



Report of the Interim Director of Corporate Services

Governance & Audit Committee – 8 March 2023

Update on the Council's Transformation Programme, Including Governance

Purpose:	To provide an update on the council's Transformation Programme, including governance
Policy Framework:	2022-23 Corporate Plan Transformation and Future Council Wellbeing Objective
Consultation:	Finance & Legal
Report Author:	Ness Young
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
For Information	

1. Introduction

1.1 The council vision in respect of transformation is that:

“Between 2022 and 2028¹ Swansea Council will deliver at least the same if not better outcomes for our population and improve our efficiency by making significant changes to the way we work and how our services are designed and delivered”

1.2 As agreed by Cabinet in November 2022, a new Corporate Transformation Plan is being developed and is on track to be presented to Cabinet for approval in April 2023.

¹ Amended from 2027 to 2028 to tie into the council 2023-28 corporate plan which will be presented to Council for approval on 30 March 2023

2. Background

2.1 The Corporate Transformation Plan will contain the most significant projects and programmes underpinning achievement of council's objectives, within the context of our Medium-Term Financial Plan (MTFP). The plan will focus on pursuing the following, agreed transformation goals:

- To remodel services, focusing on meeting people's needs, within the funding available
- To facilitate economic prosperity through already committed major infrastructure investment
- To build inclusive, resilient, and cohesive communities by working with partners and the public to maximise use of combined resources
- To develop excellent customer services and maximise efficiency, including through the use of digital technology
- To reduce the council's impact on the environment
- To develop a motivated and committed workforce that is innovative, supported, skilled and customer-focused

2.2 In November 2022, the Cabinet agreed the governance arrangements for corporate transformation going forward, including:

- Developing a single coherent transformation plan, aligned to the council's wellbeing objectives
- Ensuring there is a board² in place, chaired/sponsored by the relevant Director (and may include the relevant Cabinet Member) to oversee each project/programme within the plan
- Establishing a quarterly Transformation Delivery Board, chaired by the Cabinet Member for Service Transformation, and comprising Directors, the Monitoring Officer, and the Head of Communications.
- Ensuring a meeting of Cabinet / CMT three times a year to review transformation progress
- Providing a formal report annually to Cabinet on transformation progress
- Scrutiny and assurance of the strategy will be provided by the Scrutiny Programme Committee and the Governance and Audit Committee in line with existing council procedures
- The Organisational Transformation Corporate Development Committee will contribute to the development of policies linked to the transformation strategy and plan.

2.3 This report provides the Governance & Audit Committee with an interim update and assurance regarding the governance of the council's transformation activity.

² wherever possible using existing governance mechanisms to manage individual programmes within the plan

3. Current Position

- 3.1 Since Cabinet in November, Directors and their Heads of Service have been working up the detail of where we should focus our transformation efforts, taking account of the draft 2023-28 Corporate Plan, the Medium-Term Financial Plan, and our sustainability duty. At this point the following projects / programmes have been identified for potential inclusion in the plan (aligned to and described under the wellbeing objectives in the council's draft corporate plan 2023-2028):

Safeguarding people from harm....so that our citizens are free from harm and exploitation:

- **Adult Services Transformation** (Prevention & Early Help; Enabling & Promoting Independence; and Demand Management)
- **Child and Family Services Transformation** (Prevention and Early Intervention; Placement Sufficiency; and Workforce)

Improving Education and Skills....so that everyone in Swansea gains the skills and qualifications they need to succeed in life:

- **Transforming Additional Learning Needs** (embedding the first phase of ALNET transformation and beginning the transformation of post 16 provision)
- **Digital Education Services** (aligned with the corporate Digital Strategy)
- **Right Schools in Right Places** (aligned with the Sustainable Communities for Learning Programme – potential savings/ receipts linked to school maintenance and capital considerations)

Transforming our Economy and Infrastructure....so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens:

- **Regeneration Programmes** (delivering regeneration and development projects within the city centre, waterfront locations, and strategic employment sites)
- **More Homes Programme** (delivery of the council's target to develop 1000 affordable homes through direct delivery and partnership schemes with RSL and private sector partners)

Tackling Poverty and Enabling Communities....so that every person in Swansea can achieve their potential

- **Future Community Hub Model** (including integrating front line contact services)
- **Enabling Communities Programme** (including Increasing resilient community-led initiatives; working with communities to respond to crises and opportunities; co-production; and corporate volunteering)

Delivering on Nature Recovery and Climate Change....so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change

- **Net Zero Programme** (including fleet management and accommodation strategy delivery)
- **Future Waste Strategy** (changing our waste collection model and helping increase recycling rates)

Transformation and Financial Resilience...so that we and the services that we provide are sustainable and fit for the future

- **Workforce and Organisational Development (OD) Transformation** (Talent management, entry points for young people, multi-skilled workforce; increase access to self-serve; recruitment and onboarding; and automation and workflow)
- **Digital Transformation** (Excellent customer service; People focused digital services: resilient systems and infrastructure; accessible Data; digital workforce; and digital connected city and county)

- 3.2 Turning to the governance arrangements, the Transformation Delivery Board was established and held its first meeting on 30 November 2022. Future meetings are scheduled for 6 March, 3 July, 11 September, and 14 December 2023. The Board's terms of reference are attached at Appendix 1. The Board on 6 March will consider the outline plan described above for presentation to Cabinet / CMT on 30 March.
- 3.3 Cabinet / CMT will decide what will be included in the final plan and any additions to it, including those that may be initiated as part of future budget rounds. A report to Cabinet, seeking approval of the final plan is scheduled for 20 April 2023. Cabinet / CMT will monitor progress against the plan three times a year and an annual update will be provided to formal Cabinet in April each year.
- 3.4 Directors continue to work up the detail of the above outline plan and are ensuring there are boards³ in place to oversee every project/programme included within the final plan. For example, a Digital Transformation Board and a Workforce and OD Transformation Board have also been established, terms of reference at Appendix 2 and 3.

³ wherever possible using existing governance mechanisms to manage individual programmes within the plan

- 3.5 Since November 2022, the Service Improvement & Finance Scrutiny Performance Panel has considered an update on the Sustainable Swansea Programme which formally ended in 2019.
- 3.6 The Corporate Delivery Committee also received a report on the lessons learned from that programme, which led the committee to highlight the importance of the new plan being underpinned by coproduction, proactive engagement, and joint working. During 2022-23 the committee has also contributed to specific areas included in the outline plan above, including the development of strands within the workforce and OD strategy, and the production of a corporate coproduction policy.

4. Financial Implications

- 4.1 There are no financial implications arising from this information report.

5. Legal Implications

- 5.1 There are no specific legal implications arising from this information report.

Background Papers: None

Appendices:

Appendix 1: Transformation Delivery Board Terms of Reference

Appendix 2: Digital Transformation Board Terms of Reference

Appendix 3: Workforce and OD Transformation Board Terms of Reference