



Report of the Cabinet Member for Business Transformation and Performance, Cllr Clive Lloyd

Scrutiny Programme Committee – 12 August 2019

Key Headlines: Cabinet Member for Business Transformation and Performance

Purpose: This report outlines notable activities and achievements in terms of ensuring the delivery of key priorities within the Business Transformation and Performance portfolio. It describes key activities within the portfolio and how they are implemented in line with the Well-being of Future Generations Act. The report also identifies objectives, key challenges and decisions which are anticipated for Cabinet over the next 12 months.

Report Author: Suzy Richards

Finance Officer: Paul Roach

Legal Officer: Debbie Smith

Equality Officer: Rhian Millar

For Information

1.0 The Portfolio for Business Transformation and Performance

1.1 Key responsibilities within the portfolio include;

- Agile Rollout Programme Lead
- Community Safety
- Contact Centre
- Equalities & Diversity
- Financial Services
- Health & Safety Policy
- Human Resources
- Information & Business Change (inc. Better ICT)
- Legal Services

- Modernisation of Council Services
- Organisational Development
- Pensions Lead
- Performance Management & Improvement
- Poverty Reduction
- Procurement & Frameworks
- Risk & Resilience
- Strategic Estates & Property Management Lead
- Sustainable Swansea Fit for the Future Programme Lead

1.2 This report highlights the progress made in relation to key priorities within the portfolio and other notable achievements. The report also considers the impact of the Well-being of Future Generations Act (Wales) 2015 and Swansea's PSB on the delivery of key activities within this portfolio.

2.0 Sustainable Swansea - Fit for the Future

2.1 An Annual Review has been undertaken and the programme subsequently revised. As a result, revised governance is in now place in the form of a Re-Shaping Board. A new programme has been developed with three tiers of projects: Continuous improvement, New Models of Delivery and Re-shaping Reviews. New areas of focus form the Future Council strand including regional working and workforce development.

2.2 Seventeen commissioning reviews have been undertaken. Fifteen of these review are in implementation, one new review is underway and one has been adjusted for new statutory legislation. Cross-cutting reviews in now in their second year of delivery.

2.3 In the year ahead delivery of the programme will be taken forward. In particular there will be a focus on increasing communication of what Sustainable Swansea is delivering and the impact. The Future Generation's Commissioner's Frameworks have been used to guide the implementation of programmes.

3.0 Agile Programme

3.1 The roll out of agile and mobile working has been a key focus over the past year. The transition to enable staff to work more flexibly is ongoing and is being rolled out to the Guildhall end of the year. The programme has helped release significant space which has facilitated partnership working and income generation. In addition, staff are able to work more effectively reducing the need for business travel to meetings and reducing commuting to work. These trends lead to positive impacts on carbon emissions, work life balance and finance. The logical next step of the agile programme is to move towards an outcome based approach to working as opposed to a time based system. Three teams are currently piloting this new way of working.

3.2 Moving forward there will be a further roll out and embedding of these key corporate changes. A Report is planned on Heads of Terms for released accommodation. The potential annual income is estimated at around £500,000. The Agile Programme's use of sustainable development principles has been used as a national case study to exemplify good practice by the Future Generations Commissioner. Significant collaborative opportunities are being taken forward working with public sector partners.

4.0 Strategic Estates & Property Management Lead

4.1 This service has experienced significant challenges due to the requirement to maximise returns on both revenue and capital in the context of reducing staff resources. However, through the recently created Property Investment Board, a commercially minded approach has led to major successes in terms of investment acquisitions generating in excess of £600,000 per annum. Continued activity is taking place on disposals alongside the investigation of the feasibility of a proactive approach to development.

4.2 Moving forward there will be specific actions relating to the proposed completion of a major office investment acquisition. Proposals for major land sale will be finalised and a report to Cabinet on Prior Information Notice responses for a potential development joint venture.

5.0 Information and Business Change (Inc. ICT)

5.1 Achievements this year include the development of the Digital Inclusion Strategy and attainment of security certification and accreditations including Public Service Network certification and Cyber Essentials Plus with a 'silver' award.

5.2 Over 119 projects have been in flight since the beginning of the year, 24 of which have already been completed. Other highlights include the digital roll out of Office 365 tools to support agile and mobile working and the delivery of a new Customer Relationship Management system. A new secure website for free childcare and a digital application to support the Fleet Wheel Service have been delivered.

5.3 The Council's core infrastructure has been improved and increased. The implementation of new digital systems in services has improved processes and reduced licence costs, e.g. for checking and validating care home invoices. We are working regionally and pan-Wales including for the new schools Investment Grant for Digital. Implementation has begun of the all-Wales integrated social care and health system.

5.4 Our work is informed by future trends and analysis of changing technology and future generations, including changing demographic data and digital inclusion. The next year will see the revision of our Digital Strategy.

6.0 Financial Services

- 6.1 The Minimum Revenue Provision (MRP) Policy Statement Review has been successfully delivered. This responded to a change from regulation to guidance on how local authorities account for capital expenditure on assets with a life expectancy of over one year.
- 6.2 The Well-being of Future Generations Act was explicitly considered as a material factor influencing this change in policy. The adoption of 'prudent annual charge' will reduce the historic liability on future generations and generate short term savings. For the 2018/19 financial year and for the period of the Medium Term Financial Plan 2019/20 to 2022/23, revenue savings of circa £2.7 million per annum are projected.
- 6.3 This year Financial Services achieved the fastest ever accounts closure meeting challenging new deadlines. It is an achievement that core services maintained in face of reducing real terms budgets. The service budget significantly underspent contributing to overall council budget position.
- 6.4 The Council has undertaken substantial borrowing to lock in at historically low rates of interest to protect future generations who will benefit from large scale planned capital investment. Moving forward the focus is to continue to maintain services and to live within budget.

7.0 Pensions

- 7.1 In January 2019, the City & County of Swansea Pension Fund became one of the first Pension Fund's in the UK to adopt an Environmental, Social & Governance policy which commits the pension fund to reduce its already low exposure to carbon based fossil fuel investments by up to 50% over the next 4 years. In doing so, it accepts that investing in new green energy, infrastructure and socially responsible investments offers the best sustainable financial return for members of the pension fund over the long term.
- 7.2 Alongside its carbon reduction programme in its listed equity portfolio, the fund also actively seeks to invest in energy-efficient infrastructure projects (renewables, solar, alternative fuels) and clean tech in other parts of its portfolio, always seeking to optimise its return, whilst having a positive environmental impact.
- 7.3 Swansea is a member of the Wales Pension Partnership and continues to work closely with the other seven pension funds. Swansea also represents all Welsh Treasurers on the CIPFA Pensions Panel for England and Wales

7.4 Pension assets are now in excess of £2 billion. In future continued pooling will take place with the Wales Pension Partnership. There is scope for exploring greater infrastructure investment exposure. Planned Government changes regarding the exit cap and revaluation cycles for pension funds will require a response. While we will respond to growing calls for climate emergency action whilst preserving our core duty to achieve return and protect member pension fund assets whilst delivering the Environmental Social and Governance policy. This Policy explicitly recognises the duty on protecting future generations around exposure to carbon, climate change emergency, and the government aim of net zero carbon by 2050.

8.0 Performance Management and Improvement

8.1 Corporate Performance indicators have been reviewed for 2019/20 following the publication of the refreshed Corporate Plan, including performance indicators to measure the new Corporate Well-being Objective on Natural Resources and Biodiversity.

8.2 It has been challenging to identify appropriate and suitably robust performance indicators to fully and quantitatively measure the Council's contribution to improving environmental well-being through the new Corporate Well-being Objective on Natural Resources and Biodiversity. Work will continue to explore further data development opportunities during 2019/20.

8.3 The Council's End of Year 2018/19 Performance Monitoring Report and the Annual Review of Performance 2018/19 report will be approved at Cabinet on 15th August and 17th October respectively. Performance is measured through the lens of the sustainable development principle's five ways of working and contribution to the national well-being goals.

9.0 Risk and Resilience

9.1 Work has continued during 2019/20 to improve compliance to the Council's Risk Policy and Framework, which has been regularly kept under review by the Audit Committee. This includes the establishment of an internal steering group to help manage the risks to the Council associated with the UK's decision to exit the European Union.

9.2 A new Risk Register application has been developed and has been tested prior to being rolled out incrementally across the Council. Progress and optimum development of the application has been somewhat hampered by available ICT resources and competing priorities for the ICT service. However, roll out will provide opportunities to improve compliance to the Council's Risk Policy and Framework and progress the timeliness and quality of risk information recorded in the Council's risk registers.

9.3 The Council's ability to manage the risks associated with Brexit has, as with other public bodies, been limited by the uncertainty on the likely outcome from the UK's negotiations with the EU. The Council has sought however to prepare as far as possible and has followed the lead of the WLGA and Welsh / UK Governments and liaised with others in order to do this as comprehensively as possible.

9.4 The Council has specifically considered longer-term strategic risks and trends when undertaking the annual review of Corporate Risks ready for 2019/20 in line with the Future Generations Act.

10.0 Human Resources and Organisational Development

10.1 The Council has maintained and improved upon delivery of strategic Human Resources and Organisational Development services within new operating model and reduced resources. The Service has led on the successful recruitment of senior management appointments. It is implementing a programme for the review and delivery of human resources policies. A pay award was delivered for 2019/20. In addition, a new Employee Benefits Programme has been introduced.

10.2 Over the coming year, we will continue to maintain and improve delivery of operational and strategic services within budget. It is expected that proposals for savings on employee costs and Pay Policy will be taken to Cabinet/ Council. This will consider recommendations identified by the Equalities Scrutiny Enquiry Panel. Informal discussions will be held with Councillors regarding a response to the National Living Wage.

10.3 Our contribution to 'A Prosperous Wales' can be demonstrated through the introduction of an apprenticeship policy and review of our approach to recruitment to support employment opportunities in the Council for our residents.

10.4 We are piloting flexible working with a key indicator to reduce business travel and, therefore, carbon emissions which contributes to 'A Resilient Wales'. We work to ensure that our pay mechanisms and policies are in line with equalities measures and ensure progress in closing the gender pay gap. This contributes to 'A More Equal Wales'. While we have established a Welsh Language Training and Support Group to develop and encourage the use of the Welsh language in the workplace contributing to 'A Wales of vibrant Culture and Thriving Welsh Language'.

11.0 Health and Safety

11.1 The Corporate Health, Safety, Emergency Management and Wellbeing Service is a specialist integrated unit, providing professional support, advice and the ability to respond to accidents, emergencies and liaison with emergency services and other agencies on behalf of Swansea Council (SC).

- 11.2 It is a designated category one responder under the Civil Contingencies Act and Competent person/advisor under the Health & Safety at Work Act and subordinate legislation. The service is now sub divided into 6 teams since the inclusion of Community Safety in June this year and two unique volunteer services, namely Helping Hands and Bully Buddies which are trained and managed by the Stress Management & Counselling team.
- 11.3 The service also develops and monitors the delivery of two corporate action plans on behalf of the Authority. Namely the Health, Safety & Wellbeing action plan which is submitted to the Health & Safety Executive (HSE) and an annual Emergency Management plan to ensure the Council is legally compliant and ready to respond to and recover from any major incident.
- 11.4 The forward work plan includes A Major incident Exercise, Rest Centre Exercise, COMAH Exercise, Brexit planning and response, partnership working to improve high street, and more on-line development,. Brexit will again become a significant resource challenge in the Autumn and beyond
- 11.5 Across the service, almost everything is geared towards the Well-being of Future Generations Act, from training and development, staff and public safety, organisational and community resilience, responding to emergencies, community cohesion, support to the private sector, supporting regeneration work and wellbeing initiatives from the Stress Management, Occupational Health and Helping Hands services, we're looking at increasing collaboration with partners, particularly the universities, safer Swansea partnership, and Civil Service Sports Council
- 12.0 Poverty**
- 12.1 A commitment has been made to establish a Swansea Poverty Truth Commission, bringing together civic leaders and key decision makers with people with lived experience of poverty. Cllr Lloyd and Cllr Pugh are championing the PTC and will become Commissioners. The Start Up Group is to be established in July 2019
- 12.2 Swansea Working providing a single entry point to employability support in Swansea. There has been greater internal collaborative working, utilising the 'Policy in Practice' data set to target households with specific offers of support. Swansea's first Learning Festival took place comprising over 200 events with 9,000 people taking part in activities. A Pension Credit take-up campaign targeting mixed aged couples regarding changes to government policy from 15 May 2019 has been implemented. The internal Swansea Poverty Forum has been re-established with the Deputy Chief Executive as Chair.

- 12.3 In the next year 'Policy in Practice' Data will be used to target households regarding the Welsh Government's Child Care Offer, and Swansea Working employability support. Swansea Working partnership will be working with Swansea Prison to support suitable inmates to be ready for work. This work supports Swansea PSB 'Stronger Communities' Local Well-being Objective.

13.0 Equalities and Diversity

- 13.1 The new publication of the Annual Equality Report 2018/19 will take place following approval at Cabinet on 19th September 2019. A network of Equality Champions are in place across Council services and are proving a means of integrating equalities best practice.
- 13.2 A Scrutiny Inquiry into Equalities and Diversity has been undertaken and recommendations will significantly inform the revised Strategic Equality Plan 2020/24. The Council will soon start the development of the Strategic Equality Plan to be published in 2020. The Plan will need to be an appropriate response to the Scrutiny Inquiry into Equalities that took place during 2018/19, as well as address the key issues outlined in the EHRC publication 'Is Wales Fairer?' The new Strategic Equality Plan will demonstrate appropriate linkages to the sustainable development principle.
- 13.3 Plans for this year include the development of a new co-production strategic framework for the whole Council.

14.0 The Contact Centre

- 14.1 The Welsh Translation Unit and Complaints have moved over to Customer Services. This team is exploring new ways of working and partnership approaches to meet a challenging volume of work. The third Welsh Language Annual Report completed and is online with good progress continuing on implementing the standards.
- 14.2 The Contact Centre is seeing a significant channel shift with more people using online. Moving forward, a revised Customer Contact Strategy linking with the Digital Strategy will be developed. Taking account of the long term underpins changes in customer contact, including the Welsh translation services that enable a thriving Welsh language. Our strategies are informed by future trends analysis and changing demand as a result of new digital technologies.
- 14.3 This year has seen the roll out and embedding of GDPR and first annual report of the Data Protection Officer.

15.0 Community Safety

- 15.1 A Critical Incident Task & Finish Group has been established to address issues and concerns on the High Street. This will use the seven national well-being goals and five ways of working as an approach. This links to a Street Vulnerability Multi Agency Risk Assessment Conference (MARAC) supporting 24 individuals.
- 15.2 An Anti-Social Behaviour coordinator now attends IAA weekly so improved sharing of information and co-ordination is taking place with the Youth Justice Team, EVOLVE, Social Services and South Wales Police.
- 15.3 Safer Swansea have challenged the existing community safety priorities to consider whether our current crime prevention initiatives were relevant and effective. Swansea's Pupil Voice Forum facilitated a workshop and Q & A session to explore what young people saw as risks to them from a community safety standpoint. It was interesting to see that the themes identified did not reflect our current expectations or planning assumptions.
- 15.4 The crime prevention themes highlighted were bullying, safety online, respect/homophobia, healthy relationships, substance misuse and personal safety. These were significantly different to traditional community safety areas of anti-social behaviour and arson. Outcomes from this successful project will help inform our work, as there are good opportunities to take forward regarding awareness campaigns and future engagement.
- 15.5 Moving forward we need to consider our role in supporting the National Serious Violence Strategy and the establishment of a Violent Reduction Unit in Wales (Swansea has been identified as one of five violent crime hotspots).
- 15.6 A CCTV review and option appraisal paper is being prepared. The current system will fail within 18-36mths so this needs to be considered as part of the wider city centre regeneration project.
- 15.7 The High Street Critical Incident Task & Finish Group will be accountable to the Safer Swansea Partnership, who in turn, are accountable to the PSB. Elements of our programme of work will support the Local Well-Being Plan's – Stronger Communities Objective.

16.0 Swansea Public Services Board

16.1 For the past year, Cllr Lloyd has acted as Vice Chair of Swansea PSB and now chairs the PSB as it moves into a new phase of delivery. A review of governance and subsequent significant reform has taken place with new Terms of Reference and governance structure agreed. This change focuses on placing the four Local Well-being Objectives at the heart of the PSB, each co-ordinated by a Statutory member accountable for its delivery.

16.2 The PSB operates through working groups consisting of public services, third and private sector partners. Swansea PSB's first Annual Report was published in July and summarises the partnerships progress towards improving Well-being in Swansea through collective action.

17.0 Financial Implications

17.1 There are no financial implications associated with this report.

18.0 Legal Implications

18.1 There are no legal implications associated with this report.

19.0 Equalities Implications

19.1 There are no equalities implications associated with this report.