of 30 key transformative actions, to support the ambition for Swansea Council to be a net zero business by 2030.												
Intended outcomes	<ul style="list-style-type: none"> To support the wider Welsh Government ambition of a Net Zero Wales by 2050. To reduce emissions and respective carbon footprint. To improve well-being. To reduce dependency on national energy by becoming more self-sufficient. 												
Outputs / Benefits	<p>To deliver 30 actions by 2030, including 3 specific policy commitments (In RED)</p> <p style="text-align: center;">Swansea Council Net Zero – 30 Actions by 2030</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #d9ead3;">Buildings & Energy</th> <th style="background-color: #d9ead3;">Fleet & Mobile Equipment</th> <th style="background-color: #d9ead3;">Land Use</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d9ead3;"> <ul style="list-style-type: none"> Decarbonise our public estate by reviewing our asset management strategy. Reduce the energy consumed across the council's buildings and estate. 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Current forecast of possible recurrent savings by 2026-27	<p>£110,000 per annum</p> <p>Programme is expected to generate further efficiency savings, and these will be captured as the programme is progressed.</p>												
Project Governance Arrangements	<ul style="list-style-type: none"> Change & Nature Recovery Steering Group (Cabinet Members, Director, lead officers) Climate Change & Nature Recovery Programme Board (Director/Head of Service and key officers) Corporate Risk Register (Net Zero Target) 												

Future Waste Strategy

Cabinet Member	Cllrs Hayley Gwilliam & Cyril Anderson, Cabinet Members for Community
Director	Mark Wade
Head of Service	Chris Howell
Description	<p>Review existing waste collection methodology and strategy through modelling and comparing predicted outputs of various options.</p> <p>Consider required support eg Operations (sorting, bulking, storage etc.), promotion, enforcement, etc. for preferred collection option.</p>
Intended outcomes	Comparison of predicted outputs of various options to determine preferred collection methodology going forward, and all support operations required. Also potential for WG funding for implementation for different options will be key.
Outputs / Benefits	<p>Achieving optimum balance of cost and recycling performance, whilst taking into account other factors including carbon impact, ease/risk of operational change, change/complexity for residents etc.</p> <p>Note: Swansea is predicted to achieve the highest WG recycling target of 70%, this year (2 years early) so, at the moment, there is no future target set as a minimum level needed, over and above the aspirational WG Policy to achieve 100% recycling by 2050.</p>
Current forecast of possible recurrent savings by 2026-27	£300,000 - £600,000 per annum depending on model
Project Governance Arrangements	<ul style="list-style-type: none"> • Climate Change and Nature Recovery Steering Group • Climate Change and Nature Recovery Programme Board

Workforce and OD Transformation	
Cabinet Member	Cllr David Hopkins, Joint Deputy Leader (Corporate Service and Performance)
Director	Ness Young
Head of Service	Rachael Davies
Description	HR & OD Transformation
Intended outcomes	<p>Transformation commitments in the Workforce Strategy 2022-2027 are achieved across the four key themes.</p> <p>To effectively support the Council to deliver change priorities, completion of HR&OD service redesign will be required including both internal operating model and the organisational offer provided by the service.</p> <p>Workforce and OD transformation will be visible in the way we work – evolving systems to maximise functionality, enhancing efficiency of process and progressive people management approaches to encourage cultural change will all contribute to the promotion of transformation for improved performance.</p>
Outputs / Benefits	<p>Delivering the Workforce Strategy will enable the Council to evidence its commitment to being an employer of choice, improving attraction and retention rates whilst creating a workforce fit for the future with appropriate skills and development opportunity to provide high quality services to communities.</p> <p>A reshaped HR&OD service offer will provide focussed, proactive professional support across the four key themes of the Workforce Strategy and seek to reduce transactional processes from the operation.</p> <p>Investing in progressive approaches towards people management and maximising the opportunity provided by systems development will increase the likelihood of future efficiency savings.</p>
Current forecast of possible recurrent savings by 2026-27	£190,000 per annum
Project Governance Arrangements	<ul style="list-style-type: none"> • Workforce and OD Transformation Programme Board (Cabinet Member (Chair), Director, Head of Service, and service representatives) • Corporate Risk Register (Workforce recruitment and retention / Mandatory training)

Digital Transformation Programme	
Cabinet Member	Cllr Andrea Lewis, Joint Deputy Leader (Service Transformation)
Director	Ness Young
Head of Service	Sarah Lackenby
Description	A programme of digital projects which will deliver the council's digital strategy and support transformation of council services.
Intended outcomes	<ul style="list-style-type: none"> ▪ Customers have a consistently positive experience when accessing council services and ideally would be involved in their design ▪ Citizens are supported to develop digital skills that can enhance their lives ▪ Wherever possible council processes are digital from end-to-end ▪ Digital services are designed and delivered around people's needs ▪ Digital infrastructure and systems are safe, efficient and support the achievement of the council's priorities ▪ Evidence that decision-making and performance has been improved through improved business intelligence ▪ The Council has the capacity and capability it needs to deliver the digital strategy ▪ Swansea is a Smart city with digital infrastructure that supports the local economy
Outputs / Benefits	<ul style="list-style-type: none"> ▪ The Council has clear and published customer service standards in one place for residents ▪ There is a reduction in the volume of justified complaints to the Council (stage 1 and stage 2) ▪ The number of automated processes (end to end) increases ▪ More payments are completed by residents online ▪ Residents are able to benefit from using a secure single Swansea Account ▪ The transformation programme delivers innovation projects that significantly change ways of working and drive improvement ▪ Communities can benefit from the use of open data by the Council to help with local decision-making at Ward level ▪ An increase in digital skills means employment and other learning opportunities increase ▪ Swansea benefits from becoming a Smart City by increasing operational efficiency ▪ The Council designs services around our service users wherever possible
Current forecast of possible recurrent savings by 2026-27	<p>£550,000 + per annum</p> <p>Programme is expected to generate further efficiency savings, but these will be quantified as individual projects are developed and the programme is progressed</p>

Project Governance Arrangements	<ul style="list-style-type: none">• Digital Transformation Board (Cabinet Member (Chair), Director, Head of Service, and service representatives)• Individual project boards• Corporate Risk Register (Cyber, data and digital security)
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