



Appendix B: Digital Transformation Programme Business Case

1. Introduction

1.1 Purpose

This digital transformation programme business case sits alongside the Council's Digital Strategy 2023-28. The business case provides a pipeline of initial projects that can be taken forward over the next five years. The digital strategy and this implementation programme form part of the corporate transformation programme called "Successful and Sustainable Swansea".

1.2 Background

Each project has submitted a business case with estimated costs and expected benefits and risks. Scoring criteria will be established to determine which projects to take forward within the overall funding envelope. The business cases identify how each project:

- Delivers Digital transformation
- Aligns with the Council's well-being goals and ways of working in the Corporate Plan 2023-28
- Delivers a particular goal in the Digital Strategy
- Delivers savings in the Medium-Term Financial Plan (MTFP) or operational efficiencies
- Addresses a problem or risk.

2. Strategic Case

2.1 Strategic Context

The council has ambitious plans for the city and county of Swansea which are set out in our corporate plan for 2023.

Digital technology is already being used as a key strategic tool. The new Digital Strategy lays out the next phase of the roadmap, delivered through the Digital Transformation projects and activities. The Strategy and programme

support delivery of the council's six well-being objectives in the Corporate Plan:

- **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
- **Improving Education and Skills** – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our Economy and Infrastructure** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- **Tackling Poverty and Enabling Communities** – so that every person in Swansea can achieve their potential.
- **Delivering on Nature Recovery and Climate Change** – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change.
- **Transformation and Financial Resilience** – so that we and the services that we provide are sustainable and fit for the future.

The Corporate Plan also sets out how we are maximising our contribution to our Well-being Objectives and national goals through the way in which we work, which is in line with sustainable principles as follows. These ways of working will be adopted in the delivery of the Digital Strategy and Transformation programme:

- Looking ahead to the medium and long-term challenges
- Preventing problems from occurring or from getting worse
- Ensuring our objectives do not contradict each other and complement those of other public bodies
- Working in partnership with others
- Involving local people.

2.2 Digital Strategy and Goals

The Council has a vision for transformation, which provides a clear rationale and narrative:

“Between 2022 and 2027 Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered”

The Digital Strategy Vision is:

“To use digital technology to improve people’s lives, to enable digital access to services 24 hours a day, and to improve operational efficiency”

This will be achieved through six digital goals:

1. Excellent Customer Service aligned with our service standards
2. People focused digital services
3. Resilient digital infrastructure and systems
4. Accessible data that supports communities and council performance
5. Digitally skilled and confident workforce and communities
6. A digitally connected city and county.

2.3 The Case for Change

The Council faces challenging financial targets in order to maintain a balanced budget as documented in the Medium-Term Financial Plan (MTFP).

At the same time residents' expectations of the quality of front-line services continues to rise. The digital programme will assist with addressing the joint challenges of the need to continue to make efficiencies, the increasing expectations of residents, and the drive to improve services.

The digital transformation programme will aim to ensure:

- Customers have a consistently positive experience when accessing council services
- 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.

2.4 Existing arrangements

Cabinet approved the first Digital Strategy seven years ago in November 2015 as the Council was emerging from the outsourced IT contract. At that time, the Council's aspirations were ambitious as a significant amount of core infrastructure, network, and system improvements were needed before true digital change could even begin.

Hundreds of digital projects formed the implementation and the first few years saw the Council transform its technology foundations and architecture. During the past three years, the Council has begun exploiting new ways of working available through the latest cloud and digital platforms. This put the Council

in an advantageous position in early 2020 at the start of the pandemic, to support residents, businesses and staff with the latest digital channels and platforms.

Digital projects across the Council generally accelerated during the pandemic. As face-to-face contact was removed, use of digital and telephone channels significantly increased.

2.5 Business Needs Current and Future

Our Future Model is designed around being:

- **People Focused** - We put citizens, communities, businesses and our partners at the heart of everything we do.
- **Collaborative** - We support collaboration across the Council and with our partners to co-ordinate our work.
- **Open and Transparent** - We make decisions based on data and evidence and publish our targets and results.
- **Innovative** - We embrace new ways of working and continuously modernise our tools and technology.
- **Secure** - We work tirelessly to secure all data and information we use.

The individual project business cases have identified the need for:

- Digital enabling and improving customer service to residents, e.g. through the Swansea Account and other new technologies that will transform some of the operations within schools
- Digital enabling new ways of working, e.g. paperless and agile working in Housing, Parks, and Cleansing services
- New Policy development, e.g. A Data Management Strategy, using data in new ways to inform decision-making
- The development of digital skills, competence, and confidence across both the workforce and communities to enable digital innovation and ensure sustainability in the longer term
- A Smart City Roadmap to articulate how the internet of things can transform operational efficiency.

2.6 Alignment with “Successful and Sustainable Swansea”

The digital strategy and this implementation programme form part of the corporate transformation programme called “Successful and Sustainable Swansea”. The focus of “Successful and Sustainable Swansea” is the achievement of the Council’s vision. As such, while previous plans majored on the delivery of savings identified in the Medium-Term Financial Plan, “Successful and Sustainable Swansea” is focused on delivering the most significant change programmes that the council needs to pursue in order to achieve its vision and address any major risks.

Some of the projects within this digital programme also enable the delivery of other programmes within “Successful and Sustainable Swansea”, e.g. Waste Strategy, Transforming Additional Learning Needs, Workforce and Organisational Development Transformation.

2.7 Main High-level Benefits

A range of potential customer, staff and Council wide benefits are described below:

Customer related benefits:

- Single view of customers. This single view supports a number of benefits for residents including more streamlined customer journeys, issues resolved more quickly and fewer hand offs/ touch points
- Greater resilience across services
- A larger, integrated mobile/locality team, highly visible across the community
- Customers will have a wider choice of channels, e.g. web, telephone, chatbots
- Potential for faster processing of applications and cases.

Staff related benefits:

- New staff development opportunities in digital skills, helping staff drive digital innovation across the Council
- A new cohort of digital apprentices.

Council related benefits:

- Enhanced strategic capacity and capability to support the forward planning of the organisation
- The benefits of joined up data informing decision-making
- Operational efficiency using Smart City technology
- Mobile working helping the council meet its net zero carbon targets
- Improved customer systems to make service requests and applications easier for residents.

2.7 Main risks

Ref	Description	RAG	Mitigation	RAG
01	If services and Digital are at capacity with critical business as usual work, then there is a risk that the transformation projects		Prioritisation of both transformation and business as usual projects alongside Directorates	

Ref	Description	RAG	Mitigation	RAG
	may not be given priority and may be delayed			
02	If there is insufficient capacity and capability for the new programme across services, then there is a risk it will be delayed		Additional resources included in business cases and request for funding	
03	If the same specialist staff across Digital and Directorates are working on the Transformation programme and business as usual projects, then there is a risk of delay to projects.		Mapping of resources across all projects and planning of priorities across years including new and emerging projects.	
04	If there is insufficient funding for the whole programme then there is a risk the goals and benefits will not be realised.		Explore additional external funding opportunities for projects, e.g. Digital Transformation Fund	
05	If the benefits are not delivered in full or in part then there is a risk the Digital Strategy ambition will not be realised		Benefits tracker to monitor progress and discussed as a standing item at Board meetings	
06	If external supply chain or service provision issues are experienced, then there is a risk this will affect delivery and may extend timescales		Orders placed early in the project and time contingency allowed in any project plans	

2.8 Constraints and Dependencies

The programme is constrained by the budget available therefore projects will be prioritised.

The most significant dependency across the programme is around resources, both within Digital and across Council services. Although additional resources and skills will be brought in to deliver the transformation programme, there will still be a small cohort of specialist staff across services that will be involved in multiple projects, including critical business as usual work.

Most of the projects are independent of each other and are therefore not reliant on the sequencing of tasks across the programme. The exception to this is the suite of Education projects, many of which are linked due to the dependency on schools' management information. The waste, parks and cleansing areas are key deliverables around the Waste Strategy, this is another strand of the corporate transformation programme.

The digital programme reports into the Transformation Delivery Board, which will also be responsible for identifying and managing obstacles and any interdependencies between different areas of the overall corporate transformation programme.

3. Economic Case

The purpose of the economic case is to articulate how the proposal delivers best public value to society, including wider social and environmental effects. A range of projects will be taken forward to deliver the Digital Strategy by 2028 but not all require investment. The economic case below focuses on only those projects requiring additional investment to move forward.

3.1 Critical Success Factors

The key critical success factors that are needed to realise the programme benefits are set out in the table below:

Success Factor	Description
Long term: The importance of balancing short-term needs whilst safeguarding the ability to also meet long-term needs	The programme includes a range activities and projects to ensure the Council is sustainable in the longer term
Integration: With the Council's well-being objectives and the goals of other strategies	The programme has taken an integrated approach, delivering and supporting different well-being goals in the corporate plan and the goals of other strategies, e.g. Education, Housing, etc
Involvement: We will design services around residents' needs wherever possible	The programme will achieve this by designing and building services around the customer and delivering digital services by design and choice, co-producing where appropriate
Collaboration: We will ensure more internal and external collaboration	Working with our partners wherever possible to achieve economies and scale and share learning / good practice

Prevention: Preventing problems from occurring or getting worse	The programme will achieve this through projects that address a service risk or gap
Transparent and good decision making	Our key decisions on how services are delivered will be based on effectively using strong data and insights analysis
We will be innovative in our use of technology	We will embrace new ways of working and emerging technology to improve services to residents and increase efficiencies for staff

3.2 Deliverables

The table below maps the transformation projects that particularly require investment to move forward, aligned with each goal and deliverable in the Digital Strategy:

Goal	Projects
Excellent Customer Service aligned with our Service Standards	<ul style="list-style-type: none"> • Add more services to the Swansea Account each year for residents • Unified Communications and Telephony Strategy and systems to improve telephone access • Community Hub and City Centre Hub delivery for local face-to-face access • Chatbots and process automation providing instant access to support online
People Focused Digital Services	<ul style="list-style-type: none"> • Online recruitment • Digital solutions for Housing to benefit tenants • Digital solutions for Parks and Cleansing in order to deliver the Waste Strategy and Net Zero programme • Digital solutions for Education and Schools to improve education and skills and transform additional learning needs.
Resilient Infrastructure and Systems	<ul style="list-style-type: none"> • A common property database • National project across Wales to deliver the HM Courts and Tribunal Service Automated track Case Management. This will deliver new and seamless ways of working between the Council and the Courts.
Accessible data that supports communities	Developing a Data Management Strategy to inform decision-making and improve performance management. The strategy will also include how the Council can

Goal	Projects
and Council performance	maximise open data so communities can make use of this locally.
Digitally Skilled and Confident Workforce and Communities	<ul style="list-style-type: none"> • Procurement of external training and development for staff and Councillors in future digital skills • Investment in digital apprentices to grow capacity and capability in the longer term
A Digitally Connected City and County	<ul style="list-style-type: none"> • Procurement of specialist expertise to develop the Smart City Roadmap • Investment in the further strategic roll out of internet of things (IoT) devices. This enables the Council to deliver the services when they are needed therefore increasing operational efficiency and resident satisfaction.

4. Commercial Case

The commercial case highlights the approach to procurement for the programme.

Any projects in the programme requiring the purchase of systems or other technical solutions will be procured in accordance with the Council's procurement policies, contract procedure rules, and financial procedure rules.

Whilst each project will carry out its own procurement, the programme will oversee and identify opportunities for joint procurement routes where possible to achieve efficiencies.

The programme will undertake procurements informed by learning in the Future Generation Commissioner's report, 'Spotlight on Procurement 2020'. The programme will aim to:

- Achieve wider outcomes from any procurement activities
- Deliver the aspirations of the Act through all its procurement activities
- Consider the carbon impact of any procurement decisions in the programme
- Maximise the social, economic, environmental and cultural impact of any procurements
- Deliver social value.

5. Financial Case

The financial case provides an overview of the anticipated investment required and the cashable savings or operational efficiencies that will be achieved by the projects across the programme.

5.1 Most of the projects are still working through the sustainable procurement implications and need to go out to the market before full cost implications are known. Each project has submitted a business case with estimated costs and expected benefits and risks. Scoring criteria will be established to determine which projects to take forward within the overall funding envelope. The long list of initial projects includes:

- Community Hub / City Centre Hub
- iRecruitment
- Housing digital solutions. These will be funded through the Housing Revenue Account (HRA)
- Parks management digital solutions
- Commercial waste digital solutions
- Schools Admissions
- Schools Transport
- Education management Information digital solutions
- Schools Management Information digital solutions
- School Uniform Grants
- Schools catering digital solutions
- Swansea Account
- Unified Communications and telephony Strategy
- Automation and Chatbots
- Education and schools aligned workforce and budget planning solutions
- Common property database
- HM Courts and Tribunals
- Data Management Strategy
- Development programmes for staff and Councillors
- Digital Skills and Apprentices
- Smart City roadmap and roll out.

5.2 Savings and Efficiencies

All the projects listed at 5.1 involve using digital technologies to implement new ways of working in accordance with the definition of transformation. The chosen projects will deliver a range of benefits including:

- Improving customer service to residents, including 24/7 access to information
- Introducing new ways of working and operational efficiency
- Resolving key risks on the risk register
- Delivering savings in the MTFP.

6 **Management Case**

The Management Case demonstrates how the programme will be managed and monitored.

6.1 Programme and Project Management Plans

The Digital Transformation Programme governance has been established. The Board oversees the programme and reports up to the Council's overall Transformation Delivery Board, "Successful and Sustainable Swansea". All key roles are in place and agreed as per the table below:

Role	Member
Chair	Cabinet Member for Service Transformation (Deputy Leader)
Deputy Chair	Director of Corporate Services
Sponsor	Director of Corporate Services
Senior Responsible Officer (SRO)	Head of Digital & Customer Services
Programme Manager	Digital Services Programme Manager
	Digital Services Manager
Directorate Representatives	<p>Place:</p> <p>1. Head of Property Services</p> <p>Social Services:</p> <p>2. Principal Officer – Resources 3. Tackling Poverty Service Manager</p> <p>Education:</p> <p>4. Team Manager Stakeholder and School Support</p> <p>Corporate Services:</p> <p>5. Head of HR and Service Centre</p> <p>Finance:</p> <p>6. Deputy Chief Finance Officer / Deputy Section 151 Officer</p>
Welsh Audit Office Observer	Senior Auditor (IM&T)

6.2 Scrutiny and Assurance

The Digital Transformation Programme Board will report progress, risks, and issues through a highlight report quarterly to the Transformation Delivery Board.

The Digital Transformation programme will report progress at least once a year to Cabinet/CMT on the delivery of the Digital Strategy vision, strategy, goals and plan. The Board will also present a public report annually to Cabinet on progress.

Scrutiny and assurance of the strategy will be provided by the Scrutiny Programme Committee and the Governance and Audit Committee in line with existing council procedures.

6.3 Programme Plan

As highlighted at section 5.1, each project has submitted a business case with estimated costs and expected benefits and risks. Scoring criteria will be established to determine which initial projects to take forward within the overall funding envelope. When this is complete the programme plan of all activities and projects to deliver the Digital Strategy outcomes by 2028 can be finalised.

6.4 Key Milestones

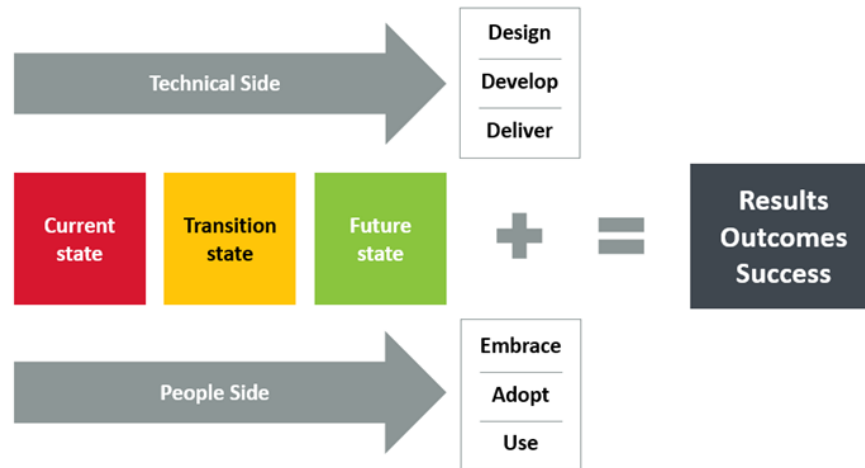
The table below highlights the overarching key milestones of the programme:

Key Milestones	Date	Responsibility
Cabinet approval	April 2023	SRO
Quarterly reporting to the Transformation Board	Qtrly	Programme Manager
Annual review of the programme	January each year	SRO / Programme Manager
Annual update on progress to CMT/Cabinet followed by a formal report to Cabinet	March each year	SRO / Programme Manager
Annual review by Scrutiny	April each year	SRO / Programme Manager
Audit of the Digital Strategy and Programme	2026	SRO / Programme Manager
End of Programme closure report	2028	Programme Manager

6.5 Change Management Arrangements

Change Management is an integral part of any programme that aspires to bring transformational change to an organisation.

The image below provides a high-level illustration of the anticipated transformational journey for Swansea Council.



The programme will develop a suite of enabling tools that will support change management, including service review and business case templates, co-production guidance, and a virtual transformation network. Additional capacity to enable change and transformation has been included within the individual projects as the needs of each projects is different and capacity across service areas varies.

6.6 Benefits Realisation

Realising all business benefits may potentially take some time after projects have completed.

The business benefits will be confirmed as the programme progresses and will be tracked via a benefits register and will be reported to the Digital Transformation Board.

6.7 Risk Management

The Programme sets out to operate best practice in the management of:

- Risks
- Actions
- Issues
- Decisions, and
- Dependencies.

The management of risks and issues forms part of the governance of this Programme ensuring they are managed in the most effective way to a clearly stated quality.

Members of the Programme team and key service leads are supported to manage their risks and issues regularly and effectively. Risks will be reviewed at Board level monthly, focusing on red and amber risks. Each project will manage and maintain their own trackers and there will be a separate Programme Risk tracker.

6.8 Post implementation and evaluation arrangements

These will be scheduled once detailed project plans and the benefits realisation register is complete.

7 Conclusion

This business case sits alongside the Digital Strategy 2023-28. The business case identifies a pipeline of initial digital transformation projects for the next five years. However, these may be subject to change as more detailed work is undertaken and full costs are known. This business case presents the following:

- The clear links that deliver the Corporate Plan well-being objectives
- These are projects that are transformational, address a service gap, mitigate or eliminate significant risks, and deliver MTFP savings
- Benefits for residents and other customers, staff and the wider Council
- The programme forms part of the new corporate transformation programme “Successful and Sustainable Swansea” and contributes to other areas that programme, e.g. Waste Strategy, Transforming Additional Learning Needs, Workforce and Organisational Development Transformation
- Critical success factors align with the five ways of working
- Robust governance and programme management arrangements are in place, with the programme reporting up to the Transformation Delivery Board for “Successful and Sustainable Swansea”, CMT, and Cabinet, with assurance and oversight by Scrutiny
- The programme involves significant change management within services
- The programme will conclude with an evaluation and final report to identify how the activities have delivered the digital strategy vision and goals.

The programme requests investment of £2 million to take forward an initial tranche of projects. Many of the projects are still assessing the market therefore this is an estimated cost. Scoring criteria will be established to determine which projects to take forward within the overall funding envelope. Should final costs change significantly, the programme of projects will be adjusted rather than requesting additional investment.