



Report of the Cabinet Member for Service Transformation

Cabinet - 16 May 2024

Successful and Sustainable Swansea - Corporate Transformation Plan Annual Report 2023-24

Purpose:	To provide Cabinet with a report on the first year of the Corporate Transformation Plan 2023-28
Policy Framework:	<ul style="list-style-type: none"> • 2022-27 Policy Commitments • 2023-28 Corporate Plan • Transformation and Financial Resilience Wellbeing Objective • Corporate Risk Register
Consultation:	Access to Services, Finance, Legal.
Report Author:	Ness Young
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar
For Information	

1. Introduction

- 1.1 The Corporate Transformation Plan contains twelve programmes, seven service specific¹ and five cross-cutting², all of which will reduce risks facing the Council while having a long-term impact on service delivery, ways of working and the financial resilience of the council.
- 1.2 The diagram below shows how the programmes align with the Well-being Objectives set out in the Council's Corporate Plan.

¹ Transforming Adult Services, Child and Family Services Transformation, Transforming Additional Learning Needs, Right Schools Right Places, Regeneration Programme, More Homes Programme, and the Future Waste Strategy

² Future Community Hub Model, Enabling Communities Programme, Net Zero Programme, Digital Transformation Programme and Workforce and OD Transformation Programme



2. Background

- 2.1 In April 2023 the Cabinet approved the Corporate Transformation Plan to support the achievement of that vision. Under the governance of the Plan a formal progress report is to be prepared annually. This report fulfils that requirement.

3. Advice

- 3.1 The Annual Report at Annex A sets out the progress each programme has made in 2023-24, highlighting milestones, benefits and any savings achieved.

4. Governance Arrangements

- 4.1 Each programme within the Plan has had formal governance arrangements in place during the year. The Transformation Delivery Board has met four times, and the Cabinet / Corporate Management Team (CMT) Transformation Board has met three times.
- 4.2 In Summer 2023 Audit Wales reviewed the Council's transformation activities in terms of Vision and Strategy, Planning and Delivery and

Governance and Progress. Audit Wales wrote to the Council in October 2023 with the following suggestions for improvement:

- To ensure the longer-term ambitions and objectives across all the twelve transformation programmes are clear.
- To make clearer the link between the Council's Medium-Term Financial Plan (MTFP) and the current transformation programme
- To ensure detailed planning documents have clearly defined timescales for when the Council plans to achieve the specified benefits and outcomes.
- To ensure the MTFP demonstrates how the Council is delivering savings, differentiating between business as usual and transformation related savings.
- To ensure the Transformation Delivery Board (TDB) can identify interdependencies and opportunities between the twelve programmes.
- To formalise the reporting and communications between the Transformation Delivery Board (TDB), the individual programmes, and the necessary democratic processes.
- To ensure the performance information focuses on benefits and outcomes as well as specific programme activities.

4.3 In March 2024, the Internal Audit Service reviewed the progress being made in implementing Audit Wales suggestions and concluded that "suitable action has been taken to address the suggestions made by Audit Wales".

5. Integrated Assessment Implications (IIA)

5.1 This report is for information only and an IIA is not therefore required.

6. Financial Implications

6.1 When the CTP was approved in April 2023 Cabinet agreed to set aside £2.4 million in an earmarked reserve to support its delivery, specifically to support the Workforce and Digital Transformation Programmes. At that time, it was estimated that implementation of the Plan would deliver around £6.5 million of recurrent savings per annum by 1 April 2027, although it was acknowledged that this figure may be subject to change as individual programmes were developed.

6.2 In 2023-24, savings of £575,000 of the total £6.5 million have been delivered, with the remaining £5.925 million currently profiled in the Medium-Term Financial Plan (MTFP) to be achieved by 2027-28. Each programme sponsor is reviewing their programmes and updating their savings forecasts and profiles to reflect programme developments and emerging pressures. For example, in the light of demand and cost pressures on social services there is a concern that the £3.5 million saving identified against their transformation programmes will not be deliverable. If that is the case, in line with the Council's budget

principles, alternative proposals will need to be developed and approved in future budget rounds.

- 6.3 Turning to the Transformation Reserve, £2.042 million was allocated to the Digital Transformation Programme and £391,000 to the Workforce and OD Programme and in 2023-24, £180,490 (£136,300 on the Workforce and OD Programme and £44,190 on the Digital Programme) was spent. When approved, it was envisaged that the full reserve would be spent by the end of 31 March 2025. The Workforce Programme is on track to achieve full spend by that date. However, while the funding for the Digital Programme is fully committed, expenditure is now profiled up to 31 March 2026. This is because the programme started later than expected in 2024-25 (due to selection process for which projects to include in the programme) and the first year's activity was necessarily focused on preparing specifications, market testing and procurement. The savings identified against the programme are still forecast to be delivered by 1 April 2027.
- 6.4 It is expected that further investment will be required from 2026-27 to take forward further projects within these two programmes, and there may be additional requirements for other programmes that have not yet been identified. Given the council's financial position, and lack of certainty over future years' budgets, funding requirements for future years will be subject to consideration during future budget planning rounds.

7. Legal Implications

- 7.1 There are no direct legal implications as a result of this report.

Background Papers: None

Appendices:

Appendix A: - Corporate Transformation Plan Annual Report 2023-24