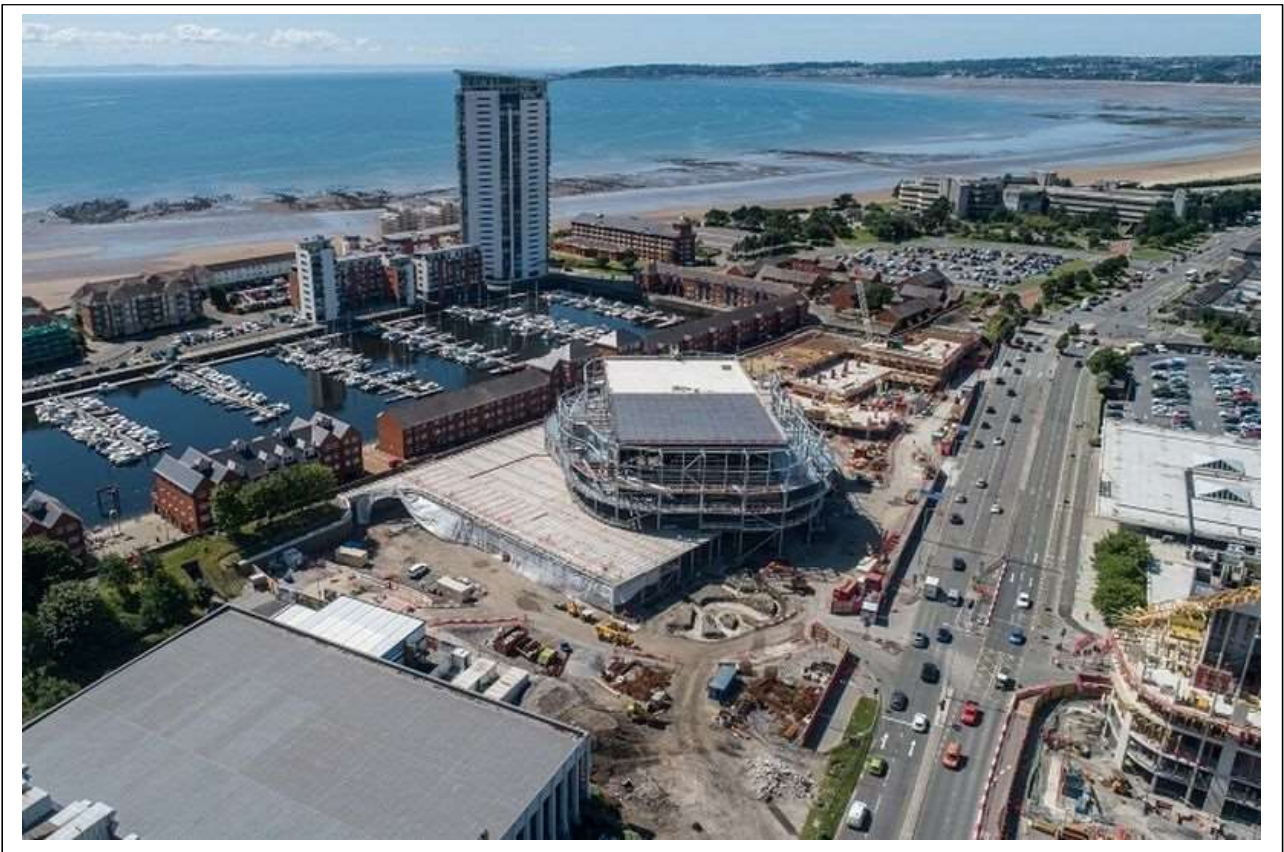


Swansea : Achieving Better Together

Transformation Strategy & Programme Framework 2022- 26



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1.0 Purpose of this Strategy Framework

As well as identifying the priorities in the short and medium term, this strategy framework aims to set the foundations for establishing the longer term shape of the council, looking ahead to the next 20 years to 2040.

The strategic aims of this strategy are:

- The Core purpose of the council
- Transforming services to be effective and efficient
- Greater collaboration with other councils, organisations, community groups and residents with a focus on regionalisation.
- Balancing the budget for current and future years
- Greater and more meaningful engagement with our residents and community.
- To meet the aspirations and targets within the MTFP.

It provides the strategic context, identifying key internal and external drivers impacting the Council over the next five years. The strategy shows the area of focus around key areas.

2.0 Outcomes

We want Swansea to have:

- Resilient and thriving communities which share responsibility for improving their areas and supporting each other
- Happy, safe and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations
- A strong, diverse and adaptable economy which makes the most of Swansea's and South Wales rich assets and provides meaningful opportunities for local people
- Great places to live, work and visit with outstanding schools, diverse cultural opportunities, transport connections that keep things moving and a healthy environment for all
- High quality public services that work together and alongside communities to deliver services that meet people's needs including:
 - **Delivering for Swansea**
 - City and community leader / trusted and preferred partner
 - Focus on outcomes for residents
 - **One council**
 - removed silos
 - collaborative culture and corporate behaviours embedded
 - Engaged, empowered and motivated workforce
 - Joined up workforce working collaboratively
 - **Visible Leadership**

- Member led officer driven
- Powerful, positive and consistent messages about the future direction of the council
- **Decide and do culture –**
 - Delivering on promises
 - Injecting pace and purpose
 - Focus on performance and outcomes
- **Agile decision making**
 - Faster agile and evidence based decision making
 - Greater focus on action and impact not discussion and meetings
- **Commercialism and innovation**
 - Increase income from trading, tourism, new businesses
 - Increase interest and partnership working across the world
 -
- **Efficient and productive**
 - Agile workforce
 - Continuous improvement
 - Linked business and financial planning focus on outcomes
 - Every employee knows their role and what they need to achieve
 - Reducing demand on services through self-reliance e.g. Digital first
 - New schemes planned and being delivered

3.0 Strategic Context

The council has taken steps to be more effective and efficient in what and how it runs its services and has undertaken a great number of commissioning reviews to help support this since 2013's Development programme Sustainable Swansea: Fit for the Future.

However the strategic context has changed and since the original sustainable Swansea programme commenced a number of legislative and priority focus areas have changed or will come into effect in the near future:

- Wellbeing of future generations act
- Local Elections (Wales) Bill
- Socio-economic duty – Deferred to Sept 2020
- Regionalisation Agenda
- City Deal & City Centre Regeneration (Swansea Central Phase 1)
- Smart City and Digital Strategy
- Responding to the climate emergency through services and public buildings
- Financial context for future years is still very challenging for Local Government
- 10 years of Austerity
- Additional Learning Needs Act

- Global context, e.g. Covid-19 Pandemic, Brexit, economy, technology and cybercrime, local and WG elections, changing demographics, new Local Government Bill,
- Drive towards co-production of services so communities and residents play an active role in the design of future services

3.1 **Learning from the previous Sustainable Swansea Programme**

Sustainable Swansea - Fit for the Future was approved by Cabinet on 15 October 2013 as the basis of the Council's MTFP and was subsequently reported to Council on 22 October 2013.

Sustainable Swansea has been successful in achieving the objective of developing a more efficient and effective authority and achieving over £70m of savings through new ways of working and commissioning reviews.

However we can learn from what has been done and what has not been achieved:

- Co-production has not been as successful or been delivered as required
- Some areas of savings did not articulate the wider council impact on services
- Cross cutting savings were not always achievable or were double counted in the early reviews leading to unachievable savings or cost shunting and were too silo focussed on services.
- Too many proposals not worked up in sufficient detail prior to inclusion in the budget
- Budget pressures have been very difficult to predict
- Reviews each year worked well – enabled the programme to learn, develop and mature and change tack in a flexible and agile way

4.0 Budget Position

The Council as part of the MTFP requires additional efficiencies to be achieved:

The MTFP sets out our planning assumptions over the medium term. Assuming a 2% increase in government funding (i.e. around half the 20-21 rate) it is anticipated that the authority will need to cover £34m of net pressures by 2024.

Savings plans already produced for 20/21 within the current sustainable Swansea Programme have been developed however these have not been able to be delivered due to the COVID-19 Pandemic. This pandemic could

also lead to additional savings being required as well as a different operating model for the future.

Further savings requirements have been identified for the following 3 years and the new strategy will need to identify and implement changes to meet the £13m target plus and additional targets as a result of Covid and economic pressures. It is also unclear what impact BREXIT will have on the economy. .

Our assumptions of up to 5% in council tax, and the agreed premia on second homes along with the achievement of the identified £13m of savings target means we anticipate fully covering the initial overall £34m gap.

If future grant settlements are higher and there are funds made available to cover loss of income and additional costs associated with delivering the response to the Covid pandemic then we would be in a position to significantly invest in services, reduce savings asks and/or lower future council tax assumptions. Equally the converse is true if grant rises are lower than expected or the amounts available do not cover expenditure on Covid.

Finance General

5.1 Delivery

The current MTFP, will need to be reviewed by all the service areas to ascertain which plans are still credible and which need to be reviewed to ensure the future financial plan is sustainable.

This will need to be reviewed in 2 ways:

Existing savings that have been identified need to be set against the following principles:

- Principle 1** Is the saving achievable and fits with the current priorities
- Principle 2** Any areas where the current saving is not possible, what alternative saving has been identified
- Principle 3** Are there further savings, services that can be reduced or stopped to build additional capacity or re-investment potential.

The second is to ensure any future plans are fully costed with whole life costs and identify any ongoing revenue implications and realistic timescales.

The Delivery priorities will be:

- a) Financial and performance targets for 2021/22 set with credible plan to be produced showing how the savings will be achieved
- b) MTFP targets for the next 3 years plan be produced showing headlines of how savings/efficiencies will be achieved as well as headlines for a further 2 years on direction of travel and major transformation projects
- c) Service Transformation Programme identified, linked to savings targets and prioritisation of services (See Appendix A)
- d) Delivery planning and developed business plans –linked to the areas identified
- e) Implementation plan produced

5.0 Governance

5.1 Governance

The governance will form part of the councils wider recovery plan and will managed through the Reshaping and Budget strategy Board which will report to CMT / Cabinet for monitoring and oversight.

Directors will be invited to specific meetings along with cabinet members to update on progress, highlight developments and test future work plans.

A transformation board will meet monthly to identify any cross cutting issues and monitor progress to report on a dashboard basis to Reshaping board.

The reshaping and Budget Strategy Board will consist of: Leader, Deputy Leader, Chief Exec, Deputy Chief Exec and Chief Finance Officer, Admin Support and a programme change manager will need to be appointed to oversee and manage the process)

The full governance structure can be found in Appendix B

5.3 Reporting

Monthly CMT update report
 Monthly Reshaping and Budget Strategy Board to deep dive and review progress and challenge service areas
 Monthly Transformation Board
 Bi-monthly review by Cabinet / CMT at away day
 Leadership team quarterly review

6.0 Critical Success Factors for the new Programme

As an overall plan there are a number of measures and factors which will show how successful the plans are:

- That the plan is credible and realistic in terms of delivering the savings on time.
- Improve engagement including co-production
- Innovation to radically re-think how services are delivered and what services are delivered and by who
- Sufficient digital resources to meet demand
- Sufficient capacity in services to make changes whilst maintaining business as usual – this may need backfill arrangements
- Realistic pace and scale, as long as the programme meets the budget and is realistic
- Partnership alignment – values, strategies, objectives, otherwise risk of competing priorities
- Improved regional working delivering tangible results.

7.0 Priorities

Through consultation with Cabinet, CMT and Leadership Team the following priorities have been identified:

- **Priority 1** – Digital
- **Priority 2** – Regionalisation
- **Priority 3** - Workforce skills for the future
- **Priority 4** – Commercialism and General Power of Competence
- **Priority 5** – Transforming Council Services
- **Priority 6** – Capital Delivery
- **Priority 7** – Modern Council
- **Priority 8** – Budget Strategy
- **Programme Management and administration**

These priorities will be used as the framework and have been allocated to Directors to deliver on each priority. These will be linked to the current / future savings targets as identified in the MTFP along with developing further plans for continual improvement and a more efficient and effective council.

8.0 Resources

On reviewing the existing resources available, the project managers and transformation team have been reduced as the previous sustainable

Swansea programme achieve each of the desired outcomes and as part of the reduction of the council.

However this has left a deficit in the resources to deliver a future programme.

The delivery of the new Regenerating Swansea Programme will need to be through each service identifying resources and managing the day to day delivery within existing resources.

There will however be a need for an overarching Delivery Programme Manager who will be required to monitor and implement the programme and keep it on track.

The co-ordination of the programme will require 1 full time officer with project management experience. This role will liaise with directors and HoS, to establish a reporting protocol and monitor actions and updates on the tracker and offer guidance on the programme.

This post will also report through the Governance structure on current position and highlight and areas where the programme is not being achieved to the Board and Cabinet / CMT meetings.

The post will be a Grade 10. Strategic Change Manager £37,849 – £41,675 plus on-costs. This will be reviewed as part of the development of the transformation programme and subject to a separate report.

Sustainable Swansea - Draft Strands and Projects 2020-25

Strand	Projects	Timescale	CMT Lead	Cabinet Lead
Digital	<ul style="list-style-type: none"> ▪ Digital First service delivery to customers ▪ Smart City including 5G ▪ CCTV & WiFi infrastructure in the City Centre ▪ Schools digital infrastructure ▪ Digital technology to support services and partners (apps and infrastructure) ▪ Cloud First approach to improve disaster recovery and business continuity 		Sarah Lackenby	TBC
Regionalisation Agenda	<ul style="list-style-type: none"> ▪ New Joint Committees ▪ City Deal ▪ Revised RPB ▪ Regional working around Education ▪ West Glamorgan Integrated Health & Social Care Transformation Programme / Healthy Wales Strategic Objectives ▪ Planning ▪ Transportation ▪ Land Use 		Phil Roberts	TBC
Workforce Skills for the Future	<ul style="list-style-type: none"> ▪ Workforce planning – skills for the future ▪ Employment Policy Review ▪ Agile and flexible working linked to the Accommodation Strategy and post covid new ways of working ▪ Management of Attendance to focus on 		Adam Hill	TBC

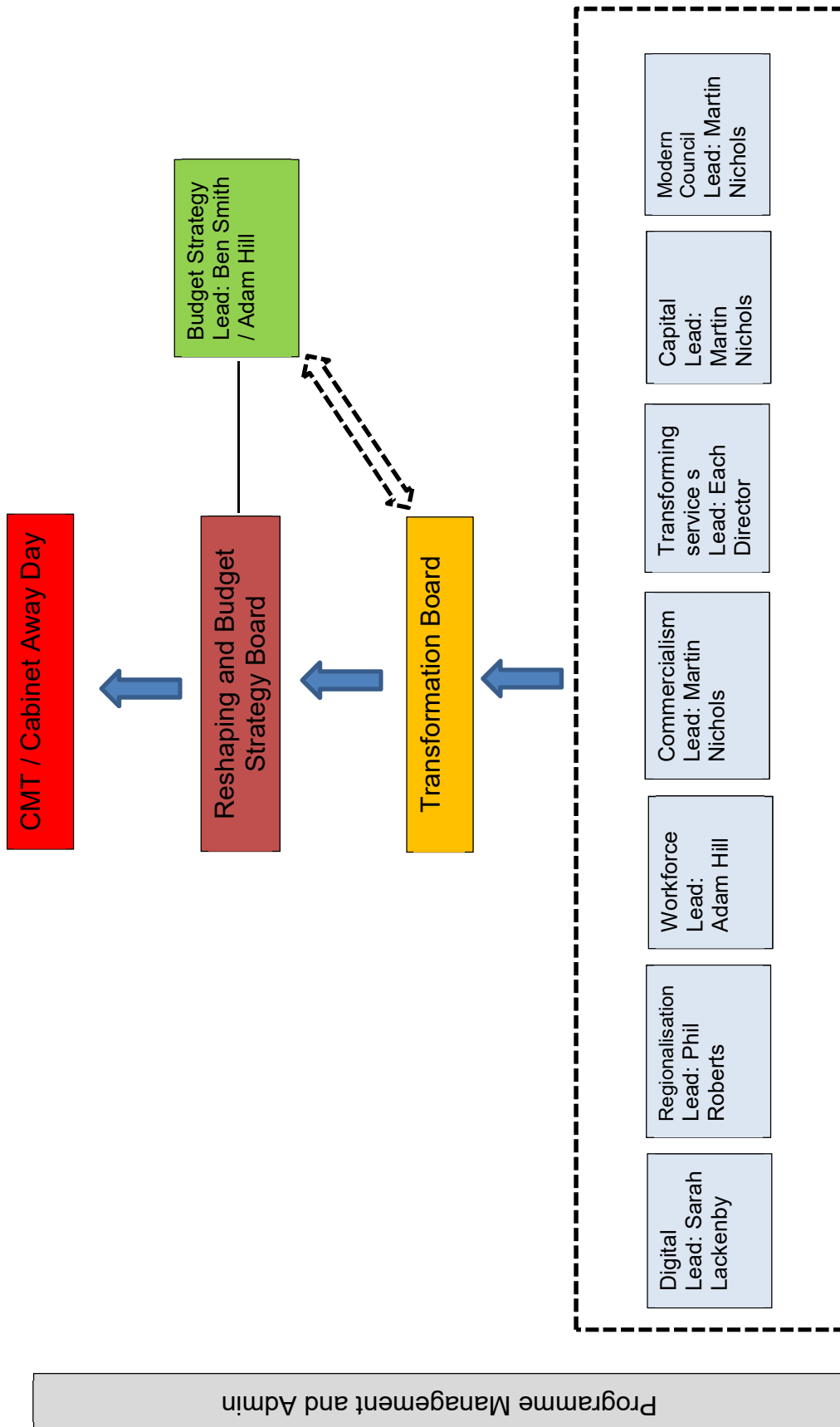
Strand	Projects	Timescale	CMT Lead	Cabinet Lead
	reducing long-term sickness <ul style="list-style-type: none"> ▪ Staff Well-Being in light of covid ▪ Workforce Training & Development 			
Commercialism and General Power of Competence	<ul style="list-style-type: none"> ▪ Review commercial strategy in light of covid and original planning assumptions. Develop strategy based on priority matrix and general power of competence ▪ Third party spend review ▪ Ethical employment an local supply chain management ▪ Income fees and charges in light of covid ▪ Integrated commissioning of People oriented services 		Martin Nichols	TBC
Transforming Council Services	<ul style="list-style-type: none"> ▪ Implementing the optimum model for adult services ▪ Child and family services improvement programme / Safe Looked After Children (LAC) reduction strategy ▪ Implementation of integrated early help, early years and family support arrangements ▪ Cross cutting commissioning reviews in Social Services (employability etc.) 		Dave Howes	TBC
	<ul style="list-style-type: none"> ▪ Future Additional Learning Needs (ALN) provisions 		Nick Williams	TBC
	<ul style="list-style-type: none"> ▪ Future sustainable transport provision through Integrated 		Martin Nichols	TBC

Strand	Projects	Timescale	CMT Lead	Cabinet Lead
	Transport Unit, local and regional solutions			
	<ul style="list-style-type: none"> ▪ Long term sustainable waste management strategy 		Martin Nichols	TBC
	<ul style="list-style-type: none"> ▪ Community development strategy and operating model – maintaining and developing the local networks which emerged during Covid 		Martin Nichols	TBC
	<ul style="list-style-type: none"> ▪ Cost avoidance 		Adam Hill	TBC
	<ul style="list-style-type: none"> ▪ Community Engagement & Co-Production of the new forward transformation programme and individually within each commissioning review strand (where appropriate and applicable) 		Adam Hill	TBC
Capital Delivery	<ul style="list-style-type: none"> ▪ City Centre Regeneration ▪ Band B schools programme ▪ Welsh Housing Quality Standard (WHQS) and more homes ▪ New Civic Centre delivery ▪ Wider capital programme review ▪ Health, social care and housing / accommodation strategy 		Martin Nichols	TBC
Modern Council	<ul style="list-style-type: none"> ▪ Climate emergency 		Martin Nichols	TBC
Budget Strategy	<ul style="list-style-type: none"> ▪ MTFP and longer term planning 		Adam Hill & Ben Smith	TBC
Programme Management	<ul style="list-style-type: none"> ▪ New commissioning review programme 		Adam Hill	TBC
	<ul style="list-style-type: none"> ▪ Programme Plan 			

Strand	Projects	Timescale	CMT Lead	Cabinet Lead
and administration	<ul style="list-style-type: none"> ▪ Monitoring of delivery and whether outcomes / benefits have been achieved 			
	<ul style="list-style-type: none"> ▪ Reporting to: CMT, Cabinet, PDCs, Scrutiny, external audit 			

9.0 Consultation

A consultation strategy will be developed and implemented to ensure changes to service delivery or provision of services are undertaken only after consultations has taken place and information and views obtained from all stakeholders which will include, partners, staff and public.



Equality Impact Assessment Screening Form Appendix 2

Please ensure that you refer to the Screening Form Guidance while completing this form. If you would like further guidance please contact the Access to Services team (see guidance for details).

Section 1

Which service area and directorate are you from?

Service Area: Resources

Directorate: Resources

Q1(a) WHAT ARE YOU SCREENING FOR RELEVANCE?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(b) Please name and describe here:

Managing the Present and Shaping the Future / Swansea Council – From Recovery to Transformation

The report provides an overview of the initial re-mobilisation of the Council and the immediate priorities from the COVID-19 crisis, the longer term plan from recovery to transformation and the framework to replace Sustainable Swansea Strategy with **Swansea – Achieving Better Together**. The aim is to ensure the council recovers from the Covid-19 Crisis and is able to provide the appropriate services to the community and stakeholders.

To establish a Framework to plan for the future and support the transformation of the council to ensure sustainability and to meet the needs of the community both now and in the future

Q2(a) WHAT DOES Q1a RELATE TO?

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input checked="" type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

(b) DO YOUR CUSTOMERS/CLIENTS ACCESS THIS...?

Because they need to	Because they want to	Because it is automatically provided to everyone in Swansea	On an internal basis i.e. Staff
<input checked="" type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (M)	<input type="checkbox"/> (L)

Q3 WHAT IS THE POTENTIAL IMPACT ON THE FOLLOWING...

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Children/young people (0-18) →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+) →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees) →	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Asylum seekers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q4 WHAT ENGAGEMENT / CONSULTATION / CO-PRODUCTIVE APPROACHES WILL YOU UNDERTAKE?

Please provide details below – either of your planned activities or your reasons for not undertaking engagement

Throughout the phases a consultation strategy will be developed and implemented to ensure changes to service delivery or provision of services are undertaken only after consultations have taken place and information and views obtained from all stakeholders.

Q5(a) HOW VISIBLE IS THIS INITIATIVE TO THE GENERAL PUBLIC?

High visibility <input checked="" type="checkbox"/> (H)	Medium visibility <input type="checkbox"/> (M)	Low visibility <input type="checkbox"/> (L)
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(b) WHAT IS THE POTENTIAL RISK TO THE COUNCIL’S REPUTATION?
(Consider the following impacts – legal, financial, political, media, public perception etc...)

High risk <input checked="" type="checkbox"/> (H)	Medium risk <input type="checkbox"/> (M)	Low risk <input type="checkbox"/> (L)
--	---	--

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No **If yes, please provide details below**
Each service will be impacted in some way, the report outlines our overall strategy and approach

Q7 HOW DID YOU SCORE?
Please tick the relevant box

MOSTLY H and/or M → HIGH PRIORITY → EIA to be completed
Please go to Section 2

MOSTLY L → **LOW PRIORITY / NOT RELEVANT** → **Do not complete EIA**
Please go to Q8 followed by Section 2

Q8 If you determine that this initiative is not relevant for an EIA report, you must provide a full explanation here. Please ensure that you cover all of the relevant protected groups.

Throughout the phases it will be essential that detailed Equality Impact Assessments are carried out by the work stream lead in relation to all recommended or requested aspects of changes to services and before decisions are made. There are many equality and engagement implications associated with this report and the development of work programmes will address these areas through EIA's related directly to all work areas and through awareness and training for those involved as part of the projects. As such a full EIA is not needed at this stage.

Section 2

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email – no electronic signatures or paper copies are needed.

Screening completed by:
Name: Rhian Millar
Job title: Access to Services Manager
Date: 22/09/2020
Approval by Head of Service:
Name: Adam Hill
Position: Deputy Chief Executive
Date: 22/09/2020

Please return the completed form to accesstoservices@swansea.gov.uk