



APPENDIX 1

This report provides an overview and examples of the priorities, actions, achievements and impact across the Transformation & Business operations Portfolio in the past year.

Portfolio Area	Priorities, Actions, Achievements and Impact
Budget Performance & Finances	<p>Despite severely constrained UK/Welsh Government budget allocations the Council has successfully managed to keep delivering within budget. Redundancies have been minimised while services have managed budget pressures. Some of the complex transformational work is taking time to deliver, as a result Senior Officers and Cabinet have taken in year mitigating actions. However, the transformational projects continue to be the priority as these are the only sustainable way to move forward. The next priority is setting the three-year budget aligned with transformational projects.</p>
Capital Programme Oversight	<p>2016-17 was the highest year with regard to capital outturn with over £100m delivered. The capital programme is ambitious going forward: City Centre regeneration, City Deal, 21st Century Schools, new homes programme and potentially City of Culture. Moving forward the Capital programme has prominence as one of the new cross-cutting themes within the Sustainable Swansea – Fit for the Future programme.</p>
Commissioning Organisation	<ul style="list-style-type: none"> ▪ The Council has established a Commercial and Commissioning Unit to help all Services with this approach ▪ The Council follows a ‘Category Management’ approach to sorting Procurement activity, there are currently twelve categories ranging from Construction Services to Social Care ▪ A recent example of this work has been supporting Adult Services Commissioning Officers to work co-productively with citizens with a learning disability and physical disability to develop the <i>Tenancy Based Care and Support (Supported Living) for People with a Learning Disability and/or Physical Disability</i>. This is the first time the Council has co-produced a procurement process from service specification development through to evaluation. This approach is relatively uncharted territory for Local Authorities in Wales. Officers worked with, and supported, citizens to co-produce a set of outcomes for the specification. Citizens had, with support, complete control of 10% of the tender process. The impact has of this approach has been: <ul style="list-style-type: none"> ○ Increased voice and control for citizens and a focus on what really matters for people with a learning

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	<p>disability, leading to an enriched procurement process</p> <ul style="list-style-type: none"> ○ Achieving a successful and innovative co-produced approach that can be applied to other areas within the Council ○ There is an expectation that providers will adopt co-productive approaches in designing and delivering the care and support to deliver individual's outcomes and will involve them in any evaluation and review of the service.
Customer Contact	<ul style="list-style-type: none"> ▪ The priority in this area has been to implement the Customer Contact Strategy. Services now successfully moved into Customer Contact include: Switchboard, Environmental Health, Highways, Housing Repairs, Blue Badge, Street Lighting, Client Finance and Corporate Comments and Compliments ▪ The Welsh Language line was also successfully implemented ▪ The team is also working to implement and integrate Information, Advice and Assistance (IAA) principles across the Council, working with all Service areas
Delivery & Performance	<ul style="list-style-type: none"> ▪ The Council has made good progress improving performance and meeting our key corporate priorities as expressed in our Corporate Plan and reported in the quarterly corporate performance monitoring reports. Performance for last year shows that 62% of performance indicators that had targets met them and 73% improved compared to the previous year. This has been continued into the current financial year with 80% of performance indicators meeting their targets during the first quarter and 59% showing improvement compared to the same period last year ▪ Others have also been positive about our performance. In the last available Annual Improvement Report on Swansea Council, the Wales Audit Office reported positive progress in improving performance. The WAO reported that the Council had made clear progress in developing its performance management arrangements, understands what needs to be done to improve its prospects for further improvement and that effective use of performance information is supporting improved results and outcomes in some key priority areas ▪ Estyn's evaluation of school performance included in the same report stated that performance in key indicators across all the key stages had showed improvement and that school attendance had improved was now broadly in line with the average in Wales in both primary and secondary schools ▪ The Care and Social Services Inspectorate Wales (CSSIW) also considered the Council to have made progress in modernising its services and to be in a strong position based on its progress against areas for improvement.

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Demand Management Strategy	<p>A Demand Management Strategy has been completed and is cross-referenced in the Prevention Strategy. A practical online toolkit is available to help staff while going through Service planning to identify and manage demand. Teams have been trained in techniques such as Systems Thinking, which have then been used to gather important demand data for the Domestic Abuse Hub pilot. Other areas that will be explored in the new cross cutting themes will be District Housing Offices and the Food Safety team.</p>																									
Financial Services	<p>One of the key developments has been to embed the Business Support model with the Service Centre now being led by the Head of Financial Services. In addition, significant transformation work has been undertaken relating to the Social Care Income and Finance (SCIF) service areas and functions, which transferred over to Finance from Social Services in August 2015. A phased programme of work has been underway redesigning new business processes, addressing the backlogs of work across the various functions and reviewing staffing requirements for each phase of the project. One final area to highlight is that over the past four years, Revenues and Benefits has seen a steady increase in residents using online methods to pay and contact the Council Tax service, as seen below:</p> <table border="1" data-bbox="456 842 2024 922"> <thead> <tr> <th></th> <th>13/14</th> <th>14/15</th> <th>15/16</th> <th>16/17</th> </tr> </thead> <tbody> <tr> <td>E Mails Received by Council Tax Section</td> <td>14,748</td> <td>18,540</td> <td>24,120</td> <td>27,156</td> </tr> </tbody> </table> <table border="1" data-bbox="456 960 2007 1161"> <thead> <tr> <th>Year</th> <th>Number of Automated Payments</th> <th>Amount Paid by automated payments</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>16,693</td> <td>£2,113,000</td> </tr> <tr> <td>2014/15</td> <td>18,192</td> <td>£2,349,000</td> </tr> <tr> <td>2015/16</td> <td>19,658</td> <td>£2,607,000</td> </tr> <tr> <td>2016/17</td> <td>20,822</td> <td>£2,898,000</td> </tr> </tbody> </table>		13/14	14/15	15/16	16/17	E Mails Received by Council Tax Section	14,748	18,540	24,120	27,156	Year	Number of Automated Payments	Amount Paid by automated payments	2013/14	16,693	£2,113,000	2014/15	18,192	£2,349,000	2015/16	19,658	£2,607,000	2016/17	20,822	£2,898,000
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Health & Safety (H&S) Policy	<p>The H&S operations team fulfils a diverse role working proactively with managers and employees to improve standards, identify advise and manage risk, develop safe systems of work, equipment selection, reduce the potential for accidents, undertake investigations, assist in policy development, provide advice and legal guidance, undertake audits and inspections, liaise with and respond to HSE and Fire and Rescue and other agencies on behalf of the Council and Corporate Management team (CMT). Some examples of their work this year includes:</p>																									

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	<ul style="list-style-type: none"> ▪ The H&S training team relocated to Guildhall, following the transfer of Jubilee court, despite this disruption they delivered training to 2,176 staff and achieved a 5.87% increase in training attendance compared with the previous year ▪ Significant emergency management, since the service was brought back in house on 1st January 2017. A twelve month action plan was agreed by CMT, which is well on the way to being delivered ▪ Delivering an occupational health service. Swansea is the first Local Authority in Wales to achieve SEQOHS accreditation by the Faculty of Occupational Medicine and remain one of few to hold this benchmark of excellence in the UK ▪ Delivering the stress management and counselling services as well as Helping Hands. The service worked closely with the innovation community to develop and recruit into the Bully Buddy scheme to support staff ▪ During 2016/2017 the team was awarded, shortlisted, or led the Council to the following: Welsh Government Gold Corporate Health Standard (Internal), Welsh Government Platinum Corporate Health Standard (2nd in Wales), SWWOSG outstanding Safety Performance, SWWOSG finalist for Large Organisation of the Year (H&S which Swansea Council won for the first time in 2015), SWWOSG finalist for Wellbeing, SWWOSG finalist for Presidents Shield (H&S Training), Finalist Constructing Excellence Wales (Health, Safety & Wellbeing).
Human Resources and Organisational Development (OD)	<ul style="list-style-type: none"> ▪ One of the important priorities for HR has been integrating and embedding changes around the new Business Support model. A significant amount of self-service has been introduced for managers and staff over the past year in addition to: changes to HR processes, establishing the managers and employees help desk, creating online dashboards to help managers with absence, and an on-line toolkit for managers and employees ▪ HR has also been focusing on sickness absence. A review of options has been undertaken and new ways of working are being implemented including improvements to the way the IT system captures sickness. A dedicated HR Officer has also been working with managers ▪ HR has also been working closely with Services and the trade unions through service reviews, with very few compulsory redundancies ▪ The Employee Services team obtained accreditation with CIPP (Chartered Institute of Payroll Professionals) for processes relating to the Employee Lifecycle – the first Council in Wales to do so ▪ Developing the workforce for the future is an important success factor for the Council given its ambitious

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	<p>programme of change in the coming years. Therefore, a review of Organisational Development has been undertaken across the Council. The final report and recommendations, along with a new OD strategy and work plan, is due for completion in September 2017.</p>
Innovation	<ul style="list-style-type: none"> ▪ A very successful staff event was held last year by the Innovation Community and another is planned for next month (October 6th 2017) ▪ A new Innovation Officer has been appointed to the vacancy ▪ One of their first priorities is to undertake a review of innovation to understand what is working well, where there are gaps, or need for improvement. A draft deadline is December for this review to be completed ▪ The Officer has made progress in the first few weeks of their arrival, developing two new innovation groups, one around achieving 1m welsh speakers by 2050 and another looking at how to create a new relationship with citizens. The Officer has also picked up driving forward the current innovation community plan
Digital Services	<ul style="list-style-type: none"> ▪ The first priority in Digital Services has been to upgrade and reconfigure the infrastructure so the Council has the right foundation on which to deliver the planned Digital innovations. This includes improved resilience. The majority of this work has been achieved and is on target to complete by March 2018 ▪ The second priority has involved the implementation and roll out of new platforms to support agile working including Office 365 and Skype for Business. Skype for Business has been well received and has now overtaken email usage. Work continues on this important project to improve and increase functionality for staff and Councillors ▪ Mobile working and field services is the third priority area, starting in operational services within the Place Directorate in the first instance. All staff will have a device enabling them to complete timesheets, order stock, and receive jobs while out in the field ▪ Telephony is in the process of being significantly improved with the unified communications project in collaboration with ABMU. The installation is going well with the first site complete ▪ New systems have been developed and are now live, examples include: Customer Relationship Management (CRM) for the Contact centre which has saved £75k per annum, a new portal for redeployees so they have quick access to information and can self-serve, Councillor casework, a family Information System and an application to help parents manage the new 30 hours of free childcare ▪ Services continue to be migrated to online channels to give residents more choice on how to access Council services, e.g. Resident's Parking Permits, Bulky Waste Collections, ▪ The Welsh Government implementation of Office 365 for schools, the Hwb portal, was rolled out to all

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	<p>schools</p> <ul style="list-style-type: none"> ▪ A new Staffnet has been launched which will enable new digital functionality in the future, as well making it easier for staff, managers and Councillors to search for information, policies and toolkits ▪ Oracle self-service functionality has gone live for staff, managers and Councillors one of which includes online appraisals ▪ New dashboards have been created starting with HR and financial information to provide managers and Councillors with more business intelligence from the data the Council holds
Legal & Democratic	<ul style="list-style-type: none"> ▪ One of the most important priorities has been to deliver two elections this year, one of which was at short notice. Both these election processes ran smoothly thanks to the Democratic Services Team ▪ The second area of importance to highlight is the embedding of the new Business Support model in the structure with the Head of Legal & Democratic Services adopting responsibility for Business Intelligence. One of the first new priorities was to move the newly formed Information Governance Unit (IGU) into this area. Over the past few months the IGU has been leading on new ways of working to prepare the Council for the introduction of new General Data Protection Regulation (GDPR) in May 2018 and improve response times to requests for information. The second priority has been to move and embed comments, complaints and compliments under the Head of Legal & Democratic Services and Business Intelligence. The team has been working with Customer Contact, the Communications Team and individual service areas to change how residents and businesses are engaged in even minor service changes in order to reduce complaints ▪ Legal cases around Deprivation of Liberty (DoLs) cases have seen a significant increase. The legal team have now therefore a dedicated team around DoLs working closely with Social Services.
Member Development	<ul style="list-style-type: none"> ▪ One of the key priorities since the election has been induction and training for newly elected Members ▪ Member induction and a new 'market place' event was held this year, both of which were well attended ▪ In addition training on the Code of Conduct was delivered to Community and Town Councils ▪ The Democratic Services team is working with the OD team to increase and improve the level of e-learning training available to Members, so that training and learning is more accessible and convenient ▪ Digital training has been one of the key priorities over the past twelve months with the introduction of many new digital ways of working for Members including Office 365 and the Councillor Casework system.

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Modernisation of Core Council Services	<p>At a corporate level, the digital and agile working programmes have been the foundation stones for the modernisation of core services. More specifically, the Commissioning Reviews now in implementation have achieved the following to date:</p> <ul style="list-style-type: none"> ▪ Residential and Outdoor Centres: Following the sale of Dan y Coed, the new business manager has enhanced the list of services for income generation and introduced a new online booking system, as well as seeking other funding to explore alternative business models in the future. Plans are on track as per the report to Cabinet ▪ Waste Management: Developed three recycling centres and challenge stations for residual waste along with a no black bag policy. This has helped to raise the awareness around recycling with a dramatic impact on the reduction in tonnage collected (approximately 10,000 tons down to 2,000 tons). The service was recognised nationally for this innovation winning the IESE Award and being shortlisted for a number of APSE awards. The pink bag initiative has now started. Recycling rates are currently at 63.7% and are on target for 64% in 2020. A new fleet is scheduled for September 17 following Capital investment ▪ Business Support: Delivered in three phases last year. The new model is now live within the structure (Strategy, Business Intelligence and the Service Centre). Processes have been brought together into one new Transactions Team. In addition the Strategic Development Unit supporting both senior management and Members is now live. A significant number of processes have now been automated including: Onboarding of new suppliers, e-invoicing, and a significant number of manager and employee processes are now self-service. This year Business Support is focusing on working with People and Place Directorates to change Business Support processes and ways of working ▪ Cleaning: Phase 1 and 2 of site assessments have been completed resulting in new output specifications introduced at sites, performance and monitoring on a quarterly basis for teams and sites, new team working has been introduced helping with workforce management, income generation opportunities are being explored going forward as well as electronic timesheets ▪ Corporate Building & Property Services (CB&P): CB&P now deliver the kitchen and bathroom programme in-house, which has resulted in the recruitment of 40+ trades personnel, some having a multi-skilled discipline ensuring CB&P services have a fit for the future workforce. Fourteen new apprentices due to Start in Sept 17. The implementation of the mobile working programme will start in Sept 17. The new homes build project is on target to be completed by end of Oct 17 ▪ Family Support: Launch of the Domestic Abuse Hub was recently implemented in July 17

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	<ul style="list-style-type: none"> ▪ Parks and Cleansing: Litter picking segregation in progress
Poverty Reduction	<p>Between Communities First, Communities for Work and LIFT Programmes, the following key outcomes were achieved during 2016/17:</p> <ul style="list-style-type: none"> ▪ 4,638 people engaged in activity ▪ 717 people gained a qualification ▪ 263 people gained employment ▪ 229 people were supported to access the benefits they are entitled to.
Scrutiny	<p>Another good year for scrutiny culminating in annual scrutiny report to Council in July. There is continuing commitment to pre-decision scrutiny, which has been adding significant value particularly around the Commissioning Reviews. Terms of reference are in development for the Policy Development and Delivery Committees (PDDCs) to ensure that the delineation of roles for PDDC and Scrutiny are clear. Three of the objectives in the coming year are to: a) improve staff knowledge more generally of scrutiny work; b) ensure appropriate and constructive scrutiny of the Public Services Board (PSB) and c) Closer tie-in with regional working, e.g. City Deal and Western Bay.</p>
Strategic estates & Property	<ul style="list-style-type: none"> ▪ Investigations are now ongoing with regards to the potential for the Council to act as developer to maximise capital return from Council owned sites and to ensure regeneration of assets ▪ Disposals continue in line with targets and to subsidise the wider Capital Programme ▪ Community Asset Transfer Policy is in place enabling clearer and quicker response to requests for Community Asset Transfer proposals ▪ Agile Programme continuing on target, releasing accommodation and implementing a collaborative opportunity with a public sector partner to generate significant income ▪ Debt recovery rates continue to be below performance targets, further work on debt recovery forms part of the Business Support work programme corporately ▪ Significant additional income generated as a result of regearings, rent reviews and lease renewals ▪ Corporate Landlord has successfully centralised Non Domestic Rates (NNDR) budgets leading to savings. Centralisation of utilities and stationery expected for 18/19 ▪ Small sites identified in the Universal Review of all Council land to be marketed to generate capital and reduce revenue costs ▪ Property Investment Board established, ongoing investigations for acquisition of income producing assets. Appointment of a retained agent will assist the process and provide assurance to the market.

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Sustainable Swansea – Fit for the Future	<p>Sustainable Swansea – Fit for the Future (SSFFF) programme completed another annual review, highlighting lessons learned from key stakeholders, including outcomes from pre-decision Scrutiny on the Commissioning Reviews. The programme for the current year has been adapted based on the learning of that review, particularly the shift from Service based reviews to cross-cutting thematic programmes of work across multiple Services. The programme is now delivering across three broad areas: 1. Transformation (including cross-cutting themes and the remaining Commissioning Reviews), 2. Future Council (Including areas such as organisational development) and 3. Digital.</p> <p>Ongoing and just completed reviews include:</p> <ul style="list-style-type: none"> ▪ Catering (which is the first cross-cutting review) (approved Aug 17) ▪ City Regeneration and Planning (approved Aug 17) ▪ Alternative Learning Needs (ALN) (Oct 17) ▪ Child Disability (Oct 17) ▪ Public Protection (Oct 17). <p>In terms of overall impact, SSFFF has already supported £48m of savings since its inception in 2014-15. The robust Commissioning Review process has delivered a structured approach and feedback from staff and other stakeholders has been positive, demonstrating significant service changes. Sixteen reviews are either completed and in implementation or in progress. Although many of the reviews have started with a 'transformed in-house model', this is only the start of the change journey and other models will be considered as implementations get completed.</p>
Trade Union Engagement	<p>The Council continues to:</p> <ul style="list-style-type: none"> ▪ Maintain good working relationships with the Trade Unions ▪ Involves the Trade Unions from the beginning of any review, or where there may be an issue ▪ Involves the Trade Unions in any change of policy, procedure ▪ Meets regularly with the Trade Unions to avoid disputes escalating.