



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Organisational Transformation Corporate Delivery Committee

At: Multi-Location Meeting - Gloucester Room, Guildhall / MS Teams

On: Tuesday, 27 September 2022

Time: 2.00 pm

Chair: Councillor Mandy Evans

Membership:

Councillors: P N Bentu, J A Hale, T J Hennegan, M Jones, S Joy, F D O'Brien and L V Walton

Watch Online: <https://bit.ly/3Lewe73>

Agenda

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2 To receive Disclosures of Personal & Prejudicial Interests from Members. www.swansea.gov.uk/disclosuresofinterests	
3 Minutes:	1 - 2
4 Transformation.	3 - 9
5 Work Plan 2022-2023.	10

Next Meeting: Tuesday, 25 October 2022 at 2.00 pm

A handwritten signature in black ink that reads 'Huw Evans'.

Huw Evans
Head of Democratic Services
Wednesday, 21 September 2022

Contact: Democratic Services - (01792) 636923

Agenda Item 3



City and County of Swansea

Minutes of the **Organisational Transformation Corporate Delivery Committee**

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Tuesday, 26 July 2022 at 2.00 pm

Present: Councillor V M Evans (Chair) Presided

Councillor(s)

P N Bentu
M Jones

Councillor(s)

J A Hale
S Joy

Councillor(s)

T J Hennegan
H Lawson

Officer(s)

Marlyn Dickson
Sarah Lackenby
Jeremy Parkhouse

Strategic Change Programme Manager
Head of Digital and Customer Services
Democratic Services Officer

Also present

Councillor C Anderson
Councillor D H Hopkins
Councillor A S Lewis

Cabinet Member for Community
Cabinet Member for Corporate Service and Performance
Cabinet Member for Service Transformation

Apologies for Absence

Councillor(s): F D O'Brien and L V Walton

10 Disclosures of Personal & Prejudicial Interests.

In accordance with the Code of Conduct adopted by the City & County of Swansea, the following interests were declared: -

Councillors P N Bentu, J A Hale and H Lawson declared personal interests in Minute No.12 – Organisational Transformation Work Programme 2022-23.

11 Minutes:

Resolved that the Minutes of the Organisational Development Corporate Delivery Committee held on 28 June 2022 be approved and signed as a correct record.

12 Organisational Transformation Work Programme 2022-23.

The Chair introduced a 'for information' report of the Interim Chief Executive and Director of Corporate Services which provided the Committee with a draft outline of

the work programme 2022-23 and what it sought to achieve in terms of policy objectives.

It was outlined that following a discussion between the Director and Cabinet Members, the priorities provided in the report were identified as draft items for the work programme 2022-23, subject to any amendments made by and approval of the Committee. The table also provided the anticipated outputs and outcome from each work plan item, the policy commitment that each work plan helps deliver and the corporate priority that each work plan item was aligned to.

The Committee, with the assistance of the relevant Cabinet Member, discussed the following topics for inclusion in the work programme: -

- Rewards and recognition of staff.
- Agile Working Policy.
- Customer Contact Strategy.
- Swansea as the first Human Rights City.
- Recruitment and retention of staff.

The Chair added that the above topics would be included in the Committee Work Programme 2022-23 and would be discussed during the next few months.

The meeting ended at 2.23 pm

Chair

Organisational Transformation CDC 27 September 2022

TRANSFORMATION

Sustainable Swansea (2015-2019)

- 4 workstreams, each sponsored by a Director:
 - Efficiency
 - Stopping Services
 - New Delivery Models
 - Prevention
- 14 delivery strands (containing 50+ projects) including:
 - Reducing staff costs
 - Education strategy
 - commercialisation]
 - Customer contact
 - Demand Management
 - Commissioning (including specific reviews of 17 services)
- Helped to deliver £70+ million cost savings over 4 years

Achieving Better Together (2020-2022)

Programme designed to take council from pandemic to next transformation programme, using three phases:

- 1: Recovery (from COVID19): 2020/21
- 2: Refocus: To May 2022
- 3: Reshape: 2022 and beyond

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Phases 1 and 2 were intentionally not about transformation:

- Phase 1: focused on restarting & adapting a wide range of services
- Phase 2: focused on supporting the county and the council to emerge and grow from the crisis

Discussion Questions

1. What worked well / added value from your perspective?
2. What was less useful?
3. What elements could be taken forward into the next transformation programme
4. Any other thoughts?

Transformation – Next Stage of the Journey

Transformation is the act or process of changing completely (e.g., a caterpillar becoming a butterfly)

- The need for transformation arises when an organisation cannot deliver its objectives without making radical change to the way it works

Page 7 • The council has a statutory duty to set a balanced budget and the size of the financial challenge alone will require the council to radically change the way it works over the next four years... so...

**The council will not achieve its objectives
without transformation**

Council Transformation 2022-2027

Before developing the detail of the next transformation programme we need to agree our transformation goals. While these will be dependent on the corporate priorities, given the financial outlook we might expect them to include:

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

Thank you

Agenda Item 5



Report of the Chair

Organisational Transformation Corporate Delivery Committee – 27 September 2022

Work Plan 2022-2023

Date of meeting	Agenda items and Format
28 June 2022	<ul style="list-style-type: none">• Work Plan Discussion.
26 July 2022	<ul style="list-style-type: none">• Work Programme 2022-2023.
27 September 2022	<ul style="list-style-type: none">• Transformation.
25 October 2022	<ul style="list-style-type: none">•
22 November 2022	<ul style="list-style-type: none">•
20 December 2022	<ul style="list-style-type: none">•
24 January 2023	<ul style="list-style-type: none">•
28 February 2023	<ul style="list-style-type: none">•
28 March 2023	<ul style="list-style-type: none">•
25 April 2023	<ul style="list-style-type: none">•
To be Scheduled	<ul style="list-style-type: none">• Rewards and recognition of staff.• Agile Working Policy.• Customer Contact Strategy.• Swansea as the first Human Rights City.• Recruitment and retention of staff.