



**CITY AND COUNTY OF SWANSEA**  
**DINAS A SIR ABERTAWE**

**To/  
Councillor Clive Lloyd  
Cabinet Member for Transformation  
& Performance**

**BY EMAIL**

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**SPC/2016-17/14**

**24 March 2017**

Summary: This is a letter from the Scrutiny Programme Committee to the Cabinet Member for Transformation and Performance following the meeting of the Committee on 13 March 2017. It is about Sustainable Swansea, Digital Strategy and ICT, Performance Management, and Asset Management.

Dear Councillor Lloyd,

**Cabinet Member Question Session – 13 March**

Thank you for attending the Scrutiny Programme Committee on 13 March 2017 and answering questions on your work as Cabinet Member for Transformation and Performance.

We wanted to explore priorities, actions, achievements and impact, in relation to your areas of responsibility. Thank you for providing a written paper, giving some headlines from the cabinet portfolio, in support of your appearance.

We are writing to you to reflect on what we learnt from the discussion, share the views of the committee, and, where necessary, raise any outstanding issues / actions for your response. The main issues discussed are summarised below:

**OVERVIEW & SCRUTINY / TROSOLWG A CHRAFFU**

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## **The Sustainable Swansea – Fit for the Future Transformation Programme**

We noted progress in relation to the delivery of savings. You reported that the Transformation Programme, coming into its third year of delivery, has provided the framework for around £48m of savings, as well as other non-financial benefits to the organisation.

You spoke about the impact and outcomes of Commissioning Reviews that have been completed. Having reflected on the process you told us that the next phase would shift the focus on cross-cutting areas. We highlighted the need to develop Commissioning Reviews with greater external stakeholder input and challenge, to make them more robust and meaningful. We felt that some reviews have had too much of an inward council focus.

You talked positively about the development and success of the Programme which you felt was now becoming embedded in the culture of the Council as normal business. We acknowledged that the focus on the Programme was not just about budget reductions, but innovation and organisational development.

You praised the way in which employees have responded to the demands of cultural and transformational change, some of which is evidenced by staff survey responses. We asked about work to improve the corporate culture, and improve the workplace in order to recruit and retain staff. You were passionate about creating an organisation which attracts people, is a good place to work where people feel valued, and provides a good career path.

We were pleased to hear your remarks that scrutiny has made a valuable contribution to transformation e.g. through pre-decision scrutiny of commissioning reviews, and recent inquiry work on Corporate Culture. We talked generally about the relationship between cabinet and scrutiny. Again we welcomed your comments about the crucial role played by scrutiny, as a critical friend, in improvement, development and transformation.

### **Digital Strategy and ICT**

You reflected on the decision to bring the ICT back in-house and benefits. You reported that this has saved the Council £1.5m per year and improved the Council's ability to innovate through the new digital strategy.

We were interested in the spending on Corporate ICT improvement, targets and savings made. You told us that £1.75m had been budgeted for 2013-16, £767k of which was specifically allocated to digital projects.

You provided us with progress on the digital strategy, which is now going into its second year, and mentioned a number of improvements, including:

- Development of a unified communication system (in collaboration with ABMU Health Board regarding telephony)
- Upgrading systems for services e.g. Welsh Community Care Information System (WCCIS), Councillor Casework, and the Family Information System
- Upgrading the infrastructure to increase resilience
- Projects such as roll out of Office 365 and Skype for Business

We noted that a big part of plans was increased support for agile working across the organisation, both from an ICT, culture, and savings point of view. You stated that a number of trials were taking place with some employees, and ultimately agile working would reduce future accommodation requirements. We discussed the provision and funding of suitable ICT (e.g. laptops, telephones) for agile working, and you confirmed that this was covered by the ICT budget.

You also highlighted the importance of effective customer contact and engagement, particularly with a greater focus on self-service and access to council business and services on-line. We noted that a single contact centre has brought together five teams so that customers have a single point of contact, and that queue-busting initiatives have been introduced.

We also asked you about the take up and continuing development of the Councillors Casework System. You stated that the casework system has improved significantly and was useful, but could be developed further. You felt that its effectiveness depended on how well it is used by councillors. We noted that not every councillor has taken advantage of the system however you were aware of positive experiences of those that have done so.

### **Performance Management**

You reported on the performance management framework which continues to be embedded and developed. We were particularly interested in work to revise and refresh the risk management framework, in line with risk becoming more business oriented. We asked you about your responsibility for integrating risk management within the performance framework. You were confident that Wales Audit Office would view risk management arrangements in Swansea as robust.

### **Asset Management**

Given your responsibility for asset management, we asked about recent disposals including the former Penllergaer Civic Centre. With regard to this disposal you were asked whether there had been sufficient return from the site and some members questioned the merit of development of the land for housing. You provided assurance that the best possible value was obtained for the site but decisions about suitable use were matters for the Planning

Authority to determine, not cabinet members. However, you added that there is a need for more housing in Swansea.

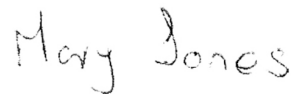
You reported on the delivery of accommodation strategy, achieving total savings in excess of £1.15m, which we noted were ahead of target and expectations. We noted that moving out of Oldway House has saved over £600k. We asked about the accommodation strategy and interim plans for civic office accommodation whilst development is taking place. You told us that this was some way off, certainly not in the next 12 months; therefore firm plans were not in place.

### **Your Response**

We hope that you find the contents of this letter useful and would welcome any further comments however **we do not expect you to provide a formal response.**

We will arrange to follow up on portfolio developments and hearing about achievements and impact in due course.

Yours sincerely,



**COUNCILLOR MARY JONES**

Chair, Scrutiny Programme Committee

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