



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, 24 January 2023

Time: 2.00 pm

Chair: Councillor Mandy Evans

Membership:

Councillors: P N Bentu, J A Hale, T J Hennehan, S Joy, H Lawson, F D O'Brien and L V Walton

Watch Online: <http://bit.ly/3X0Tj1T>

Agenda

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3 Minutes: To approve & sign the Minutes of the previous meeting(s) as a correct record.	1 - 3
4 Transformation.	4 - 40
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Next Meeting: Tuesday, 28 February 2023 at 2.00 pm

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

Huw Evans
Head of Democratic Services
Wednesday, 18 January 2023

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, 20 December 2022 at 2.00 pm

Present: Councillor V M Evans (Chair) Presided

Councillor(s)

P N Bentu

Councillor(s)

S Joy

Councillor(s)

L V Walton

Officer(s)

Rachael Davies

Marlyn Dickson

Nick Huffer

Jeremy Parkhouse

Head of HR & Service Centre

Strategic Change Programme Manager

Employment Lawyer

Democratic Services Officer

Apologies for Absence

Councillor(s): F D O'Brien

25 Disclosures of Personal & Prejudicial Interests.

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

26 Minutes.

Resolved that the Minutes of the Organisational Transformation Corporate Delivery Committee held on 22 November 2022 be approved and signed as a correct record.

27 Recruitment and Retention.

Rachael Davies, Head of HR and Service Centre presented a 'for information' report which informed the Committee of the Council's current recruitment and retention strategy.

It was outlined that the Council's approach toward Recruitment and Retention was detailed in the Recruitment and Selection Policy, attached at Appendix 1, which was available on Staffnet for managers and employees. The Reward and Recognition Report, presented to the Committee in October 2022, was provided at Appendix B.

The report detailed the current recruitment practice, retention practice, Workforce Strategy 2022-2027, including the Action Plan, and future considerations. The

Officer highlighted a number of the current practice, recruitment issues being faced by the Council and future considerations within the report.

The Committee discussed the following: -

- The positive results / actions in respect of staff retention.
- The importance of retaining current staff for their skills / knowledge.
- Catering for staff / potential employees who do not have access to a computer / online services, the alternative methods available and the Council being mindful of the different skills sets available within and external to the Authority.
- The Digital Strategy and upskilling the workforce.
- Sharing job advertisements more widely than the Council website to increase accessibility for applicants, how the Council would be reviewing the effectiveness of the website and investigating other options available, e.g. posting advertisements on community groups Facebook page.
- Whilst the Council is a disability friendly employer, some of its buildings, e.g. the Guildhall are not disability friendly and the hope that the new Council buildings in the City Centre would be far more accessible.
- Feedback from the local community that the Council is generally not a race friendly organisation, ethnic minorities being excluded from the recruitment process and the details included in the Workforce Strategy on equality, diversity and inclusion, particularly the objectives of the Council and specific actions in relation to equality and diversity.
- Current vacancies within the Council and the difficulty in establishing an exact figure which fluctuates on a daily basis.
- Current recruitment being placed on hold due to the present financial situation and the number of current vacancies being predominantly Social Services front-line jobs.
- Using 'a day in the life' for current employees who had aspirations to change role within the Council, which has been successful in other organisations and how it would be reviewed as part of the wider Organisational Development transformation review.
- The active redeployment list run by the Authority and the number of successfully redeployed staff within the Council.
- Ratio of applications through the medium of Welsh, which the officer would clarify.
- Agency staff – the number employed by the Authority and the details highlighted in a recent report to the Governance & Audit Committee, which the officer would circulate to the Committee.
- Apprenticeships – the opportunity for people of all ages to take up roles across the Authority, the opportunity for the Council to develop its own apprentice service, how the Council is looking to develop different entry points for young people and existing staff.

The Chair thanked the Head of HR and Service Centre for a comprehensive report.

28 Work Plan.

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

The topics for discussion at the following meetings were noted: -

- Transformation - 24 January 2023
- Agile Working Update – 28 February 2023
- Customer Contact Strategy – 28 March 2023

The Chair and Officers would discuss the options available for the Work Plan and would report to the next scheduled meeting.

The meeting ended at 2.39 pm

Chair

Agenda Item 4



Report of the Interim Director of Corporate Services

Organisational Transformation Corporate Development Committee - 24 January 2023

Transformation

Purpose:	To share with the Committee an update on the Sustainable Swansea Programme and lessons learned from it to help inform the development of the new corporate transformation plan 2023-2027
Report Author:	Ness Young
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar
For Information	

1. Background

1.1 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
- improve outcomes for residents.

1.2 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.

- 1.3 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 strands¹
 - numerous change projects
- 1.4 The programme was reviewed in 2015 as the pace of delivery was slower than anticipated (albeit that service specific savings of around £16 million were delivered by the programme in 2014-15) and a further £70-80 million savings were expected to be required over the subsequent three years. As a result, the programme focused on the delivery on the following budget savings:
- Continuation and development of service delivery savings approved by Council in February 2015 and subsequently reviewed.
 - Other elements of the Sustainable Swansea Delivery Programme approved by Cabinet in July 2014 and reviewed by Cabinet in July 2015.
 - Cash freeze in Schools Delegated Budgets
- 1.5 The review also identified a lack of traction and ownership in some areas and the need to delay or revise previously agreed projects to ensure robust governance arrangements were in place. It concluded that, while the strategic aims of the programme and the 4 workstreams were fit for purpose and should remain unchanged, work should be undertaken to embed and integrate major change programmes especially those undertaken by Social Services and Education to capture all of the savings. Moreover, whilst the review recommended retaining the existing four workstreams, it also recommended a significant focus on three new key areas: Commercialism, Commissioning and Prevention, to secure long-term change and savings.
- 1.6 Seventeen commissioning reviews were undertaken as part of the Commissioning Delivery Strand, to identify optimal operating models that delivered the right services in the right way to meet the needs of customers. Appendix 1 provides an update on the commissioning reviews that reported to Committee as being AMBER in November 2018.

2. Projects and Programme Governance

- 2.1 Structured programme management was used to govern and manage the Sustainable Swansea Programme. The Corporate Management Team (CMT) and Cabinet reviewed progress monthly. The programme was sponsored by the Deputy Leader and led by the Director of Resources / Corporate

¹ Continuous Improvement, Workforce, Support Services, Assets, Third Party spend, Income & Charging, Customer contact, Commissioning services, Collaboration, Community action, Demand management, Early intervention, Council priorities, Future Council

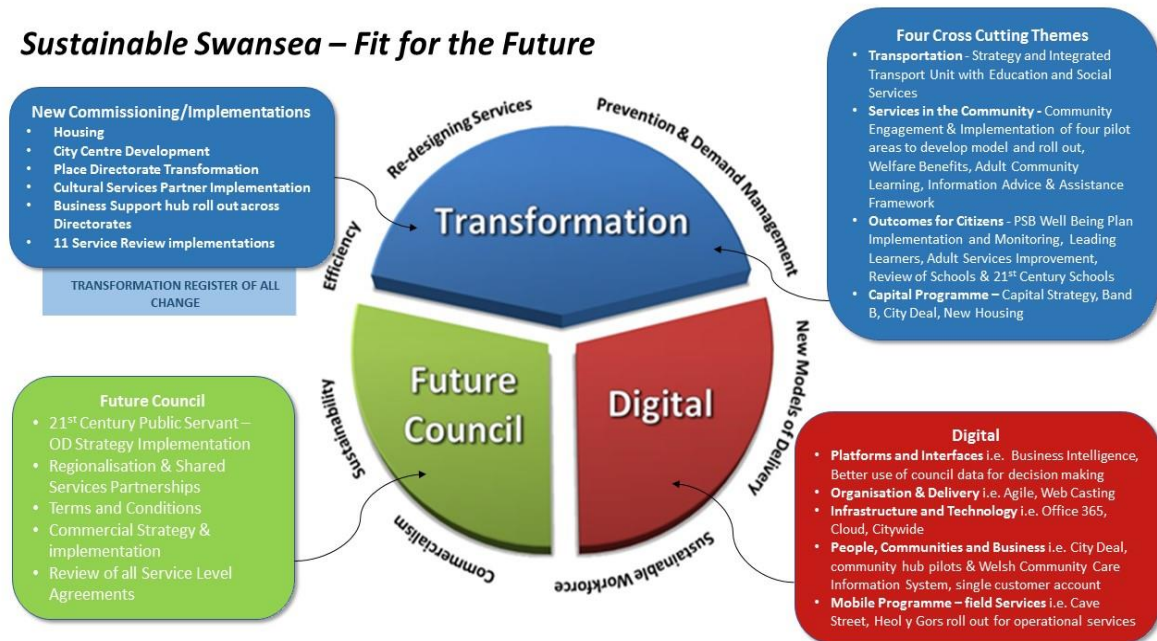
Services, supported by the Chief Transformation Officer / Head of Service at the time. The programme was reviewed annually in parallel with budget setting to:

- Report on and close those projects that had been delivered.
- Incorporate changes from the internal and external environment, which were either emerging or long-term priorities that would impact the Council's sustainability.
- Evaluate all projects and make appropriate changes, e.g., where legislation, new thinking / models, changes in the Corporate Plan or Local Well-being Plan, or changes from the external environment influence the original scope, therefore the project needed to change / morph.
- Incorporate priorities emerging from annual budget discussions between Senior Management and Members, as well as any changes in the revised MTFP.
- Review lessons learnt with stakeholders (e.g., Welsh Audit Office (WAO), Welsh Government, partners, and many other stakeholders) and incorporate learning into the next phase.
- In addition, Scrutiny undertook pre-decision Scrutiny of any programme recommendations going before Cabinet. Scrutiny also reviewed progress annually.

- 2.2 During the early phases of the Sustainable Swansea – Fit for the Future programme, Cabinet, and the Executive Board (Corporate Management Team) provided strategic oversight but then a Programme Board was established chaired by Corporate Director of Resources and comprising the Leader, the Cabinet Member with responsibility for the programme, the Director of People Services, and the Director of Place (Work Stream Sponsors).
- 2.3 The programme was implemented by a Programme Delivery Team which included a Programme Manager, a Strand Lead for each of the 14 Delivery Strands (continuous improvement, workforce, support services, assets, third party spend, income and charging, customer contact, commissioning services, collaboration, community action, demand management, early intervention, Council priorities and Future Council).
- 2.4 During 2015, governance arrangements were reviewed, and arrangements were put in place to strengthen oversight and the implementation of the programme. A Transformation and ICT Programme Office was established, and a Sustainable Swansea Programme Manager appointed. The Council's Leadership Group was also incorporated within the governance arrangements, accountable to the Executive Board and embedding change across the organisation. Although the 4 Work Streams remained, the Delivery Strands were revised to include modernising ICT, promoting safer independence, supporting children and families and an education strategy. The income and charging Delivery Strand was also revised to include a broader focus on commercialism under the efficiency workstream and the commissioning services strand was also revised into commissioning reviews

and commissioning implementation under the new models of working strands.

Sustainable Swansea – Fit for the Future



3. Key Outcomes and Achievements

- 3.1 The 2015 Review identified that the programme provided a platform for wider debate about long term future change and enabled the development of new innovative ideas and projects such as the Prevention Budget and a Community Development Fund.
- 3.2 In total the programme is estimated to have delivered around £70 million of savings over its lifetime, including £16 million in 2014-15 alone. Key outcomes and impacts included:
- Achieving a reduction in Business Support functions by removing duplication and streamlining processes across all Directorates. Over the life of the Business Support work, it is estimated the Council has saved £3.6 million. Commercial opportunities within the Civic buildings were delivered by developing a more modern, commercial, sustainable, and social space for staff and visitors. Implementation of the Service Centre and Transactions Team incorporated the employee services helpdesk. Significant improvements in self-service options for officers and managers streamlined processes and delivered resource benefits in the Service Centre. The services, which are available to the public through Contact Swansea, had been increased to include Street Lighting, Parks & Leisure. Business Intelligence now hosted within Legal Services, including FOI and SAR.
 - A significant increase in income generation by increasing fees and charges to 5%, both to meet demand and to bring the Council in line with other authorities and organisations.

- The Waste Service increased recycling rates, which reduced residual waste at the five sites to 2,200 tonnes in 2017-18, down from over 11,000 in 2015/16, which is around an 80% reduction. Waste changes also supported achievement of a 62% recycling target in 2018-19 – the Welsh Government target was 58% at that time.
- Delivered a new Leisure delivery model. The Council started a new partnership with Freedom Leisure on the 1st October 2018, which was to bring investment and sustainability to these services for the future.
- The Council was in the process of growing a sustainable workforce model through traineeship and apprenticeship schemes across the Council, e.g., fifteen in Corporate Building Services in 2018/19 and a further twelve in 2019/20.
- Gower Centres had widened their reach so that more young people and families attend on weekends, offering a sustainable and more inclusive approach.
- MyClydach launched in October 2018 being the first Services in the Community Hub pilot delivered, bringing multiple services together into one place including virtual support.
- Co-production had begun within Adult Services to help redesign services around direct payments and parent and carer groups. The Corporate Co-Production Strategy was developed to expand this approach across more areas, in order to increase resident and business involvement in the design of future services.
- Launch of the commercial cleaning services pilot for vulnerable adults in their own homes, building on partnership working with the third sector, such as the Red Cross and Age Cymru.
- Delivery of new digital tools. Rollout of Skype for Business formed part of the agile working programme and enables staff and Councillors to use instant messaging, internet voice calls, video conferencing and virtual meetings. This new technology had enabled the Council to improve efficiency and effectiveness and will reduce travel time and expense claims.

3.3 Examples of what went well also encompassed the following aspects:

- Engagement: The programme was positively received by residents and employees and Participation Cymru training was delivered successfully. During the engagement process the Council had been more open than previously about the challenges it faced.
- Strategic View: A platform became available for a much wider debate about the future and links were able to be made to the Future of the Council.
- Programme Shape: The projects captured the right things in a logical manner, aligned to other major projects
- Redundancies: The Council was able to avoid compulsory redundancies
- Funding for Change: Included the Transformation Fund (backfill, training provided), the Community Development Fund (pump priming community action) and the Prevention Budget (innovative ideas/projects).

4. Lessons Learnt

4.1 As can be seen from the list above the programme achieved significant savings and facilitated change across the council. However, as with all programmes there were challenges and lessons to be learned² including the importance of:

- Having clearly specified projects, roles and accountabilities and monitoring arrangements
- Ensuring budget clarity, in respect of savings achievement and budget adjustments being made
- Clear process for bidding for investment in projects
- Tracking intended benefits and outcomes, especially for continuous transformation activity and cross cutting themes, and understanding the impact of changes on users as well as the council
- Phasing change to manage the impact on service delivery to reduce the risk of exceeding service capacity to deliver or negatively impact upon service provision.
- Having staff resources available to support the projects and consistent approach to the use of external support
- Balancing quicker efficiencies with preparing the ground for longer term, more preventative changes
- Effective engagement and co-production with residents and staff (see box)

Sustainable Swansea Programme Examples of Engagement Activity

We engaged with residents on the wider aims of Sustainable Swansea, the core purpose of the Council and the need for residents and communities to do more to help themselves. “Continuing the Conversation” was used to get these messages across. We also undertook consultation and Equality Impact Assessments on specific budget proposals with a focus on:

- What the Council will stop doing – with clear “stories” about why this is necessary and what this will mean for you.
- Our future relationship with residents – helping you to help yourself.
- Behaviour change – targeted social marketing to support demand management priorities.
- Reviewing the narrative with Cabinet and the role of Cabinet Members in community engagement events.

We engaged with employees on Sustainable Swansea and budget issues using roadshows, StaffNet and team meetings. Further work was needed to cascade this down to staff via “manager led conversations”. The involvement of Cabinet Members in staff engagement was also considered to help engage employees on the “bigger picture”, not just Sustainable Swansea. As part of the Council’s commitment to meaningful engagement we:

² Lessons learned summarise the feedback received from officers involved in the development and delivery of the Sustainable Swansea Programme

- Ran engagement training for Members and Officers using Participation Cymru
- Held staff roadshows and workshops on Sustainable Swansea and the future shape of the Council exercise
- Briefed all Members on the revised programme and how we could support them in engaging local residents in things like community action, changing expectations
- Ran local participation events across the City to engage the widest cross section of people that we could

During the programme it became clear that engagement needed to be more relevant and dynamic. Newly developed strategies included:

- Using the new StaffNet to generate debate on the hot issues
- Using smaller (ideally cross service), workshops to debate the issues with employees
- Using the Innovation Community as “barometers” to assess the messages, how they are delivered and received

5. Conclusions

- 5.1 The Sustainable Swansea Programme was effective, enabling the council to deliver significant change to services and its operating model, which improved service outcomes while delivering around £70 million of savings over its lifetime.
- 5.2 Despite changes needing to be made to some projects and others taking longer than expected to complete, there is no doubt that the programme achieved its objectives of:
- transforming services
 - ensuring financial sustainability
 - improving outcomes for residents
- 5.3 The annual reviews allowed the programme to evolve and adapt to changes in the external environment (e.g., budget) and continually to improve how the programme was governed and projects prioritised and progressed. The lessons learned during the programme summarised in paragraph 4.1 above were used to inform the development of the Achieving Better Together Programme which succeeded Sustainable Swansea in 2019-20.

6. Moving on: Recovery Plan

- 6.1 On 15 October 2020, Cabinet approved the new ‘From Recovery to Transformation’ report detailing the 3 Phases from recovery through to the ‘Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026’.
- 6.2 Following the first phase to ‘remobilise’ the Council following the pandemic, the second ‘refocus’ phase of Achieving Better Together supported the

Council to deliver its ongoing corporate priorities and plans, whilst adapting to address the impacts coming out of the COVID crisis. The delivery was through a formal process within the following work streams:

- Care Services.
- Education and Learning.
- Future Workforce and Equalities.
- Community Support.
- Economy and Environment.

6.3 Refocussing the Council set about creating the foundations to support the longer-term culture change required to reshape the Council, encouraging employees to adopt behaviours and mind-sets that are required to support a sustainable, efficient, and effective future Swansea Council. Examples include:

- A renewed Agile Policy (including staff wellbeing).
- Development of a Coaching Network (including learning & development opportunities).
- Relaunch & re branding of the Leadership hub (Let’s Talk).
- Relaunch of the Ideas Hub.
- Involvement Workshops.
- A flexible working project enabling staff to work from any location, including from home, and exploring hours of work.
- Various Network Groups established e.g., Diverse Staff Support Group and a Cross Council Community Response Group.
- Staff Story Book launch.

6.4 The next phase of transformation for Swansea Council is looking beyond 2022, it is taking account of the priorities of the new Council, a new Chief Executive, and a new corporate plan for the Council.

7. 2023-2027 Corporate Transformation Plan

7.1 A new corporate transformation plan is currently being developed, following agreement by Cabinet in November 2022 (see Appendix 3). The timetable for the plan’s development is shown in the table below.

Action	Completion Date
Organisational CDC to consider Sustainable Swansea lessons learned and to feed in views to inform the new plan	24 January 2023
Directors/Cabinet to propose projects / programmes to include in the Corporate Transformation Plan	31 January 2023
Service programme management arrangements adapted to enable transformation projects to be separately identified and reported quarterly to the Transformation Delivery Board	31 January 2023

Project outcomes, benefits and key milestones to be defined and to be reported at least quarterly at programme boards and the Transformation Delivery Board	28 February 2023
Transformation Delivery Board to meet to consider draft corporate transformation plan and associated business case for submission to Cabinet	6 March 2023
Corporate Transformation Plan and business case presented to Cabinet for approval	20 April 2023

7.2 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

8. Integrated Assessment Implications

8.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.

- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 8.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.
- 8.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also considers other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 8.4 An IIA screening form has been completed (Appendix 2). There are no potential impacts identified and no requirement for involvement or engagement. Councillors will be asked to consider the information provided and give views. This report is for information only.

9. Financial Implications

- 9.1 There are no financial implications associated with this report.

10. Legal Implications

- 10.1 There are no legal implications associated with this report.

Background Papers:

Appendices:

Appendix 1: Update on 2018 update on commissioning reviews

Appendix 2: IIA Screening Form

Appendix 3: Report to Cabinet: 17 November, 2022 – Transformation Goals and Strategy. [\(Public Pack\)Agenda Document for Cabinet, 17/11/2022 10:00 \(swansea.gov.uk\)](#)

Service Review	Status (Complete /Business as Usual/ Rolled into ABT)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
<p>Parks and Cleansing</p> <p><i>Chris Howell</i></p> <p><i>Cabinet Date: 15th December 2016</i></p> <p><i>Page 143</i></p> <p><i>3 Year Plan 2016 – 19</i></p>	Complete	<p>The City & County of Swansea has aspirations to deliver on its Healthy cities & Wellbeing agendas and the wellbeing goals of the Well Being of Future Generations Act</p> <p>To provide clean streets and other public realm for the residents and visitors of Swansea</p> <p>To maintain accessible and safe playgrounds and outdoor facilities for everyone</p> <p>To maintain parks, beaches and open spaces which are attractive, inviting and safe for all</p> <p>Ensure services provide best value for money</p>	<p>New income streams since 2017 update</p> <ul style="list-style-type: none"> • Online hanging basket and floral decoration – 2022/23 sales at £172K • Flower canvas prints – not progressed, Commercial Team trialled but no interest • Adopt a bench online ordering – 2021/22 sales of benches and trees at £70K • Adopt a flower bed online ordering- Commercial Team trialled but no interest • Knot weed services now advertised and online enquiry form. – 2021/22 knotweed and general weed spraying sales at £155K • Implement segregation of litter collection – completed – tonnage recycled in 21/22 was 118T • Introduction of a 7-day service through shift patterns – ongoing discussions with Trade Unions and Staff – put on hold • Explore partnership with Botanical Gardens – lead by Estates – University withdrew interest, no current plans • All car parks now under Highways • Relocation of Christmas storage hut to Botanical Gardens – Not progressed following reassessment • Partnership with SS and Waste re use shop for re use wood and Marketing of Ezytree package to external organisations – Ezytree in full use, wood products project in place 	7-day working review will be considered in the future as part of a Authority wide review	None

Service Review	Status (Complete /Business as Usual/ Rolled into ABT / Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Additional Learning Needs	Other	<ol style="list-style-type: none"> 1.Children, young people and their families receive the right support at the right time from the right person to meet their additional learning needs. 2.Children, young people and their families develop resilience and dependence to sustain positive change. 3.We intervene early to prevent the escalation of needs. 4.We work collaboratively across a range of different services both internally and with external partners 5.Children, young people and their family's needs are at the centre of decision making 6. Staff's knowledge and expertise is improved through the provision of appropriate research, learning and development activities. 7. The capacity of our partners to support children and young people is improved. 8. All services are provided in an open and fair way. 9. Services use IT to provide an accessible, effective and efficient service. 	<p>Initially the service areas undertook stage 1 and 2 of the Commissioning Review process within each of the service areas in scope, Educational Psychology Team, Special Educational Needs (SEN) and Assessment Support Team, Learning Support Team and the Home Tuition Team.</p> <p>Additionally, the biggest change facing this service area is the implementation of the Additional Learning Needs and Educational Tribunal Act (Wales) 2018 which involves a significant expansion of local authorities statutory responsibilities</p>	<p>Review has not progressed against the Commissioning Review process but transformation of Additional Learning Needs aligned to the 2018 Act is progressing under a separate project</p>	None

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
<p>Public Protection</p> <p>Peter Richards</p> <p><i>Cabinet Date 20th April 2017</i></p> <p><i>Plan 2020</i></p> <p>Page 16</p>	<p>Implementation continuing to progress through plan</p>	<p>To protect and safeguard the public especially vulnerable people.</p> <p>For people to feel safe and confident going about their business.</p> <p>To have good and successful businesses in an environment of fair trading which supports the local economy.</p> <p>To contribute to Swansea being a Healthy and Safe city.</p> <p>To meet legislative requirements.</p> <p>To provide reassurance to concerns from both internal and external customers.</p> <p>To maintain key partnerships by closely working with other services within the Council and external organisations.</p> <p>To generate income to support the aims of the service.</p> <p>To undertake an enabling role and help educate others.</p>	<p>The review of the service illustrated that the vast majority of functions are statutory, (i.e. 95 activities are statutory out of a total of 98 activities provided) and of high value providing protection to the public, therefore opportunities for radical change are limited.</p> <p>Additional income opportunities achieved to date:</p> <ul style="list-style-type: none"> • Trading pitches at identified locations rented and for which a street trading authorisation is required • Passport checking service • Provide boxes for cremated remains • Introduce 5 years leases on monumental kerbs and Planters • Provide in-house pest control service across Council services • Provide digital enhancements to Swansea Crematorium offering webcasting for absent family and friends. • Formalised central Pest Control contract with Education and other internal services • Secured grant funding from Welsh Government to fund specific air quality projects working with Swansea University. • Provided Pollution control consultancy and hiring out specialist Air monitoring equipment • Development ongoing to replace the existing Civica APP primary back-office solution for Public Health and Housing 	<p>Provision of E-learning training for taxi drivers (Licensing) – A licensing pack is provided to all taxi drivers, with relevant information on becoming a taxi driver, including a video link on their role in identifying safeguarding issues. They are tested on the information provided through the knowledge test and costs are recovered through fees and charges.</p> <p>Provision of advice to businesses, including training to raise business awareness related to new and existing regulations (Food Safety and Trading Standards) - A paid for advice service available and link on the Council's website. Limited take up to date which is being reviewed and work is ongoing with the corporate team to identify ways to more effectively promote the services available to increase take up.</p>	<p>Develop detailed business case to analyse potential demand, potential income, risks and resources & IT requirements to effectively deliver the E Learning training proposal.</p> <p>Develop Primary Authority partnership arrangements (one stop shop offering <u>paid for</u> regulatory advice / Packages to new businesses, but likewise could be considered for existing businesses)</p>

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Catering	Complete	<p>To provide and maintain a modern, innovative service that offers independence and choice in provision whilst retaining the requirements of a healthy and balanced diet.</p> <p>The service will be responsive and affordable which meets the complex needs of consumers both in schools and in care & support environments.</p>	<p>Transformation of Civic Centre Staff Canteen service:</p> <ul style="list-style-type: none"> • Sales revenue increased by 4%. • Added new revenue streams & improved existing ones • Food costs reduced from average of 60% to 35% • Staff costs reduced from average of 70% to 45% • Target profit margin of 15% • Target food cost budget implemented of 35% of sales • Refurbishment of canteen area • Relaunch and rebranding of the service to create a modern and customer focused brand • Food cost reductions through cost monitoring and budget systems put in place • Food waste reductions through menu changes to meet consumer demand • Staff cost reduction through reduction in hours • Introduction of new vending machines to increase out of hours convenience and revenue • Improvement and investment into trolley service • Addition of second EFT card machine and steps taken to improve the speed of transactions made with the card machine <p>Transformation of Guildhall Staff Kiosk service:</p> <ul style="list-style-type: none"> • Relaunch and rebranding of the service to create a modern and customer focused brand • Food cost reductions through cost monitoring and budget systems put in place • Implementation of sales targets and sales monitoring systems • Introduction of EFT Card Machine to increase transactions • Purchase of new vending machines to increase out of hours revenue 		None

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Catering (cont)	Complete (2019)	<p>To provide and maintain a modern, innovative service that offers independence and choice in provision whilst retaining the requirements of a healthy and balanced diet.</p> <p>The service will be responsive and affordable which meets the complex needs of consumers both in schools and in care & support environments.</p>	<p>Social Services catering service review: a review was undertaken by the catering unit to investigate the catering services provided by social services in the Older People homes across Swansea.</p> <p>It was found that savings could be made through the implementation of a revised service in consultation with the Catering Unit. Progress includes:</p> <ul style="list-style-type: none"> • Reduction in number of staff on shift per day • Reduction in non-efficient staff hours • Flexible hours built in for anomalies and unforeseen circumstances • Overall reduction in core hours • Overall reduction in food costs • Overall reduction in annual staff cost • Universal menu structure • Comprehensive collection of costed menu items • Recipe cards • Portion control measures • Nutritional analysis of meals • Meal pre-ordering system • Reduced and streamlined breakfast structure • Easy-to-serve evening meal structure 	This was concluded in December 2019 with an estimated £100k saving	None

<p>Domiciliary Care</p>	<p>Complete (new framework implementation, procurement and contract awards – 2019</p> <p>Post award transition & end of project completed July 2020)</p>	<p>Update provided 2018: As per outcome of commissioning review to co- produce and retender external provision of Older People and Younger Adults Physical Disability for non- complex domiciliary and respite care.</p> <p>Promote our vision for health, care and wellbeing in the future whilst meeting the requirements of the Social Services Wellbeing Act, Ethical Care Charter considerations, our Corporate Values and Sustainable Swansea requirements.</p> <p>Address the key elements of the agreed Service Model :-</p> <ul style="list-style-type: none"> • Better Prevention • Better Early Help • New Approach to Assessment • Keeping People Safe • Working Together Better • Improved Cost Effectiveness <p>Address specific Corporate Priorities :-</p> <ul style="list-style-type: none"> • Safeguarding People from Harm • Transformation and future council development so that we and the services that we provide are sustainable and fit for the future <p>Enable more effective use of resources and greater control over expenditure.</p>	<ul style="list-style-type: none"> • Specification completed, tender documentation and evaluation panel arrangements • Procurement process completed; out for tender and evaluation. Tender evaluation approval report completed for approval • Contract award report provided to Cabinet and approved. • Contract award process – new arrangements in place 1st October 2019. New and existing POC for respite transferred. New POC for Domiciliary care transferred. Transition period for existing Domiciliary care where required ran over 6 months. • End of project review including lessons learnt documentation • Transition planning developed and implemented with service leads. 	<p>Contract for respite services terminated because Provider unable to achieve contractual requirements. Respite services successfully transferred to framework operators.</p> <p>Some services continue to be purchased off framework to meet demand which exceeds framework capacity.</p>	<p>Framework refresh anticipated 23/24.</p> <p>Exploration of new commissioning models to increase capacity and develop more resilient services underway.</p> <p>Regional position is being considered to ensure compatibility / prevent destabilisation.</p>
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Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Residential Care	<p>Commissioning review complete</p> <p>Ongoing implementation of optimum model for internal residential care.</p>	<p>Implementation of new Residential services model - refocus the Council's in-house residential care service to focus on complex needs, residential reablement and respite only. Commission all standard residential care for non- complex needs and nursing care from the independent sector.</p> <p>Following public consultation and Cabinet decision – decision reached to close Parkway Residential home.</p>	<p>Business transition progressed with Social work, care management leads alongside carers and families of all residents of Parkway to support through process.</p> <p>Parkway fully vacated Dec 2019 – temporary use for residents of private care home following incident in care home from Dec 2019 to February 2020. Parkway then used temporarily during Covid pandemic. Vacated Jan 21 but used for standby and staff training. Jan 23 in process of being sold.</p> <p>Internal care homes have responded flexibly during the pandemic and now in recovery, offering step-up beds from the community or step-down from hospital for reablement, assessment and temporary beds. In addition to the continuation of planned respite and long-term placements for dementia / complex care. There has been an increased demand for reablement capacity and temporary pathway beds aligned to the 'Home First' model supporting hospital discharge, providing care where there is limited capacity in the Dom Care sector.</p>		<p>Continued recovery from the pandemic and responding to the pressures across the Health and Social Care system.</p> <p>Internal beds use focused on reablement, planned respite, short-term emergency placements – step-up from the community or step-down from hospital and long-term complex care.</p>

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Day Services	Commissioning review completed – ongoing implementation of optimum model for internal day services.	<p>Following public consultation and Cabinet decision:</p> <ul style="list-style-type: none"> • Close Rose Cross Day Services • Close Hollies Day service <p>Implement new Day Services Model - Remodel day services for older people ti focus on complex needs only going forward.</p>	<p>Hollies and Rose Cross Day services closed. Service users offered alternative places or support.</p> <p>St Johns, Norton Lodge, Ty Waunarlwydd day services remodelled to support more complex needs. Boundaries reviewed for all including Llys Y Werin and Ty Conwy (externally commissioned day services). Covid impact meant day services were closed but gradually reopened in 2020 other than Ty Waunarlwydd day service as the building is supporting the residential service operations. Service users offered alternative service. Continuing to monitor level of need and use of services, following impact of covid.</p>		Reviewing the demand for, and scope of internal and commissioned Older people day services post covid.

Service Review	Status (Complete /Business as Usual/ Rolled into ABT/Other)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
Learning Disabilities, Mental Health, Physical Disabilities	Commissioning strategies co-produced and approved.	<p>Promote our vision for health, care and wellbeing in the future whilst meeting the requirements of the Social Services Wellbeing Act, Ethical Care Charter considerations, our Corporate Values and Sustainable Swansea requirements.</p> <p>Address the key elements of the agreed Service Model:</p> <ul style="list-style-type: none"> • Better Prevention • Better Early Help • New Approach to Assessment • Keeping People Safe • Working Together Better • Improved Cost Effectiveness <p>Address specific Corporate Priorities:</p> <ul style="list-style-type: none"> • Safeguarding People from harm 	<p>Supported Living</p> <p>Service assessments of LD and MH Supported Living completed. LD Supported Living framework developed in 2018 and recommissioning of services complete in 2020.</p> <p>MH Supported Living framework in process of being established – expected May 23</p> <p>Residential Care</p> <p>Service assessments completed in 2020. Conclusions for LD / YAPD services generated as follows:</p> <p>Commissioning Strategy -Retain the current strategy for commissioning residential accommodation in learning disability services and focus on the development of clear strategy for younger adult with physical disabilities in particular and development of accommodation commissioning arrangements for this client group.</p> <p>Procurement Model - Maintain current arrangements of the mixture of spot purchasing through CCAPS and local arrangements but improve local arrangements for specifying residential care outcomes, performance indicators, provider engagement to ensure the residential model fits with the SSWB act and our Adult Services model. Include consideration of introducing block contract arrangements in high cost existing provision.</p>		<p>Development of new Supported Living framework and refresh of existing frameworks to include Health partners to enable joint commissioning of services and more effective arrangements for sharing risks / costs.</p> <p>Regional approaches being considered via Regional Accommodation Group.</p> <p>Regional Capital opportunities to develop new MH services being explored.</p> <p>Ongoing development of Supported Living to meet the needs of population, including two new LD services scheduled to commence in 23/24 (8 beds).</p>

Service Review	Implementation Status (Complete / Rolled into ABT)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
<p>Learning Disabilities, Mental Health, Physical Disabilities cont.</p> <p>Page 23</p>		<ul style="list-style-type: none"> Transformation and future council development so that we and the services that we provide are sustainable and fit for the future Enable more effective use of resources and greater control over expenditure. 	<p>Profile of Supply - Maintain mixed delivery (maintain both internal and external services) to retain control of services which need to be responsive and placement rights not compromised.</p> <p>Purpose and Nature of Internal Service - Explore a regional capital bid to deliver a re-modelled internal emergency support service including intensive support to prevent break down and a wider range of options for emergency support and more focus on reablement and move on.</p> <p>Arrangements for progressing these objectives to be implemented during 2023.</p> <p>Service Assessments for MH completed in 2020. Options for future service commissioning created. Development of services to progress as business as usual. Objectives include market facilitation to encourage development of residential capacity for less complex mental health needs, including for older people with nursing needs, and reduction in use of high cost care home beds where alternative options can be created.</p> <p>Day Opportunities</p> <p>Service Assessments completed for LD and Physical Disabilities.</p> <p>MH service assessment and options due for completion February 2023.</p>		<p>Opportunities for developing new MH care homes services and alternatives to residential care is being considered via Regional Accommodation Group having regard to capital opportunities and resource limitations.</p>

Service Review	Implementation Status (Complete / Rolled into ABT)	Intended Outcomes and any specific intended financial benefits	Progress since November 2018	Outcomes / Savings NOT delivered with reason	Any further action
<p>Learning Disabilities, Mental Health, Physical Disabilities cont.</p> <p>Page 24</p>			<p>Day Opportunities Continued</p> <p>LD coproduction group identified initial draft options in October 2022 – to be refined with group early 2023 and agreed options to be progressed with wider stakeholders and preferred option to be presented for decision.</p> <p>Sensory Impairment Services</p> <p>Service assessments completed. Options development and appraisal completed. Decision to be taken forward by People Commissioning Group early 2023.</p> <p>Specialist Domiciliary Care</p> <p>Service assessments and framework for MH in development. Expected completion May 2023</p>		

Appendix 2 - Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Strategic Delivery Unit

Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Overview report for the purposes of Scrutiny. The report is 'for information' and seeks to provide an overview of the Sustainable Swansea - Fit for the Future programme, to outline key achievements and lessons learnt.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Appendix 2 - Integrated Impact Assessment Screening Form

Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

This is a ‘for information’ report that seeks to provide an overview of the Sustainable Swansea - Fit for the Future programme and describe key achievements and lessons learnt, so no consultation or engagement is required.

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
 Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk <input type="checkbox"/>	Medium risk <input type="checkbox"/>	Low risk <input checked="" type="checkbox"/>
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Q6 Will this initiative have an impact (however minor) on any other Council service?
 Yes No **If yes, please provide details below**

Q7 Will this initiative result in any changes needed to the external or internal website?
 Yes No **If yes, please provide details below**

Q8 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?
(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and

Appendix 2 - Integrated Impact Assessment Screening Form

whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

Outcome of Screening

Q9 Please describe the outcome of your screening using the headings below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

This is a 'for information' report that seeks to provide an overview of the Sustainable Swansea - Fit for the Future programme and describe key achievements and lessons learnt, so no consultation or engagement is required, so there is no direct impact on people or communities.

(NB: This summary paragraph should be used in the **'Integrated Assessment Implications'** section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Richard Rowlands
Job title: Strategic Delivery and Performance Manager
Date: 19.12.22
Approval by Head of Service:
Name: Lee Wenham
Position: Head of Communications and Marketing
Date: 19.12.22

Please return the completed form to accesstoservices@swansea.gov.uk



Report of the Deputy Leader/Cabinet Member for Service Transformation

Cabinet – 17 November 2022

Transformation Goals & Strategy Review

Purpose:	To review the Council’s Transformation Strategy and goals and to seek approval of the council’s transformation vision and goals for 2022-27
Policy Framework:	<ul style="list-style-type: none">• 2022-27 Policy Commitments• 2022-23 Corporate Plan• Transformation and Future Development Wellbeing Objective
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) Cabinet approves the transformation vision, goals and governance arrangements as set out in sections 4 and 5 of this report, and notes that a further report will be presented to Cabinet in March 2023 seeking endorsement of a detailed transformation plan for 2023-27.
Report Author:	Ness Young
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 There are extraordinary challenges facing individuals, communities, and businesses in Swansea, especially as a result of the ongoing cost of living crisis. Likewise, the council has never faced such a difficult financial outlook, exacerbated by years of austerity. At a time when our population needs public services most, they are under threat as our costs rise but our funding is expected to fall in real terms.

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- 1.2 As well as providing a wide range of statutory and non-statutory services, the council has an ambitious agenda¹ for the next five years focused on:
- Safeguarding people from harm
 - Improving Education & Skills
 - Transforming our Economy & Infrastructure
 - Tackling Poverty
 - Supporting Communities
 - Delivering on Nature Recovery and Climate Change
- 1.3 At a regional level the council also has shared priorities with partners through the Corporate Joint Committee and the Regional Partnership Board, as well as locally with partners on the Public Service Board.
- 1.4 In addition to the financial challenges, the strategic context in which we, the public and our partners are operating will make delivering on all these agendas extremely challenging. For example, there is/are:
- significant political uncertainty at a UK level
 - major macro-economic uncertainty
 - geopolitical conflicts / changes that are impacting on resource availability and prices
 - the prospect of another era of public sector austerity
 - a recruitment and retention problem in key roles and services
 - an ageing population in the county with increasingly complex needs
 - technological advances that are leading to changes in customer behaviour and expectations
 - Significant legislation and national policy requirements on public bodies that will influence service design and delivery
 - A need to reduce the country's carbon footprint and support nature recovery to help tackle climate change
- 1.5 Many of the above factors will continue to have an impact over the medium (i.e., 2027) and even the long-term (i.e., 2040). Against that background, if the council is to meet its statutory obligations and deliver the commitments it has made, we will need to innovate and transform how we operate, working closer than ever with others, while continuing to ensure that everything we do is focused on meeting the needs of our population.

2. Background

- 2.1 Transformation is a word that can often become seen as synonymous with budget savings and improvement. However, it is the scale of change and the focus on outcomes as well as saving money that defines transformation. According to CIPFA²:

¹ [Council adopted a statement of policy commitments on 7 July 2022](#)

² CIPFA: Transformation, How Finance Teams are Driving Local Government Innovation, Volume 5, 2018

“Transformation involves significant change in approach to an organisation’s operating model, technology, processes and/or service delivery to deliver better outcomes and improve efficiency”

2.2 The council has been on a transformation journey since 2015. *Sustainable Swansea* ran from 2015-16 to 2019-20 and helped the council to make around £70 million savings over that period. In October 2020 Cabinet approved a report that described a three-phase strategy (branded as *Achieving Better Together*) that would take the council from COVID19 recovery to the next phase of transformation by 2022.

2.3 Under the *Achieving Better Together* strategy from 2020-22 the council focused on supporting the county and council’s recovery from the COVID19 pandemic. Attention now needs to turn to what transformation is needed over the medium-term and longer-term. Against that background in July 2022, council made a commitment to prioritise a “review the *Achieving Better Together* transformation strategy and goals”.

3. *Achieving Better Together* strategy and goals

3.1 The main purpose of the *Achieving Better Together* strategy between 2020-2022 was to help the council navigate the challenges presented by COVID19, while enabling a sustainable, efficient, and effective organisation with the citizens of Swansea at the heart. The strategic aims (or goals) were:

- The core purpose of the Council
- Transforming services to be effective and efficient
- Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation
- Balancing the budget for current and future years (including meeting the aspirations and targets within the MTFP)
- Greater and more meaningful engagements with our residents and community

3.2 The first two phases of the strategy ended in May 2022 having supported a range of activities, including:

- The establishment of the Corporate Joint Committee
- An expansion of Local Area Coordinators and community networks
- Balancing the council’s budget and the delivering required savings in 2020-21 and 2021-22
- Ongoing transformation and improvement activities within each directorate
- The development of a council workforce strategy

3.3 The strategy recognised that the third, transformation, phase could not be defined after the local government elections in 2022 to take account of the priorities of the new council and the associated development of a

new corporate plan and MTFP. Notwithstanding, the following goals were included in a report to the Governance and Audit Committee in April 2022:

- Ensuring strategies and action plans (e.g., housing, schools, economy, and social care) are embedded and change is visible and increasing in pace
- Reviewing and updating the corporate plan
- Ensuring the culture of the organisation is aligned to the delivery of the corporate plan
- Ensuring all priority service areas have new models of delivery maturing
- Delivering a balanced budget and long term MTFP that is sustainable

3.4 An exercise is currently underway to capture the lessons learned from the Sustainable Swansea programme and the first two phases of *Achieving Better Together*. This exercise is due to conclude by the end of the calendar year and its findings will be considered as we develop the detail of our transformation plans for 2023-27.

4. Transformation Strategy 2022-27 and beyond

4.1 Given the challenges ahead, without transformation the council will be unable to meet its statutory obligations and deliver on the commitments it has made for this administrative term. But successful transformation is itself dependent on several critical factors, including having:

- A clear rationale and narrative for transformation which is effectively communicated and understood
- Effective buy in from stakeholders
- A clear route map
- The resources (financial, human, technological and physical) needed to prepare and implement transformation programmes
- Programmes, supported by robust businesses cases, that are effectively structured to deliver defined benefits
- Effective enabling tools that support change management

4.2 The council's transformation strategy vision & goals for 2022-27 has been co-designed by the Cabinet and Corporate Management Team to ensure these critical success factors are addressed, starting with the following vision for transformation which provides a clear rationale and narrative for transformation:

“Between 2022 and 2027 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”

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4.3 Importantly the vision recognises that improving outcomes may not be achievable across all services, even with significant changes to the way we work, due to the unprecedented challenges we face. The following six strategic goals provide a more detailed route map as to how the vision will be achieved:

- 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

4.4 Underneath the vision and goals we need to identify and agree where we should focus our transformation efforts. By looking at how the council is currently operating we can identify what specific significant changes are needed to deliver the same or better outcomes and improved efficiency while responding to the enormous challenges ahead.

4.5 Our workforce and draft digital strategies³ outline the changes we need in those areas, and our current accommodation strategy sets how our administrative estate needs to change. The 2023-27 MTFP is currently being developed and will reflect the transformation goals and over the next four months we will identify any changes that are needed to other parts of our operating model (such as governance and culture). It is envisaged that the most significant changes to our operating model will form the basis of our corporate transformation effort.

4.6 The changes we make to our operating model will inevitably also involve changes in the design and delivery of services as will the need to deliver on our statutory obligations and the commitments we have made. Directorates already have strategies and transformation programmes in train, and these will be reviewed over the next four months alongside the corporate plan, MTFP and the transformation goals to determine exactly where we need to focus our service transformation efforts in the coming five years. It is envisaged that the most significant changes to our services will form the basis of our service transformation effort.

³ 2022-27 Workforce Strategy approved by Cabinet on 20 October 2022, Draft 2022-27 Digital Strategy to be considered by Cabinet on 17 November 2022

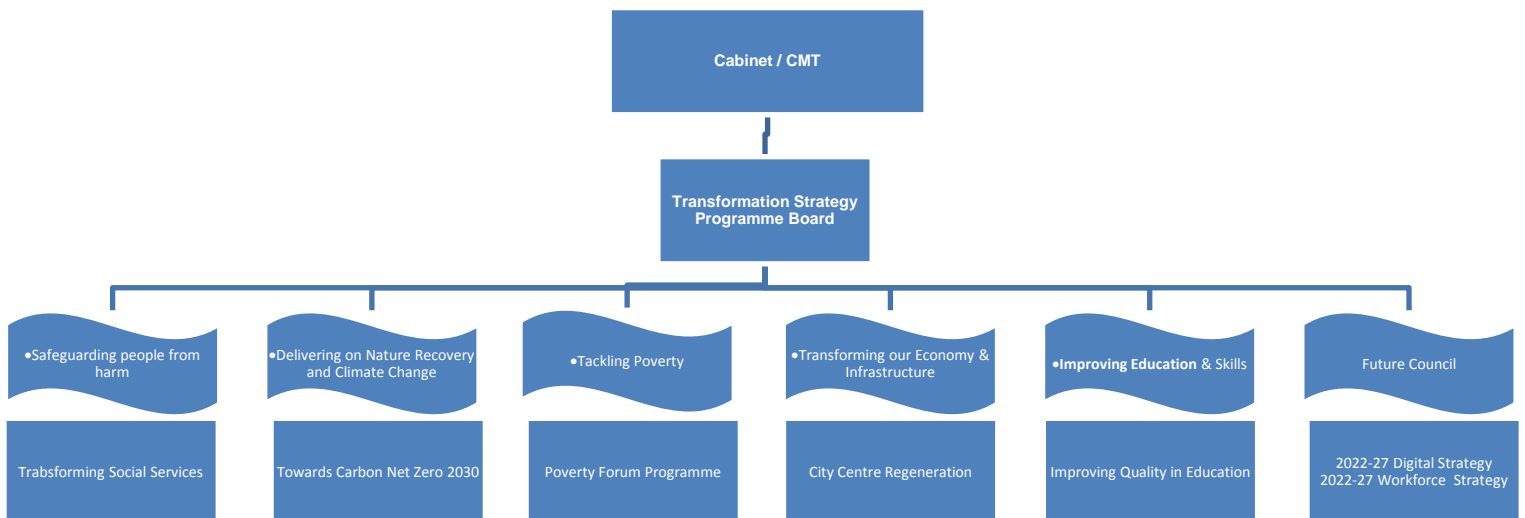
Appendix 3

- 4.7 Directors will work with Cabinet Members and partners over the next four months to develop a single coherent transformation plan for the council which supports the vision and goals, bringing together key corporate and service transformation programmes, and aligning them to regional and national plans.
- 4.8 A suite of enabling tools that will support change management will also be developed, including service review and business case templates, co-production guidance and a virtual transformation network.
- 4.9 The council does not have any corporate staff resources or budget to support delivery of the transformation strategy, although resources (e.g., staff) are being deployed within directorates to work on transformation programmes and projects already underway. However, as the programmes are developed and implemented it is likely that specific technical expertise and/or technology may be required. A robust process will be established to ensure any requests for additional resources are made through business cases which will clearly articulate the costs and benefits (financial and non-financial) involved.
- 4.10 In January 2023 the Organisational Transformation Corporate Development Committee will consider the lessons learned report referred to in paragraph 3.4 above and contribute to the development of the transformation plan.
- 4.11 A further report will be brought to Cabinet in March 2023 seeking agreement of the transformation plan and programmes that will support delivery of the 2022-27 transformation vision and goals.

5. 2022-27 Transformation Strategy Governance

- 5.1 To minimise bureaucracy and ensure we have a single coherent transformation plan, wherever possible existing governance mechanisms will be used to manage individual programmes and to provide oversight, as outlined in the diagram below. The diagram shows for illustrative purposes at this stage, transformation programmes (based on existing strategies/ programmes) aligned under each wellbeing objective, noting that the objectives and programmes will be developed as part of the corporate plan and Medium-Term Financial Plan planning process.

Diagram 1: Swansea Council Transformation Strategy Outline Governance



5.2 It is proposed that once agreed each programme will be governed by a board which will be chaired/sponsored by the relevant Director and may include the relevant Cabinet Member. Once a quarter Directors will report (on programme performance, risks and issues) to the Transformation Programme Board which will be chaired by the Deputy Leader (Service Transformation) and will comprise Directors, the Monitoring Officer and the Head of Communications. The Programme Board will then report to Cabinet / CMT three times a year and with a formal report provided to Cabinet on transformation progress annually. 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 plan⁴.

6. Integrated Assessment Implications

6.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

⁴ In 2022-23 the Organisational Transformation CDC work programme includes consideration of: rewards & recognition of staff, agile working, recruitment and selection, transformation, customer contact strategy, Swansea as a Human Rights City and co-production

Appendix 3

- Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs
- 6.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental, and cultural well-being of Wales by acting in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 6.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 6.4 An IIA Screening Form has been completed with the agreed outcome that the summary of impacts for this report has been categorised as low. However, the accumulative transformation plan during delivery will have a higher impact, for this reason each project/system/service touched on within each programme will have an independent IIA completed as part of the development process recognising the impact on people and/or communities.
- 6.5 The transformation vision that “Between 2022 and 2027 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” is aligned to the achievement of the national wellbeing goals.
- 6.6 This report fulfils a commitment to review the Achieving Better Together strategy and goals within the first 100 days and proposes that development of the detailed plan and programmes is undertaken over the next four months, aligned to the development of the corporate plan and the MTFP, with a further report to Cabinet in March 2023.
- 6.7 Directors will work with Cabinet Members and partners over the next four months to develop a single coherent transformation plan for the council which supports the vision and goals, bringing together key corporate and service transformation programmes, and aligning them to regional and national plans.

7. Financial Implications

- 7.1 There are no direct financial implications arising from the recommendations in this report. However, implementation of the transformation strategy will lead to significant changes to the organisation's operating model, technology, process and/or service delivery models.
- 7.2 It is expected that to be successful some programmes may need technical expertise or technology that will require upfront investment (e.g., digital solutions, sector experts). Where this is the case a full business case will be produced including a full financial analysis to make the case for any investment where projected costs cannot be contained within Directorate cash limits. Any such investment is likely to necessitate a draw down from earmarked reserves if external sources of funding cannot be identified. Clearly the pace of progress will be subject to the availability of resources to fund transformation activity over the five-year lifetime of the strategy.

8. Legal Implications

- 8.1 There are no direct legal implications as a result of this report.

Background Papers: None

Appendices: Appendix A - IIA

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Transformation

Directorate: Corporate Services

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other

(b) Please name and fully describe initiative here:

Swansea Council Transformation Strategy - Review of Transformation Strategy & Goals

Under the *Achieving Better Together* strategy from 2020-22 the council focused on supporting the county and council's recovery from the COVID19 pandemic. Attention now needs to turn to what transformation is needed over the medium-term and longer-term. Against that background in July 2022, council made a commitment to prioritise a "review the *Achieving Better Together* transformation strategy and goals" The report is an update on progress and the outcome of the reviewed transformation vision and goals, which provides a clear rationale, and narrative for transformation.

"Between 2022 and 2027 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"

The following six strategic goals provide a detailed route map as to how the vision will be achieved:

- 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

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

	High Impact		Medium Impact		Low Impact		Needs further Investigation	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?

Please provide details below – either of your activities or your reasons for not undertaking involvement

The council’s transformation vision & goals for 2022-27 has been co-designed by the Cabinet and Corporate Management Team

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
 Yes No

*In line with the Corporate Plan

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes

No

If yes, please provide details below

Each service will be impacted in some way during delivery as the report outlines the overall vision & Goals for the Council’s transformation programme. A further report will be brought to Cabinet in March 2023 seeking agreement of the transformation plan and programmes that will support delivery of the 2022-27 transformation strategy and goals outlining the impact of the programme.

Q7 Will this initiative result in any changes needed to the external or internal website?

Yes

No

If yes, please provide details below

Amendments to Programme pages will require changing. (Already in conversation with Web Team)

Q8 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

This report has a specific focus is on internal business therefore the impact on external people and communities is low.

However, the accumulative programme during delivery will have a higher impact, for this reason each project/system/service touched on within the project will have an independent IIA completed as part of the development process recognising the impact on people and/or communities. A further report will be brought to Cabinet in March 2023 seeking agreement of the transformation plan and programmes that will support delivery of the 2022-27 transformation strategy and goals outlining the impact of the programme.

Outcome of Screening

Q9 Please describe the outcome of your screening using the headings below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

The report adheres to the well-being objective in the Corporate Plan.

The summary of impacts for this report has been categorised as low. However, the accumulative programme during delivery will have a higher impact, for this reason each project/system/service touched on within the programme will have an independent IIA

completed as part of the development process recognising the impact on people and/or communities.

The new vision “Between 2022 and 2027 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” is aligned to the national wellbeing goals.

This report fulfils a commitment to review the Achieving Better Together strategy and goals within the first 100 days and is limited to that. The report proposes that development of the detailed plan and programmes is undertaken over the next four months, aligned to the development of the corporate plan and the MTFP, with a further report to Cabinet in March 2023.

Directors will work with Cabinet Members and partners over the next four months to develop a single coherent transformation plan for the council which supports the vision, brings together key corporate and service transformation programmes, and aligns to regional and national plans.

(NB: This summary paragraph should be used in the ‘Integrated Assessment Implications’ section of corporate report)

- Full IIA to be completed
- Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Marlyn Dickson
Job title: Strategic Change Programme Manager
Date: 24/10/2022
Approval by Head of Service:
Name:
Position:
Date:

Please return the completed form to accesstoservices@swansea.gov.uk

Agenda Item 5



Report of the Chair

Organisational Transformation Corporate Delivery Committee – 24 January 2023

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">• Reward an & Recognition of Staff.
22 November 2022	<ul style="list-style-type: none">• Agile Working.
20 December 2022	<ul style="list-style-type: none">• Recruitment & Selection.
24 January 2023	<ul style="list-style-type: none">• Transformation.
28 February 2023	<ul style="list-style-type: none">• Co-Production.
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">• Customer Contact Strategy.• Swansea as the first Human Rights City.• Co-production.