



Workforce and OD Transformation Programme Business Case

1. Introduction

- 1.1 The Council's Workforce Strategy 2022-2027 contains 43 key strategic objectives across four workforce themes, all of which are anticipated to be achieved within the lifetime of the strategy. Whilst a number of these objectives are specific areas of focus for business-as-usual activity, there are some critical transformational elements that will complement the day-to-day delivery.
- This business case seeks additional investment to deliver the transformation required in Years 1 and 2 of the Programme.

2. Strategic Case

- 2.1 The Council has ambitious plans for the city and county of Swansea which are heavily dependent on the capacity, capability and commitment of our workforce. We will need to tackle numerous internal and external challenges as we seek to achieve our objectives over the coming years and will need a workforce that can adapt and respond accordingly.
- Our 2023-28 Corporate Plan, *Successful and Sustainable Swansea*, sets out the Council's priorities for the next five years, one of which is **Transformation and Financial Resilience** to ensure the council and the services we provide are sustainable and fit for the future. There are two workforce related steps under this priority:
- **Workforce Development:** We will implement the council's workforce strategy and thereby develop a motivated and committed workforce that is innovative, supported, skilled and customer focused.
 - **Organisational Development:** We will ensure the organisation's working model reflects the needs of the population and the council's agile working approach. We will review senior management structure,

pay and grading to ensure they are appropriate and in line with the wider workforce pay and grading scheme. We will develop tools to help services implement change, including training, guidance, and support.

2.2 Workforce Strategy

To achieve our Corporate Plan objective set out above, we need a strong vision for the workforce and a clear strategy on how we will navigate internal and external challenges and opportunities to create a workforce that is fit for the future and that can help the council to achieve its ambitious plans.

This will be achieved through five goals:

1. A workforce with the capacity to deliver statutory requirements and council wellbeing objectives
2. Highly and appropriately skilled employees across the wide range of roles
3. A motivated and valued workforce with high levels of engagement and wellbeing
4. A workforce that lives and breathes the organisation's values and the sustainable development five ways of working
5. An employment offer that will make Swansea Council an employer of choice

2.3 The rationale for transformation

The Workforce and OD Transformation Programme will aim to ensure that our workforce is supported to develop the following attributes in order to be adaptable, flexible, multi-skilled and committed to excellent public service.

- **Customer focussed** – ensuring we work with and listen to residents, contractors, members and colleagues to develop and deliver best customer service at all times, treating everybody with respect.
- **More agile and digitally skilled** – delivering services in different ways, using technology to maximise efficiencies and reduce our reliance on traditional ways of working.
- **Business focussed** –operating and acting efficiently in the delivery of Council business.
- **Collaborative** – services are increasingly likely to be delivered working in partnership with other services, as well as private, public and third sector partners.
- **Flexible, adaptable and innovative** –to embrace a changing environment, anticipate future trends as well as finding innovative ways to deliver services.
- **Outcome focussed and high performing** – whatever we do will need to have identifiable outcomes that align with both our long term goals and take account of the objectives of local, regional and national partners.

- Understand, and buy in to our priorities (well-being objectives) – being clear about our direction and understand how we contribute to achieving our priorities and how these integrate with the **wider partnership** context.
- **Engaged, motivated and resilient** – being well informed, clear on the direction of the organisation and resilient to meet the challenges ahead.
- Demonstrate **great Leadership** –so that managers role model visible, fair and pro-active leadership, supporting the workforce and ensuring that poor performance is managed effectively.
- Ensuring we are safe at all times and work in a **healthy and supportive environment** that takes a preventative approach by identifying root cause to stop problems starting or getting worse and underpinned by values of “kindness and compassion” and the “five ways of working” as defined in the Wellbeing of Future Generations (Wales) Act.

2.4 Current and future delivery models

When considering delivery of the Workforce Strategy and associated Workforce and OD Transformation Programme, our current delivery model relies heavily on current people management policies and practices without focus on transformative change that strives to build a workplace with a progressive and modern culture. This contrast between current approach and future need places the Workforce Strategy success at risk if the delivery model is not reviewed.

Our future delivery model will be designed around three areas of transformation – cultural, systems and structural:

1) **Cultural transformation** throughout leadership, management, policy approach and ways of working.

2) **Systems transformation** by maximising automation and workflow, reducing demand for manual processes and improving overall efficiency.

3) **Structural transformation** of the HR&OD service offer from one of transactional process completion to proactive organisational business partnering.

The workforce and OD transformation programme will consist of a range of project business cases which identify one or more of the relevant transformation areas above across each of the Workforce Strategy themes of **Leadership and Management, A Workforce Fit for the Future, Employer of Choice** and **Employee Wellbeing and Inclusion**.

2.5 Benefits

The range of potential employee/manager, external applicant and Council wide benefits are described below:

Employee/manager related benefits:

- Opportunity across all hierarchy layers to engage in leadership development
- Real time access to recruitment functionality
- Review of wellbeing and Occupational Health provision to ensure a fit for purpose offer
- HR&OD offer to managers focused on supporting with proactive organisational design and workforce planning

External applicant related benefits:

- Mobile technology driven access to recruitment platform
- Immediate response times due to automated workflow processes
- Reduction in the length of time taken to hire

Council related benefits:

- Enhanced HR&OD strategic capacity and capability to support the forward planning of the organisation
- Increased levels of attendance
- Reduction in the length of time taken to hire
- Cultural change to support trust and empowerment

2.6 Risks

Ref	Description	RAG	Mitigation	RAG
01	If there is insufficient internal capacity for the programme, then there is a risk it will be delayed or fail to be implemented		Structural change included in business case and request for funding	
02	If the same resource across HR&OD is working on the Transformation programme and business as usual projects, then there is a risk of delay to projects.		Mapping of resources across all projects and planning of priorities across years including new and emerging projects.	
03	If there is insufficient funding for the programme, then there is a risk the		Explore alternative models for transformation	

Ref	Description	RAG	Mitigation	RAG
	goals and benefits will not be realised.		Cease current activity without lead time	

3. Economic Case

A range of projects will be taken forward to deliver the Workforce Strategy but not all require investment. The economic case below focuses on only those projects requiring additional investment to move forward in Years 1 and 2 of the lifespan.

3.1 Critical Success Factors

The key critical success factors that are needed to realise the programme benefits are set out in the table below:

Success Factor	Description
Long term: The importance of balancing immediate needs whilst safeguarding the ability to also meet long-term needs	The programme includes activities and projects to ensure the Council's workforce is sustainable in the longer term
Integration: With the Council's well-being objectives and the goals of other strategies	The programme is integrated with the corporate plan and wellbeing objectives, workforce, and digital strategies
Involvement: We will engage and involve others in a meaningful way, working in social partnership wherever possible	The programme will achieve this by engaging with the internal customer/trade unions and external potential future workforce applicant, working digitally by default where possible and co-producing in social partnership where appropriate
Collaboration: We will ensure more internal and external collaboration	Working with others to share learning and good practice
Prevention: Preventing problems from occurring or getting worse	The programme will achieve this through projects that aspire to improve performance

3.2 Business case detail

3.2.1 Leadership and Management – Coaching and Mentoring Programme

This project focuses on two key areas of work – developing our workforce culture and enabling growth of leadership and management skills. We will strive to foster a culture of inclusion and empowerment where leadership behaviours are welcomed throughout all levels of the organisation and not just through traditional hierarchy layers. This will help us achieve council-wide high quality, skilled leadership in responding to future change and challenges and exemplifying our Principles, Values, and Behaviours. This leadership skills' growth activity will help us teach and boost the learning needed to demonstrate positive leadership and role model the desired future culture, ensuring development opportunities and career pathways exist which create supportive and resilient leaders at all levels.

This project has various strands associated with leadership development over the lifespan of the Programme. Year 1 will focus on embedding a culture of coaching and mentoring, providing a new cohort of coaches and mentors from a wide range of departments across the Council.

The project requires investment to provide the high quality training and formal qualification provision as this cannot be accredited in-house.

Future phases of the project will explore talent management strategies alongside a development needs analysis of our current leadership and management capability, implementing a range of programmes across different layers of the organisation as a result.

3.2.2 *A Workforce Fit for the Future – Transforming HR&OD Services*

Directorates need to be able to deliver organisational and transformational change to their services and the ways they work and to do this they access to high quality HR tools, advice and guidance. In addition the HR&OD Service needs to transform if it is to deliver the 43 objectives in the council's Workforce Strategy as the current structure is not set up to achieve those objectives.

This project therefore involves transforming both the service that the HR&OD team provides, and the structure needed to deliver that service over a two year period.

Specifically the project will establish a business partnering model for the HR&OD Service. It will create effective change agents for service areas, enabling and facilitating organisational change to take place throughout the workforce. Business Partners will be expected to work closely with their service area to identify opportunities for improvement, drive cultural change and be the primary link for reorganisation of service delivery including transformation and MTFP achievement. They will be expected to diagnose and prescribe appropriate interventions that support organisational

performance in addition to taking lead roles in owning projects linked to the Workforce Strategy objectives.

This will transform ways of working in HR&OD, moving from the current position whereby the business partner role enacts people management policies to one where the primary objectives are to support managers to deliver their organisational objectives through workforce design and to deliver the objectives of the Workforce Strategy.

The structure will need to reform because of this changing expectation of business partner roles. People management activity will be delivered by a separate specialist team who will manage all employee relations casework and policy design, releasing business partners to solely focus on organisational transformation with their allocated service areas and to deliver the range of objectives from the Workforce Strategy.

It is only by transforming ourselves as a function that we can then seek to promote and develop transformation in those service areas we support. Not all activity carried out currently will be appropriate in future years and work needs to start now to prepare for this shift in delivery model.

The project requires pump priming investment in additional business partner roles to ensure that the right level of strategic support can be provided to directorates. This will bring opportunity to improve workforce planning activity, deliver in depth analysis of structural designs and greater capacity to deliver project work linked to the Workforce Strategy objectives. Transforming the service into one that provides high quality business partnering requires the employee relations casework to funnel through a different channel – the investment will also support the creation of a lead role for employee relations and policy development. This will ensure a smooth transition from one delivery model to another and will bring about improved consistency in interpretation of casework, provide accountability to the policy development programme and seek to improve current lead times experienced by directorates in the employee relations casework area.

3.2.3 *Employer of Choice – Oracle Fusion Recruitment*

We aspire to recruit and retain the right quantity and quality of employees that we need to support the council in the future through development of our Recruitment Attraction Programme, delivering a positive recruitment experience for applicants and hiring managers.

Moving to Oracle Fusion for recruitment will enable us to deliver the above objective, allowing us to improve and enhance the attraction strategy, application process, manager experience when recruiting and the new starter

onboarding experience. Implementing Oracle Fusion's recruitment platform would fully integrate the employee lifecycle process from application through to termination and reduce reliance (and associated human error) on manual processing activity, thereby delivering a timelier recruitment journey which provides a modern end user experience.

This project features as part of the Digital Transformation Programme due to it being systems-led however it will also be culturally transformative – how we choose to select new hires is an intrinsic part of the recruitment process and this project will seek to align a review of how we attract and recruit new hires into a career with the Council along with the systems capability upgrade.

3.2.4 *Employee Wellbeing and Inclusion – Reviewing our approach to sickness absence and occupational health provision*

This project will seek to understand the cultural transformation that might be required with regards to our management of absence approach. With rising sickness absence levels being reported and ERF funding to support OH due to draw to a close in 23/24, a fundamental review of how this area is managed will enable fresh thinking about the best ways to support the workforce whilst ensuring optimum staffing levels in services.

Defining our perception of wellbeing and any motivating factors that encourage good attendance in the workplace will assist in shaping any new policy approach which in turn sets the cultural norms and expectations around supporting employees during periods of ill health.

We need to have sustainable occupational health provision that is targeted towards the right workforce groups in an effective and efficient way.

This project does not seek additional funding as Year 1 will focus on the review element of the way in which we approach sickness absence and occupational health.

4. Financial Case

4.1 The financial case provides an overview of the anticipated investment required and the financial savings or operational efficiencies that will be achieved by the projects across the programme.

4.2 The transformational projects proposed to be taken forward in the first year are shown in the table below. The total investment required is £558,000, albeit £167,000 of this is being sought through the Digital Transformation Programme as it is to implement an recruitment solution.

Workforce Strategy Year 1 Project Themes	Benefits / Deliverables	Total Estimated Costs 2023-24 and 2024-25 (£)
Leadership and Management – Coaching and Mentoring Programme	<ul style="list-style-type: none"> • Developing a coaching culture throughout all levels of the organisation • Empowering employees to problem solve, make decisions, and initiate performance improvement through individual ownership 	15,000
Workforce Fit for the Future - Transforming HR&OD Services	<ul style="list-style-type: none"> • Transforming HR&OD offer to the organisation builds capacity to then support in wider transformation of other services • Focus of service will be on proactive interventions and not reactive processes 	376,000
Employer of Choice – Oracle Fusion Recruitment	<ul style="list-style-type: none"> • Implementation of new technology to attract future applicants • Improved end user experience of recruitment platform for both applicants and managers • Reduced manual processes in the Service Centre • Aligned systems thinking for whole employee lifecycle in Oracle • Enabling a modern onboarding experience for new hires • Increased security and resilience • Achieves savings in the MTFP 	167,000 ¹
Employee Wellbeing and Inclusion – reviewing sickness absence and occupational health approach	<ul style="list-style-type: none"> • Holistic review of sickness absence and occupational health provision • Learn from best practice elsewhere • Transformative approach to managing attendance linked to wellbeing • Sustainable, fit for purpose OH provision 	0
Total Investment		558,000

4.2 The following projects will be a secondary developmental phase with a view to potentially taking them forward in future years depending on changing priorities and budget resource availability as the strategy evolves:

- Further development of Oracle Fusion module functionality
- Organisational wide development needs analysis
- Career pathways and succession planning strategies

¹ This project is included in the Digital Transformation Programme

- Career Development Programmes

4.3 Savings and Efficiencies

All the projects listed in the table at 4.1 meet the definitions of either cultural, systems or structural transformation, will address corporate risks, lead to operational efficiencies, deliver financial savings, or contribute to improved performance/end user experience.

Based on the current MTFP, the HR&OD Service is expected to be needed to deliver savings of around £450,000 by 2026-27. The projects identified above will help to deliver those recurrent savings while improving service quality and delivering key elements of the workforce strategy. Investment in these transformational projects is crucial if we are to make the necessary cultural, systems and structural transformational changes need to ensure a long term sustainable and fit for purpose workforce.

The investment will also help to mitigate the 'workforce recruitment and retention' corporate risk by improving the recruitment and onboarding experience and developing the leadership culture to one of trust and empowerment of the workforce. Retention rates should increase, morale and employee satisfaction should increase and attendance rates should improve as employees are able to make proactive decisions and hold a greater element of control in their daily work. Similarly, investing in Oracle Fusion's recruitment module will enable the council to promote a modern approach to the attraction, application, selection and onboarding of new recruits to the council, reducing the time it takes to hire and closing the gap in service delivery where turnover impacts on performance.

HR&OD structural transformation needs to take place incrementally as managers adopt new people management approaches. The initial investment will enable the offer to transform over a two-year period, building on increasing preventative HR&OD interventions whilst winding down process driven activity and developing the skills and capabilities of the service to deliver new functionality. It is anticipated that efficiencies from across the HR & Service centre service area will be delivered within the 2-year period to enable budget to be redirected to meet any ongoing revenue costs.

5 Monitoring and Reporting

5.1 Programme and Project Management Plans

The Workforce and OD Transformation Programme governance has been established. The Board oversees the programme and reports up to the

Council's overall Transformation Delivery Board. All key roles are in place and agreed as per the table below:

Role	Member
Chair	Cabinet Member for Corporate Services and Performance (Deputy Leader)
Deputy Chair	Director of Corporate Services
Sponsor	Director of Corporate Services
Senior Responsible Officer (SRO)	Head of HR & Service Centre
Programme Manager	Strategic HR&OD Manager
Directorate Representatives	<p>Place: 1. Head of Waste, Cleansing and Parks</p> <p>Social Services: 2. Principal Officer – Resources</p> <p>Education: 3. TBC</p> <p>Corporate Services: 5. TBC</p> <p>Finance: 6. TBC</p>

5.2 Scrutiny and Assurance

The Workforce and OD Transformation Programme Board will report progress, risks, and issues through a highlight report quarterly to the Transformation Delivery Board.

The Workforce and OD Transformation programme will report progress at least once a year to Cabinet/CMT on the delivery of the Workforce Strategy. The Board will also present a public report annually to Cabinet on 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.

5.3 Programme Plan

A high-level plan is included in Appendix A, highlighting the projects to be delivered over the next five years. Some of these activities are already in progress and require no additional investment, e.g. relaunching the ‘Dying to Work’ charter.

5.4 Key Milestones

The table below highlights the overarching key milestones of the programme:

Key Milestones	Date	Responsibility
Cabinet approval	October 2022	SRO
Projects commence	April 2023	Project R/O
Quarterly reporting to the Transformation Board	Qtrly	Programme Manager
Annual review of the programme	January each year	SRO / Programme Manager
Annual update on progress to CMT/Cabinet followed by a formal report to Cabinet	March each year	SRO / Programme Manager
Annual review by Scrutiny	April each year	SRO / Programme Manager
Audit of the Workforce Strategy and Programme	2025	SRO / Programme Manager
End of Programme closure report	2027	Programme Manager

5.5 Risk Management

The Programme sets out to operate best practice in the management of:

- Risks
- Actions
- Issues
- Decisions, and
- Dependencies.

The management of risks and issues forms part of the governance of this Programme ensuring they are managed in the most effective way to a clearly stated quality.

Members of the Programme team and key service leads are supported to manage their risks and issues regularly and effectively. Risks will be reviewed at Board level monthly, focusing on red and amber risks. Each project will

manage and maintain their own trackers and there will be a separate Programme risk tracker.

6 Conclusion

6.1 This business case sits alongside the Workforce Strategy 2022-27. The business case identifies an initial number of Workforce and OD transformation projects requiring investment, with a pipeline of further projects for the next four years. Other projects being delivered as part of daily business also contribute to the Workforce Strategy goals therefore all activities will be brought together into one report for the next update to Cabinet. This business case presents the following:

- The clear links that deliver the Corporate Plan well-being objectives
- The chosen projects have been selected. These are projects that are transformational, address a service gap, mitigate, or eliminate significant risks or deliver MTFP savings
- Benefits for residents and other customers, staff, and the wider Council
- The programme forms part of the new corporate transformation programme “Successful and Sustainable Swansea” and contributes to other areas of that programme, e.g. Waste Strategy, Transforming Additional Learning Needs, Digital Transformation
- Critical success factors align with the five ways of working
- Robust governance and programme management arrangements are in place, with the programme reporting up to the Transformation Delivery Board, CMT and Cabinet, with assurance and oversight by Scrutiny
- The programme involves significant change management within services
- The programme will conclude with an evaluation and final report to identify how the activities have delivered the workforce strategy vision and goals.

6.2 The programme requests investment for the first tranche of projects of £391,000.