



City and County of Swansea

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

**Multi-Location Meeting - Gloucester Room, Guildhall / MS**

**Teams**

**Tuesday, 24 January 2023 at 2.00 pm**

**Present:** Councillor V M Evans (Chair) Presided

**Councillor(s)**

P N Bentu  
F D O'Brien

**Councillor(s)**

J A Hale  
L V Walton

**Councillor(s)**

H Lawson

**Officer(s)**

Nick Huffer  
Sarah Lackenby  
Samantha Woon

Employment Lawyer  
Head of Digital and Customer Services  
Democratic Services Officer

**Also present:**

Councillor A S Lewis

Cabinet Member for Service Transformation.

**Apologies for Absence**

Councillor(s): S Joy

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**29 Disclosures of Personal & Prejudicial Interests.**

In accordance with the Code of Conduct adopted by the City & County of Swansea, no interests were declared.

**30 Minutes:**

**Resolved** that the Minutes of the Organisational Transformation Corporate Development Committee held on 20 December 2023 be approved and signed as a correct record.

**31 Transformation.**

The Head of Digital and Customer Services provided a 'for information' report on the Sustainable Swansea Programme and lessons learned to help inform the development of the new Transformation Plan 2023-2027.

The Sustainable Swansea – Fit for the Future Delivery Programme was approved by Cabinet in July 2014 and was subject to further review and refresh at Cabinet in July

2015. The programme had three objectives to transform services, ensure financial sustainability and improve outcomes for residents.

The programme was introduced to address the financial, demographic and sustainability challenges faced by Swansea Council at that time, focusing on the core future purpose of the Council, the transformation of services and models of delivery, greater collaboration with other councils, local organisations, community groups and residents, sustainability, and prevention. The objectives were aligned with the Council's twelve budget principles, i.e., everything is included, engagement, less money, demonstrating efficiency, cutting red tape, full cost recovery, increased income, different models of delivery, supporting those at risk, the evidence base, sustainable outcomes, and personal responsibilities.

Any work on service changes and budgets across the Council was included in the programme with the aim of harnessing efforts in one direction and avoiding duplication. The programme initially consisted of:

- a strategic framework (core purpose of the council, future council, policy framework and the medium-term financial plan)
- 4 work streams (efficiency, new models of delivery and prevention and stopping service)
- 14 delivery strands
- numerous change projects

The total the programme is estimated to have delivered around £70 million of savings over its lifetime, including £16 million in 2014-15 alone.

Members noted the Projects and Programme Governance, Key Outcomes and Achievements, Lessons Learned, Sustainable Swansea Programme Examples of Engagement Activity, Conclusions, Moving On: Recovery Plan and 2023-2027 Corporate Transformation Plan.

The Head of Digital & Customer Services stated that the development of the Corporate Transformation Plan focuses on delivery of the council's wellbeing objectives, within a very challenging financial outlook. Taking account of the lessons learned from the Sustainable Swansea Programme, development of the following policy areas are being currently considered:

- Effective engagement and co-production (with residents, staff, and other stakeholders) on projects / programmes within the plan.
- Performance management of the corporate transformation plan (including ongoing development and scrutiny).
- Internal and external communication of the plan.
- Development of the workforce's change management capability (e.g., training, use of change management toolkits).

- The need to balance the need for long term transformation outcomes and demonstrable delivery in the short term (including savings).
- The role of digital technology in helping to deliver transformation and how that is resourced.

It was noted that in terms of digital technology, the digital strategy was currently being consulted upon. A governance board had met before Christmas and significant work was underway.

The discussions focussed on the following:

- Co-production required a balance between allowing residents to be involved whilst identifying those services which would need to remain within the Council's management.
- The report is in its very early stages and does appear to be generic as Departments and Services examine service transformation within their specific areas.
- The effect of the Pandemic in regard to transforming the manner in which the Council responds and delivers services and ensuring that the progress, activity and lessons learned by residents, staff and elected members will continue and be developed upon.
- The need for the development of proactive engagement with young people, disability forums, over 50's groups etc.
- The benefits of joint working with other organisations (e.g. SCVS who have a dedicated Co-production Officer).
- The membership, remit and meeting frequency of the Transformation Delivery Board.

The Head of Digital and stated that she would liaise with the interim Director of Corporate Services regarding frequency of transformation progress reports.

The Chair thanked the Head of Digital and Customer Services and Cabinet Member for Service Transformation, who was also present, for their input.

## **32 Work Plan.**

The Chair presented 'for information' the Organisational Transformation Corporate Delivery Committee Work Plan 2022-23.

It was noted that Co-production would be discussed at the meeting on 28 February, 2023.

**Resolved** that:

1. Following a request from the Cabinet Member for Equalities and Culture, a Lighting Policy be included on the Work Plan for discussion on 28 March, 2023.
2. Customer Contact Strategy be deferred for consideration in the new Municipal Year.

Minutes of the Organisational Transformation Corporate Delivery Committee (24.01.2023)  
Cont'd

The meeting ended at 2.22 pm

**Chair**