



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, 26 July 2022

Time: 2.00 pm

Chair: Councillor Mandy Evans

Membership:

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

Watch Online: <https://bit.ly/3AFGn9u>

Agenda

	Page No.
1 Apologies for Absence.	
2 Disclosures of Personal & Prejudicial Interests. www.swansea.gov.uk/disclosuresofinterests	
3 Minutes: To approve & sign the Minutes of the previous meeting(s) as a correct record.	1 - 2
4 Organisational Transformation Work Programme 2022-23.	3 - 10

Next Meeting: Tuesday, 27 September 2022 at 2.00 pm

A handwritten signature in cursive script that reads 'Huw Evans'.

Huw Evans
Head of Democratic Services
Wednesday, 20 July 2022

Contact: Democratic Services - (01792) 636923

Agenda Item 3



City and County of Swansea

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

Multi-Location Meeting - Gloucester Room, Guildhall / MS

Teams

Tuesday, 28 June 2022 at 2.00 pm

Present: Councillor V M Evans (Chair) Presided

Councillor(s)

P N Bentu
M Jones
L V Walton

Councillor(s)

J A Hale
H Lawson

Councillor(s)

T J Hennegan
F D O'Brien

Officer(s)

Marlyn Dickson
Nick Huffer
Samantha Woon

Strategic Change Programme Manager
Employment Lawyer
Democratic Services Officer

Apologies for Absence

Councillor(s): A S Lewis, D H Hopkin
Officers: M Wade

4 To receive Disclosures of Personal & Prejudicial Interests from Members.

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

Councillors M Bailey, J A Hale, H Lawson and L V Walton declared a Personal Interest in Minute no. 7 - "Transformation & Future Council Development – Progress Report".

5 Minutes:

Resolved that the minutes of the meetings held on 22 February, 2022 and 24 May, 2022 be signed and approved as correct records.

6 Terms of Reference (for information).

Noted.

7 Transformation & Future Council Development - Progress Report.

The Strategic Change Programme Manager presented a 'for information' report which provided the Committee with an update on recent progress regarding the Corporate Well-Being Objective 'Transformation & Future Council Development.

She detailed the background, progress with the transformation and next phase.

In response to Member questions, she stated that:

- A new Consultation & Engagement Strategy has been in development over the last year that takes account of our commitment of engaging with the local community.
- Comments in relation to maintaining the Council's workforce and co-production would be taken into consideration.
- A progress update would be provided in relation to the status of the 'purple room'

The Chair thanked the Officer for her informative report.

8 Work Plan Discussion.

The Chair stated that discussions were ongoing with Cabinet Members and Officers regarding potential items for consideration by Corporate Development Committees.

Members' discussed a potential item for future Committee Agendas regarding the Council's use of agency staff.

Members' discussed items for inclusion on the work plan and the Chair reported that she would provide an update following her meeting with Cabinet Members and appropriate Officers.

9 Date & Time of Meetings.

Noted.

The meeting ended at 2.24 pm

Chair

Agenda Item 4



Report of the Interim Deputy Chief Executive / Director of Corporate Services

Organisation Transformation Corporate Delivery Committee -
26 July 2022

Organisational Transformation Work Programme 2022-23

Purpose: To provide the Organisation Transformation Corporate Delivery Committee, with a draft outline of their work programme for 2022-23 and what they seek to achieve in terms of policy objectives.

Report Author: Marlyn Dickson

Finance Officer: Ben Smith

Legal Officer: Nick Huffer

Access to Services Officer: Rhian Millar

For Information

1. Introduction

- 1.1 The purpose of the Corporate Delivery Committees (CDCs) is to develop policies or policy direction for consideration and adoption by Cabinet and / or Council as appropriate.
- 1.2 Corporate Delivery Committees (CDCs) are free to choose any items for inclusion within their work programme in line with their terms of reference, but these should be aligned to the Council's Policy Commitments and Corporate Priorities. The Council adopted a new Policy Commitment statement and approved a refreshed Corporate Plan on the 7th July 2022.

- 1.3 Corporate Delivery Committees (CDCs) should ensure that each individual work programmes contains a manageable number of items that have been prioritised in consultation with the relevant Cabinet Member/s and with input from Corporate Directors.
- 1.4 Each individual work programme item must have a clearly defined output, such as a specific policy, that is deliverable within a realistic timescale given the available resources. When developing their work plans, CDCs should clearly map out the process and resources required for the development of new policies.
- 1.5 CDCs should seek to avoid any overlap with Scrutiny. They should seek to develop and deliver draft policies for adoption at Cabinet or Council and provide written reports with clear outputs. Verbal reports will not be permitted, .

2. Work Programme for Organisation Transformation CDC

2.1 Following a discussion between the Director and Cabinet Member(s), the priorities outlined below, have been identified as draft items for Organisation Transformation CDC for the work programme 2022-23, subject to the approval or amendment of Organisation Transformation CDC. The table below also records: the anticipated outputs and outcome from each work plan item; the policy commitment that each CDC work plan item helps deliver; the corporate priority that each CDC work plan item is aligned to.

CDC Work Plan item	Required output, e.g. policy	Intended Outcome	Policy Commitment	Corporate Priority
Recovery and Transformation	Framework for Future Transformation	A sustainable, efficient and effective Council with the citizens at the heart of all that we do.		
Workforce Development	Revised Policy/s	A talented & aligned workforce		
Equality & Human Rights	Strategic Equality Plan & Human Rights City status	Equality, diversity and integrated thinking embedded across the Council's action plans		

		and decision-making.	Organisation Transformation	Transformation and future council development
Community & local democracy Involvement	Public Participation Strategy	Involvement in local democracy - A shift in power to local communities (Democracy Plans)		
		People play an equal role in both designing and delivering services (coproduction)		
Customer Contact (Inc. community hub)	Customer Contact Strategy	Citizens can access Council services and information via a variety of diverse channels		
Community Benefits	Commercial Strategy (Inc. research, risks & issues for GPC)	commercial focus on re-investment in the local economy		

3. Integrated Assessment Implications

3.1 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 socioeconomic 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.
- 3.2 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 social, economic, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 3.3 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.
- 3.4 An IIA screening has been undertaken which demonstrates a low impact in relation to this report (Appendix A). All policies/strategies etc. discussed within the agenda are subject to individual IIA's at the time of presentation and are fully compliant with the IIA process

4. Financial Implications

- 4.1 There are no financial implications.

5. Legal Implications

- 5.1 There are no legal implications.

Background papers: None

Appendices:

Appendix A – Integrated Impact Assessment (IIA)

Appendix A - 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: 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

(b) Please name and fully describe initiative here:

To provide the Organisation Transformation Corporate Delivery Committee, with a draft outline of their work programme for 2022-23 and what they seek to achieve in terms of policy objectives.

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
	+	-	+	-	+	-	
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"/>
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"/>
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"/>
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"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>
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"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>
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"/>
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"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>
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"/>

Appendix A - Integrated Impact Assessment Screening Form

- 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 report covers detail captured following a discussion between the Director and Cabinet Member(s), the priorities outlined, have been identified as draft items for Organisation Transformation CDC for the work programme 2022-23, subject to the approval or amendment of Organisation Transformation CDC.

- 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

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**

-
- Q7 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.)

The report itself has a low impact, the policies and strategy outlines will be subject to their own individual IIA process and the cumulative impact of these will be assessed at this point

Appendix A - Integrated Impact Assessment Screening Form

Appendix A - Integrated Impact Assessment Screening Form

Outcome of Screening

Q8 Please describe the outcome of your screening below:

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

All policies/strategies etc. discussed within the agenda are subject to individual IIA's at the time of presentation and are fully compliant with the IIA process

(NB: This summary paragraph should be used in the relevant 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 Transformation Change Programme Manager
Date: 12/07/2022
Approval by Head of Service:
Name: Adam Hill
Position: Director of Corporate Services
Date: 13/7/2022

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