

SWISCo

A Torbay Council Company

Business Plan 2024-2029





Executive Summary

From very challenging and difficult beginnings SWISCo has stabilised the core service it offers and regained a positive reputation with the residents, communities, partners and elected Members in Torbay.

Behind this renaissance in delivering effective and efficient statutory and discretionary Council services is a successful programme of staff reorganisation and engagement, the roll out of various digital operating systems, effective budgeting with ambitious savings targets, a fleet investment programme and the development of many innovative ways of working.

Recognising that the staff are the companies most important and expensive assets, effective, dynamic and visible leadership has been at the heart of the company's development. Ensuring that clear objectives are established, staff receive regular and appropriate performance management and feedback and above all feel valued and involved has been key to the success.

Looking ahead to the future in light of the success of the previous business plan it is clear that from these now firm and solid foundations, focused on customer service and value for money, there are significant opportunities for the business to grow to further increase the efficiencies and quality of service it provides for Torbay Council.

SWISCo has the capacity and structure to deliver not only more of the same but also to expand to be responsible for services currently delivered directly by Torbay Council. There are numerous economies of scale and efficiency that could be exploited by expanding SWISCo's remit by transferring responsibility for services that would fit into the operational and cultural envelope offered by SWISCo.

Whilst it is of paramount importance that Torbay Council remain our priority there is the potential to financially contribute to the services provided on their behalf via income generated by working for external customers in the local and regional area delivering services aligned to current expertise and infrastructure.

Our Journey 2021-2024

Torbay Council established SWISCo in 2020 as a LATCo (Local Authority Owned Trading Company) following the end of TOR 2 which was a joint venture with Kier.

The effects of the Covid 19 Pandemic, which had particularly serious implications on the continued operation of front-line services, and the national HGV driver shortage had particular impact on the early development of SWISCo as it dealt with the many serious challenges left over from the management and investment approach adopted by TOR 2.

The 2021 – 2024 business plan has seen the stabilisation of the Company and the roll out of several strategic projects focused on ensuring delivery of the agreed business plan. As per the aims of the business plan these have led to a noticeable improvement in the quality of services delivered by the company to the residents and communities of Torbay and a positive impact on the place



Objectives 2021-2024

WR1

Increase recycling rate towards the 45% target and reduce disposal tonnages and costs.

35.6% - 20/21

37.9% - 22/23

41.7% - Q1 23/24

Residual household waste kg/Household reduced from 553 in 20/21 to 498 in 22/23

WR2

Gain the confidence of Torbay residents to work in partnership with SWISCo by providing a regular and consistent recycling and waste service.

On time collection rates:

60.1% - 20/21

86.0% - 22/23

98.0% + Q1 23/24

WR3

Identify from recycling service enhancements how we have positively contributed to Torbay Council's Climate objectives.

Vehicle telemetry data indicates a 5% reduction in idle time between 2020 and 2023

WR4

Show the efficiency of sorting materials in the right containers at the kerbside and recycling centres which have been promoted through a comprehensive education programme.

Over 400 interventions to date in 2023

38 significant events attended since 2020

Objectives 2021-2024

HF1

Increase the level of planned highways works undertaken by SWISCo

By developing innovative routes to supply chain and bringing increased project management back in house SWISCo have delivered an increase of 15% in planned works .



HF2

Implement a strategy to upgrade and modernise the SWISCo fleet to support the business needs and to support Carbon reduction targets.

Phase 1 fleet review complete – leased vehicles purchased compliant with EURO 5 emissions.

Electric vehicles trialled and HGV versions deemed not suitable due to battery life and reduction in carrying capacity.

Electric alternative considered as standard in any procurement exercise.



HF3

Improve the coordination and management of highway works by the introduction of a dedicated streetworks team and the implementation of street works permit scheme.

Complete – budget on target



HF4

Deliver Torbay Councils Annual Highway Maintenance scheme in accordance with the Asset Management Strategy to provide a more effective and efficient service

Asset Management Strategy was revised in 2021 to reflect current budget availability and commissioning arrangements

Annual Programme has been delivered within available budget



Objectives 2021-2024

PG1

Deliver an award winning service that promotes public value and biodiversity through the implementation of Park Management Plans in collaboration with Friends of Groups

Torquay, Brixham and Babbacombe – GOLD 2022 SW in Bloom

Torquay – Winner of Tesco Cup (runner up) – 2022 Britain in Bloom

6 Green flag awards in 2023



PG2

Deliver a stronger approach to community working by establishing at least ten Parks Friends Groups and over 3000 hours of Community Volunteer hours

6 new Friends of groups

12 new Focus Groups

In excess of 10,000 hours of volunteer hours



PG3

Deliver an inclusive Green Infrastructure strategy.

Tree and Woodland Strategy complete

Open Space Strategy complete in draft subject to changes in legislation due to introduction of Biodiversity Net Gain.



PG4

Deliver Torbay's Local Environmental Quality Action Plan

(50%) Increase in street cleansing resource.

Working against 'Right First Time' principle rather than monitored quality assessment.

Awaiting new Gov. Oflog policy guidance.



Objectives 2021-2024

BC1

Achieve an Accreditation in Customer Service Excellence

Call abandoned rate dropped from 41% in 20/21 to 8.9% 22/23

Customer Call Centre now consolidated into central team



BC2

Achieve Accreditation for our Health and Safety and Environment Management Systems to ISO 45001, 45003 & 14001

Carried forward to next business plan



BC3

From Top to Bottom all staff will have a clear understanding of SWISCo's mission and be working to our values.

Establishment of staff forum meeting regularly with representatives from across the business

Development with staff of SWISCo core values and behaviours Regular all staff briefings

Staff Survey in 2022 revealed that 70% of staff are satisfied with SWISCo as an employer and appreciate the core values of the company.



BC4

We will increase our 3rd Party revenue by at least 30%

20/21 = £1.48m

22/23 = £3.3m (44%)





Alan Denby
Chairman

Director of Pride in Place
Torbay Council



Matthew Fairclough-Kay
Director

Director of Corporate Services
Torbay Council



Matthew Reeks
Director

Managing Director
SWISCo

Governance

SWISCo is a Private Limited Company incorporated on 18th September 2019 under the Companies Act 2006 with Torbay Council as the sole shareholder.

Under the terms of the Memorandum and Articles of Association the Board of Directors has responsibility for the supervision and management of the Company and its business.

The Managing Director of the company is accountable to the Board of Directors and also a senior representative from the Council acting in the client role to ensure performance against the Commissioning Agreement which forms the specification for the work the Company undertakes on behalf of the Council.

The governance oversight of the SWISCo is provided by the Shareholder Panel which operates at a high strategic level and is classified as a Shareholder Board in terms of its governance status.





Our Mission

To Proudly Deliver Outstanding Services for our Customers



Our Values



Key Objectives and Growth for 2024 - 2029

OB1

To recognise and deliver against the particular needs of all the SWISCo customer groups and be regarded as the supplier of choice



OB3

To ensure a positive staff culture within the business



OB5

To understand the influence that SWISCo has on the Torbay Story



GR1

Expand the services delivered on behalf of the Council to maximise opportunities for efficiency



OB2

To drive efficiency, innovation and best practice throughout our business to ensure best value for our customers



OB4

To ensure everyone goes home safely



OB6

To limit the environmental impact of our business



GR2

Increase 3rd party income in ways which do not conflict with Council services



OB1 - To recognise and deliver against the particular needs of all the SWISCo customer groups and be regarded as the supplier of choice.

SWISCo have a range of 'customers' from Elected Members, Council Officers in the client role, every resident/taxpayer in the Bay and our private commercial clients across the broad range of services we offer.

What will success look like:

- **Recognition of reliability of service delivery (and thus trust) as a key metric though-out the organisation .**
- **Communication with our customers in a form appropriate for their needs which also provides forward visibility of work programs and no surprises.**
- **Clear governance framework, regularly reviewed to provide oversight of service performance agreements with Torbay Council**
- **Regular monitoring of agreed work programmes provided to Council.**
- **Fully functioning regularly updated website**
- **Annual programme of multimedia marketing and engagement campaigns incl. schools**
- **To work in partnership with other Council depts and services to deliver the Torbay Way**





OB1

SUCCESS

OB1A - Recognition of reliability of service delivery (and thus trust) as a key metric though-out the organisation .

Target/Key result: Waste and Recycling collections to be 98%+ on time.

Target/Key result: Operations as per the Commissioning Agreement to be 90%+ on schedule.

Target/Key result: Service and 'Report It' requests to be actioned within 48hrs

Target/Key result: Information Governance process's to be actioned and closed in line with Council targets

Target/Key result: Monthly meeting between MD and Client and Quarterly work programme meetings with HoS

Influences: Direct relationship between annual budget and level of service so clear priorities required from Council

Reporting: Quarterly to Board, Client and Shareholder Panel



OB1B - Communication with our customers in a form appropriate for their needs which also provides forward visibility of work programs and no surprises

Target/Key result: All capital and developmental works to have a specific communication and engagement plan agreed with Client.

Influences: Pre delivery timescales and resources

Reporting: Annually and as required prestige



OB1

Success

OB1C - Clear governance framework, regularly reviewed to provide oversight of service performance agreements with Torbay Council

Target/Key result: Annual service performance agreements to be agreed with Council in conjunction with annual budget.

Influences: Direct relationship between annual budget and level of service so clear priorities required from Council

Reporting: Annually



OB1D - Regular monitoring of agreed work programmes provided to Council

Target/Key result: Operational Work programmes for key service areas to be provided to Council and monitored against expected performance in monthly dashboard.

Target/Key result: Strategic work programme to be reviewed by SWISCo SLT and shared with Client officer minimum of monthly

Influences: IT systems, Operational issues, Weather, other Council requirements

Reporting: Monthly to client officer and quarterly to Board and Client Panel





OB1

SUCCESS

OB1E - Regular positive engagement with relevant community organisations and partnerships

Target/Key result: To formally meet all Friends Groups individually minimum of once per year to agree annual park plan.

Target/Key result: To attend four Community Partnership Chairs meetings per year.

Target/Key result: To attend a minimum of 10 community events per year.

Influences: Staff availability

Reporting: Annually



OB1F - Fully functioning regularly updated website.

Target/Key result: To recognise that the website is the hub of all customer and community interactions and engagement.

Target/Key result: Website updates to be live within 48 hours of request.

Target/Key result: REPORT IT function to be fully operational through SWISCo website.

Target/Key result: Work programmes for key service areas to be published and updated weekly

Influences: Ownership of editing rights, IT capacity

Reporting: Annually





OB1

SUCCESS

OB1G - Annual programme of multimedia marketing and engagement campaigns

Target/Key result: To produce and deliver an annual marketing and engagement plan in conjunction with Council detailing a minimum of 4 key themes.

Target/Key result: To visit min. 10 schools per year

Target/Key result: To visit a min. 5 Community Partnerships per year.

Target/Key result: To post a min. 48 creative Social media posts per year..

Influences: Approval of programme by Council, Availability of Comms resource (Council and SWISCo)

Reporting: Annually



OB1H - To work in partnership with other Council depts and services to deliver the Torbay Way

Target/Key result: Waste and Recycling collections to be 98%+ on time.

Target/Key result: Operations as per the Commissioning Agreement to be 90%+ on schedule.

Target/Key result: Service and 'Report It' requests to be actioned within 48hrs

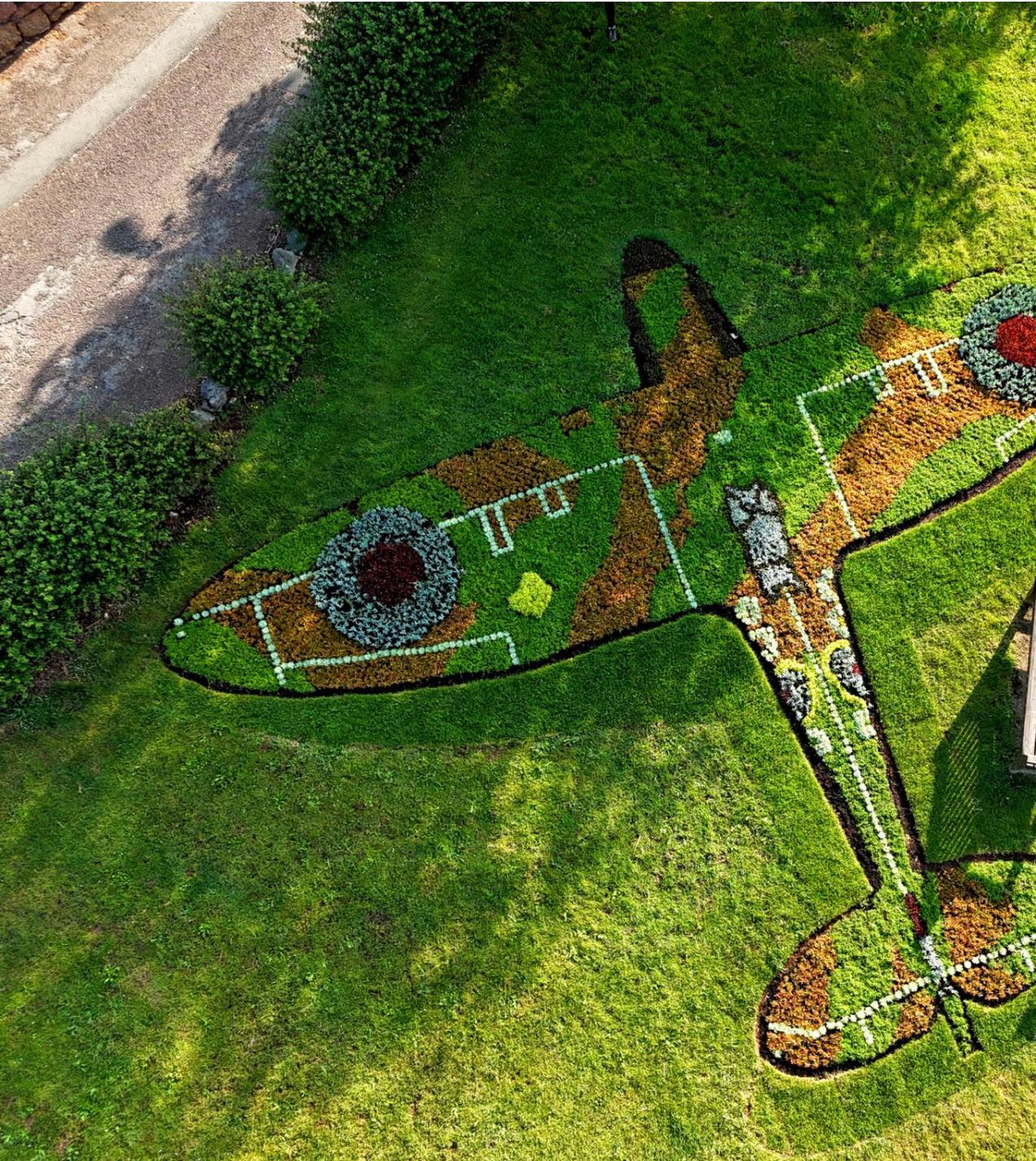
Target/Key result: Information Governance process's to be actioned and closed in line with Council targets

Target/Key result: Monthly meeting between MD and Client and Quarterly work programme meetings with HoS

Influences: Staff capacity, ownership and relevance of service requests, complaints and Member enquiries

Reporting: Annually





OB2 - To drive efficiency's innovation and best practice throughout our business to ensure best value for our customers.

Across all the services that SWISCo are involved in there is a constant and significant industry led drive for new techniques, equipment and technology. The challenges faced by SWISCo are by no means unique and we will strive to place ourselves to be aware and receptive of new ways of working. As a business we will understand the implications of the TECKAL principles in terms of the need to balance our aspirations to innovate with the constraints put upon us by our circumstance.

What will success look like:

- **Ongoing fleet and plant replacement programme**
- **Robust, dynamic and at pace procurement process's and pipeline plans.**
- **Regular financial monitoring to identify areas in need of process engineering.**
- **Workforce horizon planning and service redesign**
- **Engagement with industry leading providers and suppliers**
- **Work towards recognised standards in terms of relevant ISO awards**





OB2

SUCCESS

OB2A - Ongoing investment and replacement programme

Target/Key Result: Vehicles are leased for a maximum of 4 weeks.

Target/Key Result: Vehicle and plant procurement is complete via framework in under two weeks

Target/Key Result: Fleet and Plant IT system to monitor spend and viability of vehicles and plant.

Influences: Procurement regulations, availability of finance to fund replacement

Reporting: Annually



OB2B - Ensure our supply chain is delivering best value to us

Target/Key Result: Robust and actionable service level agreements, contracts or specifications are in place.

Target/Key Result: Robust, dynamic and at pace procurement process's and plans to ensure value for money.

Target/Key Result: Annual procurement pipeline to be agreed with Council team.

Target/Key Result: Noncompliant spend to be formalised.

Target/Key Result: Frameworks to be established for regular spend e.g fleet.

Influences: Procurement regulations, availability of procurement team

Reporting: Annually





OB2

Success

OB2C - Regular financial monitoring and analysis to identify areas in need of process engineering.

Target/Key Result: Monthly budget monitoring and analysis to identify areas of concern.

Target/Key Result: Areas of concern to be discussed at SWISCo SLT and Board.

Influences: Procurement regulations, availability of capital funding

Reporting: Quarterly in dashboard to Board and Shareholder Panel



OB2D - Workforce horizon planning and service redesign

Target/Key Result: Create workforce horizon plan.

Target/Key Result: Vacancy requests to be approved by HoS following consultation with workforce plan

Influences: Availability of qualified/skilled staff.

Reporting: Annually





OB2

Success

OB2E - Engagement with industry leading providers and suppliers

Target/Key Result: Minimum of three liaison visits with similar providers per year

Target/Key Result: Minimum of four national level engagements e.g conference, trade show per year

Influences: Staff availability

Reporting: Annually



SWISCo
SLT

OB2F - Work towards recognised standards in terms of relevant ISO standards

Target/Key Result: All work programmes and strategy work to be of a standard required by relevant ISO standards.

Target/Key Result: Minimum of one ISO accreditation to be achieved by 2029

Influences: Staff availability

Reporting: Annually



SWISCo
SLT

OB3 - To ensure a positive staff culture within the business.

The current workforce of around 360 makes SWISCo one of the biggest employers in the Bay. The workforce ranges from front line operational staff through to semi-professional and professional and technical office-based roles.

Our workforce is critical to the delivery of services and the success of our business, and we are justifiably proud of the actions we have taken thus far to increase the reputation locally of SWISCo as an employer and to stabilise and improve conditions for our workforce leading to much greater staff retention and easier recruitment.

What will success look like:

- **Reduced sickness and absence**
- **Reduce reliance on long term agency employees**
- **Enhance reputation leading to more effective recruitment and retention**
- **Regular training and development for all staff**
- **Staff feel valued and that they have a voice.**
- **Health and Wellbeing is a core element of our business.**
- **All staff are fully engaged in the principles and ambitions of our business and success is celebrated.**





Success

OB3A - Reduced sickness and absence

Target/Key Result: Working days absence rate to be below 4% (national waste industry average)

Influences: Health of workforce, staff morale, HR IT system

Reporting: Quarterly in dashboard to Board and Shareholder Panel



OB3B - Reduce reliance on long term agency employees.

Target/Key Result: Workforce to be maximum of 15% Agency staff (not including seasonal staff)

Target/Key Result: Agency staff to be offered temporary to permanent conversion after maximum of 12 weeks if appropriate.

Influences: HR capacity, Suitability of Agency staff for permanent employment, production of relevant documents and details by Agency staff during recruitment

Reporting: Quarterly in dashboard to Board and Shareholder Panel





Success

OB3C - Enhance reputation leading to more effective recruitment and retention

Target/Key Result: Staff turnover rate to be less than 40%

Target/Key Result: Vacancies to be filled within 4 weeks of advertisement.

Influences: HR capacity, Suitability of Agency staff for permanent employment, production of relevant documents and details by Agency staff during recruitment process.

Reporting: Quarterly in dashboard to Board and Shareholder Panel



OB3D - Regular training and development for all staff

Target/Key Result: All staff to have received min. 3 toolbox talks per year. All HGV Drivers to have completed one CPC unit per year.

Influences: Resources to allow time to be taken out of BAU for training

Reporting: Annually





Success

OB3E - Staff feel valued and that they have a voice.

Target/Key result: Staff Forum with representatives from all service areas to be held min. every two months.

Target/Key result: Annual staff survey and feedback of results and actions

Target/Key result: Hold twice yearly JCNC with Unions

Target/Key result: Minimum of three all staff briefings per year by Managing Director

Influences: staff willingness to take part. Resources to organise and impact on business

Reporting: Annually



OB3F - Health and Wellbeing is a core element of our business.

Target/Key result: There to be a minimum of 6 trained mental health first aiders and access to them is published to the workforce.

Target/Key result: Wellbeing support service to be available and all staff to be aware of how to access it.

Target/Key result: All staff on sick leave for more than 1 week are contacted by HR or Line Manager every week.

Influences: Resource for support service, willingness of staff to be trained as mental health first aiders.

Reporting: Annually





Success

OB3G - To understand and cater for the literacy and IT capabilities of our staff

Target/Key result: To always provide alternative to IT option and offer additional help if required

Influences: Resources to organise and impact on business

Reporting: Annually





OB4 - To ensure everyone goes home safely

SWISCo operates in some of the most hazardous industries in the UK and as such our absolute duty and priority is the health and safety of our workforce. We will strive to embed a safe working culture in the DNA of our business and ensure all our staff are equipped with the knowledge, skills, and equipment to be safe and operate in a business that celebrates safe working practices above productivity and efficiency.

What will success look like:

- **Manage all Health and Safety with EVOTIX management system.**
- **All staff to receive regular, relevant, and recognised Health and Safety training.**
- **All staff to be aware of importance and means of Hazard Reporting**
- **Regularly review incidents to ensure adequate learning in the business and relevant preventative mitigation is put in place.**
- **Compliant programme of testing and monitoring.**
- **Regularly review risk assessments in forums to include all elements of the business.**
- **Monitor incident rates against national best practice and ensure SWISCo is below them.**





Success

OB4A - Manage all Health and Safety with agreed management systems

Target/Key result: All staff to be aware of and connected to EVOTIX system.

Target/Key result: All Health and Safety information to be stored on EVOTIX.

Influences: Accessibility, Resources

Reporting: Annually



OB4B - All staff to receive regular, relevant, and recognised Health and Safety training

Target/Key result: All staff to attend minimum of 12 toolbox talks per year.

Target/Key result: Minimum of 50% of Service and Team Managers to be NEBOSH qualified.

Target/Key result: Minimum 10% of workforce to be first aid trained

Target/Key result: Minimum of 1 Mental Health First Aider per service area

Influences: Resources

Reporting: Annually





Success

OB4C - All staff to be aware of importance and means of Hazard Reporting

Target/Key result: Hazard spotting to be promoted at least three times per year

Target/Key result: Hazard reports to increase month on month

Influences: Resources

Reporting: Quarterly in dashboard to Board and Shareholder Panel



OB4D - Regularly review incidents to ensure adequate learning in the business and relevant preventative mitigation is put in place

Target/Key result: Incident review panel to be held weekly and attended by representatives from every service area.

Target/Key result: Actions to be recorded on EVOTIX and closed at following review panel

Influences: Resources

Reporting: Recorded in EVOTIX and raised at Board if required





Success

OB4E - Compliant programme of testing and monitoring

Target/Key result: Annual programme of Health Surveillance for all staff with required follow up's and actions.

Target/Key result: All specialist plant and equipment to be tested as required

Target/Key result: Results of compliance programme to be recorded on EVOTIX

Influences: Resources, availability, cost and performance of external service providers

Reporting: Recorded in EVOTIX and reported annually



OB4F - Regularly review risk assessments in forums to include all elements of the business

Target/Key result: Minimum of 6 Risk Assessment Groups to meet minimum of 4 times per year to review relevant risk assessments.

Target/Key result: Results to be recorded on EVOTIX and shared with staff through toolbox talks.

Influences: Staff availability

Reporting: Recorded in EVOTIX and reported annually





Success

OB4G - Monitor incident rates against national best practice and ensure SWISCo is below them

Target/Key result: Record and monitor SWISCo Health and Safety data from EVOTIX against comparable national averages.

Target/Key result: SWISCo to outperform comparable national averages

Influences: Resources

Reporting: Quarterly in dashboard to Board and Shareholder Panel



OB5 - To understand the influence that SWISCo has on the Torbay Story

As a leading employer and manager of the place SWISCo has great influence and impact on the appearance, reputation, and success of Torbay. Our social values need to reflect and further those of the Council.

What would success look like:

- **Develop social values partnerships with local charities and business.**
- **Contribute to Torbay wide events and campaigns.**
- **Collaborate and engage with wider initiatives.**
- **Understand and promote social, cultural, natural and built heritage within the Bay.**





SUCCESS

OB5A - Develop social values partnerships with local charities and business

Target/Key Result: Become accredited as a foster friendly employer.

Target/Key Result: Agree an Armed Forces Covenant

Target/Key Result: Offer a minimum of six assisted apprenticeships, care leaver placements or work experience placements per year.

Target/Key Result: Provide sponsorship to a minimum of three local charities or groups per year

Influences: Staff availability, viability of schemes

Reporting: Annually



OB5B - Contribute to Torbay wide events and campaigns.

Target/Key Result: Work with Client and external providers to provide relevant services to a minimum of four events per year.

Target/Key Result: Work with Client and external providers to deliver targeted street cleansing services when required.

Influences: Resources, communication

Reporting: Annually





OB5

Success

OB5C - Collaborate and engage with wider initiatives

Target/Key Result: Minimum of two staff briefings per year to include update on the Torbay Story to ensure staff are aware of strategic developments and the role SWISCo plays.

Target/Key Result: Actively engage with partners and other Council teams to deliver a minimum of three co production opportunities per year.

Influences: Staff availability, availability of partners and opportunities.

Reporting: Annually



OB5D - Understand and promote social, cultural, natural and built heritage within the Bay.

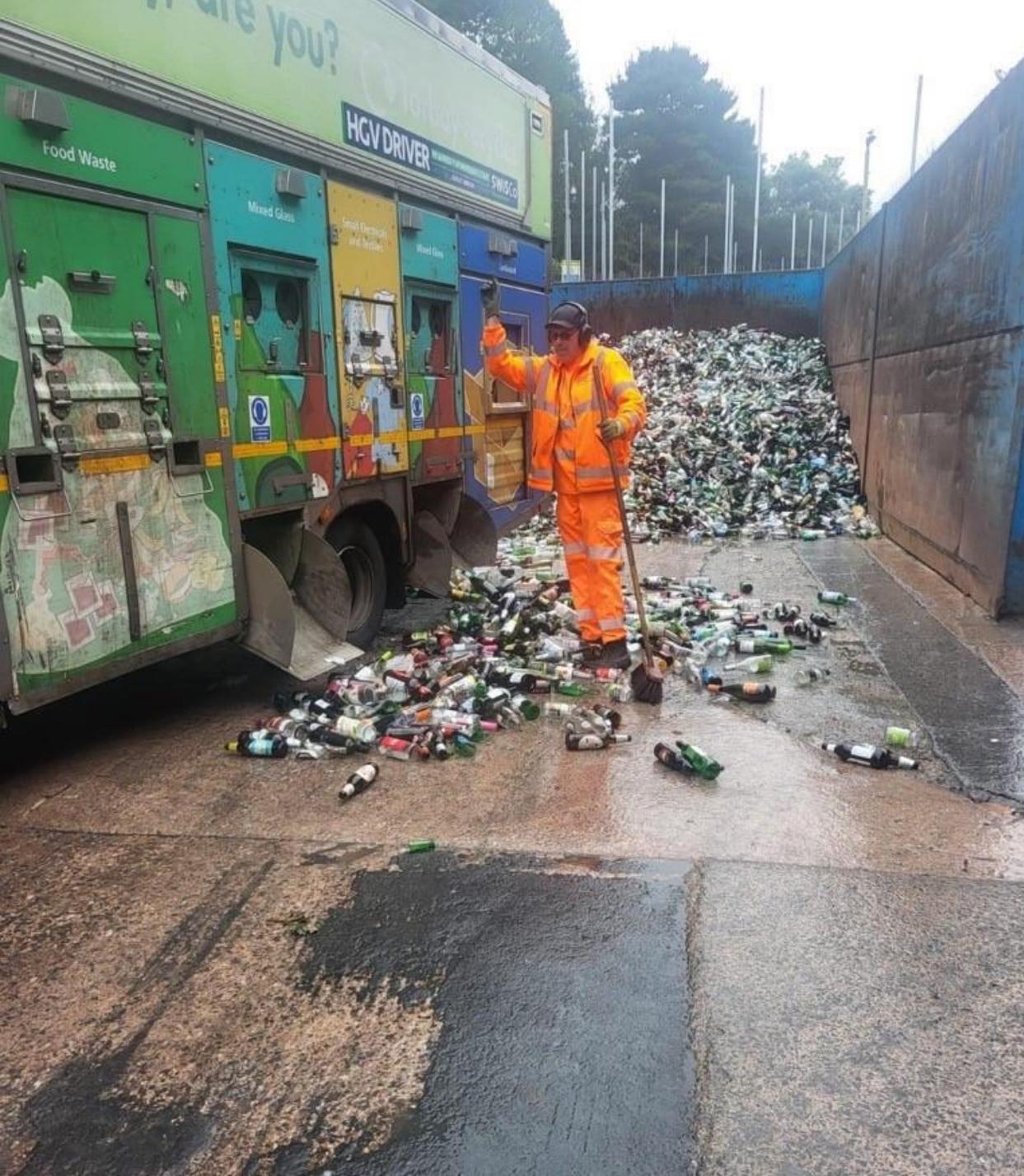
Target/Key Result: Engage and consult with relevant partners to ascertain heritage considerations in proposed strategic plans and works.

Target/Key Result: Deliver a minimum of three heritage improvements per year.

Influences: Staff availability, availability of partners and opportunities.

Reporting: Annually





OB6 - To limit the environmental impact of our business

The services that SWISCO delivers hold many opportunities for environmental benefit and gain. SWISCO be realistic in its ambitions to be carbon neutral and ensure that initiatives to do so are economically viable and will not negatively impact service delivery. We will maximise all opportunities to improve biodiversity and carbon sequestration and engage with residents to ensure a joined-up approach especially in terms of recycling.

What will success look like:

- **Promote reduction of waste and actively pursue initiatives to do so.**
- **Increased recycling rate in residential and commercial waste operations**
- **Manage all environmental permits and activities through Environmental Management System**
- **New Waste Transfer Station facility**
- **Record and reduce carbon emissions and review all business decisions considering carbon considerations.**
- **Alternative fuelled fleet wherever practically and economically viable**





Success

OB6A - Promote reduction of SWISCo waste and actively pursue initiatives to do so

Target/Key Result: SWISCo generated Residual waste to be less than 150 tonnes per year

Influences: Staff behaviour, supply chain, turnover

Reporting: Quarterly to Board and Client Panel



OB6B - Increased recycling rate in commercial waste operations

Target/Key Result: Commercial recycling to be greater than 30%

Influences: Council waste strategy, funding and permission for engagement campaigns

Reporting: Quarterly in dashboard as part of waste data flow





SUCCESS

OB6C - Manage all environmental permits and activities through Environmental Management System

Target/Key Result: Compliance with all relevant environmental permits

Target/Key Result: Creation of SWISCo wide Environmental Management System

Influences: Council funding, project management resource, planning, EA and SWW Approval

Reporting: Annually



OB6B - Staff are engaged and proactive in ways of reducing the Environmental impact of our business

Target/Key Result: Staff survey <70% overall happy with SWISCo

Target/Key Result: Continued participation in the Torbay Climate Partnership was set up (2021) to help coordinate and accelerate actions to help tackle climate change in Torbay. As part of a wider membership that includes public, private, community and voluntary, SWISCo provides an integral and important role in the climate change adaptation agenda

Influences: Greener Way for our Bay (a framework for reducing carbon emissions in Torbay)

Reporting: Annually





SUCCESS

OB6E - New Waste Transfer Station facility

Target/Key Result: Capital and Growth programme to stay within timeline

Influences: Council funding, project management resource, planning permission, EA approval.

Reporting: Monthly through Capital and Growth Board. Quarterly to Board



OB6F - Record and reduce carbon emissions and review all business decisions in light of carbon considerations

Target/Key Result: To establish accurate carbon baseline to be completed by Dec 2024.

Target/Key Result: Using baseline data create a options for a realistic and costed pathway to carbon neutrality and annual targets to be completed by Dec 24 for approval and decision by Board and Shareholder Panel.

Target/Key Result: Implement pathway to carbon neutrality in line with Board and Shareholder Panel decision.

Influences: Staff resource, data availability, agreed data standard, funding

Reporting: Annually





SUCCESS

OB6G - Alternative fuelled fleet wherever practically and economically viable

Target/Key Result: Alternative fuelled options are considered with every fleet and vehicle purchase and appropriate business case created and approved

Influences: Technology, practicality and cost

Reporting: Annually



GR1 - Expand the services delivered on behalf of the Council to maximise opportunities for efficiency

Operating as a LATCO with an increasing high reputation as an employer of choice recruitment to operational front line roles is potentially easier and cheaper than direct to Council. Combined with the existing management structure, range of services already delivered and digital operating systems there is potential for further Council services to be delivered by SWISCo. The recent shift of the Enviro Crime, Unauthorised Encampment and Dog Warden portfolio is an example of how performance, flexibility and co efficiency of services can be enhanced by the SWISCo operating model.

Front line operational staff make up a large element of the SWISCo workforce and as a result the culture and staff engagement and management style of the business is wholly focused on this cohort of staff.

There are now a variety of overlaps between services delivered by SWISCo and Torbay Council and as this increases so do the opportunities for efficiencies to be realised and processes streamlined through business operating systems already embedded in SWISCo and joined up working.

What would success look like:

- **SWISCo is considered in all future Council service reviews and redesigns.**
- **Business cases are developed in relation to services being delivered by SWISCo as required to access value, efficiencies and benefits.**



GR2 – Increase 3rd party income

SWISCo has many and varied opportunities to increase the amount of work undertaken for the private sector, these need to be balanced against their potential impact on the services delivered to the Council and wherever possible there should be a co benefit. SWISCo will clearly identify and manage the risks associated with commercial expansion and be realistic in its ambitions for growth considering TECKAL factors and primary function to the Council.

In order to prevent any negative impact on quality of services delivered on behalf of Torbay Council and make the expansion of commercial services a serious reality a clear delineation needs to be created between commercial and Council operations. This requires an appreciation that there is little opportunity for staff to occupy strategic or tactical roles in both the Council and commercial growth areas of work without detriment to one or the other caused by resource and time limitations. The current operating model focuses all the strategic capacity in the business to Council work.

As such it is intended that a unit be created within SWISCo to account for and deliver the commercial services of the business. Overheads will be calculated not as percentage of the overall turnover but as a business unit cost operating alongside the work carried out for Torbay Council. This will allow an accurate and real world appreciation of costs and transparency between the true cost of Council services and real net profit from commercial activities. It is also necessary to ring fence roles to commercial work to ensure an accurate account of available time and resource and true re-costing of the work of these roles against SWISCo as a whole.





GR2 – Increase 3rd party income

There is a direct link between the improved reputation of SWISCo in terms of the service delivered to residents and communities of Torbay and the success of commercial growth. There will be occasions when marketing for commercial work needs to be focused on the target market and it is anticipated there are opportunities for cross branding between the areas of work to amplify the co benefits of high levels of customer service and best value.

In order to allow competition with private service providers to be achievable there may be occasions where discussion needs to take place around the principles of the SWISCo as a LATCO sharing services, policies and operating principles with the Council.

What would success look like:

- **Create group accounting principles and process's which allow clear identification of costs, overheads and profits of commercial work**
- **Agree with shareholder that significant commercial growth requires ringfenced staff and investment**
- **Carry out detailed market analysis of opportunities and constraints for target services to allow creation of evidence-based growth plan and establish opportunities and associated risks.**
- **Increase marketing of SWISCo commercial services through other Council functions and services e.g planning and capital projects.**
- **Focus on integrated opportunities where clients require multiple commercial services offered by SWISCo e.g schools, academy's, industrial parks and developers**

