Cyngor Abertawe Swansea Council

Dinas a Sir Abertawe

Hysbysiad o Gyfarfod

Fe'ch gwahoddir i gyfarfod

Pwyllgor Trawsnewid Gwasanaethau Corfforaethol a Chadernid Ariannol

Lleoliad: Cyfarfod Aml-Leoliad - Ystafell Gloucester, Neuadd y Ddinas / MS

Teams

Dyddiad: Dydd Mawrth, 25 Gorffennaf 2023

Amser: 2.00 pm

Cadeirydd: Y Cynghorydd Mandy Evans

Aelodaeth:

Cynghorwyr: P N Bentu, J A Hale, T J Hennegan, S Joy, E T Kirchner, F D O'Brien

a/ac L V Walton

Gwylio ar-lein: https://bit.ly/3NHBdyN

Agenda

Rhif y Dudalen.

- 1 Ymddiheuriadau am absenoldeb.
- 2 Derbyn datgeliadau o fuddiannau personol a rhagfarnol. www.abertawe.gov.uk/DatgeluCysylltiadau
- 3 Cofnodion. 1 4

Cymeradwyo a llofnodi cofnodion y cyfarfod(ydd) blaenorol fel cofnod cywir.

- 4 Trawsnewidiad Digidol: Gwasanaethau Cwsmeriaid / Cyfathrebu 5 35 ac Ymgysylltu â'r Cyhoedd Siarter Cwsmeriaid a Safonau Gwasanaeth.
- 5 Cynllun Gwaith. 36 37

Cyfarfod nesaf: Dydd Mawrth, 26 Medi 2023 am 2.00 pm

Huw Evans

Pennaeth y Gwasanaethau Democrataidd

Dydd Mawrth, 18 Gorffennaf 2023

Cyswllt: Gwasanaethau Democrataidd - (01792) 636923

Agenda Item 3



City and County of Swansea

Minutes of the Corporate Services & Financial Resilience Service Transformation Committee

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

Tuesday, 20 June 2023 at 2.00 pm

Present: Councillor V M Evans (Chair) Presided

Councillor(s) Councillor(s) Councillor(s)

P N Bentu J A Hale S Joy E T Kirchner F D O'Brien L V Walton

Officer(s)

Emily-Jayne Davies Strategic Policy Officer
Nick Huffer Employment Lawyer
Rhian Millar Consultation Co-ordinator

Lee Wenham Head of Communications & Customer Engagement

Samantha Woon Democratic Services Officer

Apologies for Absence

Councillor(s): None.

4 Disclosures of Personal & Prejudicial Interests.

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

5 Minutes:

Resolved that the Minutes of the People Policy Development Committee held on 18 May 2023 be approved and signed as a correct record.

6 Work Plan 2023-2024.

The Chair referred to the Work Plan report prepared by the Interim Director of Corporate Services which contained the Committee's Terms of Reference and suggested Work Plan items for the 2023/2024 Municipal Year.

Members discussed the Work Plan items and expected output (as detailed below):

Committee Meeting	Work Programme item	Expected output	Cabinet Member and Lead Officer
20 June 2023	Policy Commitments: Human Rights City	Contribute to the HRC 2024+ action plan	Cllr Elliott King Lee
25 July 2023	Digital transformation: Customer Services / Communication and Engagement with the Public	Contribute to development of Customer Service standards and service design to ensure people can and do access our services digitally	Wenham Cllr Andrea Lewis Lee Wenham & Sarah Lackenby
26 Sept 2023	a) Coproduction: Next Steps b) Medium Term Financial Plan: Presentation of background paper as preparation for meeting in October	Contribute to the council's next steps in coproduction post the CoPro Lab project	Cllr Hayley Gwilym / Lee Wenham Ben Smith
31 October 2023	Medium Term Financial Plan: Future Years' Savings Proposals (detail to be confirmed)	Contribute to the identification of potential savings in years 2-4 of the MTFP	Cllr Rob Stewart Ben Smith
12 December 2023/23 January 2023	Workforce Transformation: Leadership and Management; and Learning and Development	Contribute to the development of new leadership behaviours and a new learning and development offer	Cllr David Hopkins Rachael Davies
27 February 2024	To be agreed later in the year	TBC	TBC
23 April 2024	Preparation of Annual	Summary of activity and	Lee

Minutes of the Corporate Services & Financial Resilience Service Transformation Committee (20.06.2023) Cont'd

Report	outcomes from 2023-24	Wenham &
	work programme	Emily
		Davies

Resolved that: -

- 1) The terms of reference be noted.
- 2) The Work Plan for 2023-24 as outlined in paragraph 2 of the report (and detailed above) be approved.
- 3) The Work Plan be circulated to the Committee.

7 Human Rights City Action Plan Development 2023+.

The Head of Communications and Customer Engagement, assisted by Consultation Co-ordinator submitted a report which provided information on the Human Rights City Action plan event (held on 16 June 2023) and sought input on the creation of Swansea Council's Human Rights City Action Plan.

On the 16 June 2023, Swansea's PSB hosted their Human Rights City Action Plan Engagement event. 103 people attended, comprising young people (16 children from secondary schools), people with lived experiences, businesses, 3rd sector organisations, senior PSB representatives and community leaders.

At this event, presentations were provided by Swansea University of a Human Rights based approach and its principles, followed by a presentation on the principles in practice. Each person in attendance was asked 'What can they do to further support Swansea in being a Human Rights City?'.

Following the presentations, roundtable workshop sessions were convened, in which participants were asked what the main issues were, what are the potential actions and what success looked like under each Human Rights City priority. The priorities were:

- 1) Tackling Poverty
- 2) Vulnerable Children and Families
- 3) Tackling Discrimination
- 4) Domestic Abuse and Violence
- 5) Human Rights Awareness

All engagement activity would be used to inform the Human Rights Action plan for Swansea Council and other PSB partners. A full report will be prepared on the engagement for the action plan including the Committee's input and can be circulated to the Committee along with the first draft of the action plan.

Members discussions focussed on the following:

- Training opportunities for Members and Officers.
- Importance of early intervention.
- Publicity regarding workshops and events.

Minutes of the Corporate Services & Financial Resilience Service Transformation Committee (20.06.2023)

Cont'd

The Chair thanked Officers for their informative report and congratulated them on a successful event.

Resolved that:

- 1) The report detailing the highlights of the day be circulated to all Committee Members.
- 2) Further training sessions be organised for Committee Members.
- 3) Committee Members be given the opportunity to participate in the survey.
- 4) A series of work shops be convened during the municipal year.
- 5) Councillor L V Walton's Human Rights document be circulated to Committee Members.
- 6) The pocket handbook be circulated to Members

8 Date & Time of Future Meetings.

The Chair referred to the dates of future meetings provided in the agenda pack and proposed that future Committee meetings continue be held at 2 pm.

Resolved that future Committee meetings commence at 2 pm.

The meeting ended at 2.28 pm

Chair

Agenda Item 4



Report of the Head of Digital & Customer Services

Corporate Services & Financial Resilience Service Transformation Committee – 25 July 2023

Digital Transformation: Customer Services / Communication and Engagement with the Public

Customer Charter and Service Standards

Purpose: To discuss the draft Customer Charter and

Service Standards attached at Appendix A and consider the questions posed at section 2.3 of this

cover report.

Policy Framework: Successful and Sustainable Swansea

Digital Strategy 2023-28

Consultation: Access to Services, Finance and Legal

Recommendation(s): It is recommended that:

1) The Committee discusses the draft Customer Charter and Service

Standards (Appendix A)

2) Consultation and engagement with residents and businesses is

undertaken prior to any final decision on adoption

Report Author: Sarah Lackenby

Finance Officer:
Legal Officer:
Access to Services
Jeff Dong
Debbie Smith
Rhian Millar

Officer:

1. Introduction

1.1 Excellent Customer Service aligned with our Service Standards is the first goal of the new Digital Strategy agreed by Cabinet in April 2023. Within that Goal the Council made a commitment to, "Review and publish our

- service standards so residents and businesses know what to expect when they contact the Council".
- 1.2 Service Standards are already in place across the Council, however they are not all held in one place. Heads of Service and Directors across the organisation have been involved in the review of existing service standards and the development of a new Customer Charter.
- 1.3 The Committee is asked to review and discuss the draft Customer Charter and Service Standards (Appendix A). These comments will inform the next steps around consultation and engagement with residents and businesses.

2. Customer Charter and Service Standards

- 2.1 Customer Charters are considered good practice and provide a framework for communicating how the Council will meet the expectations of our residents. In addition, a Customer Charter provides clear and concise statements detailing ways by which the organisation can measure customer service levels.
- 2.2 The Service Standards demonstrate what each front facing service within the Council will adhere to, with the timescales for dealing with a query.
- 2.3 The Committee is asked to discuss the draft Customer Charter and Service Standards (Appendix A) and the following questions:
 - The Charter lists a series of promises to residents across a range of ways for people to access services. Would the Committee like to see any changes or additions?
 - The Service Standards have been reviewed by Heads of Service and build on existing service levels. They have also been described in ways which residents may ask for services, as opposed to a Council hierarchy. When the information is online it will be easy for people to search using key words. However, could this be improved to make it easier for residents to find the information?
- 2.4 The next step is to undertake consultation and engagement with residents and businesses on the draft Customer Charter and Service standards. The draft will develop in response to any feedback before presenting a final version to Cabinet in the autumn.

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.
- 3.1.1 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'.
- 3.1.2 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.
- 3.2 An IIA Screening Form has been completed (Appendix B) with the agreed outcome that a full IIA report was not required.

Summary of findings:

- The Customer Charter and Service Standards will have a medium positive impact across all groups as residents and businesses will know what level of service to expect when they contact the Council
- Consultation and engagement will be undertaken following discussion at the Service Transformation Committee. A survey and face-to-face meetings will be used to gather feedback and input from residents. The Service Standards are already in place, some of which are statutory, therefore changes will not be possible for some areas. As part of the process consultation and engagement will be undertaken with key stakeholders, including for example:
 - o Disability Liaison Group and Parents and Carers
 - 50+ Network
 - Poverty Forum
 - Organisations that support Welsh Language
 - LGBT Forum

Services may also undertake their own consultation and engagement where changes are being proposed, this may include co-production where appropriate

- This work delivers on the Transformation and Financial Resilience well-being goal and steps in the Corporate Plan. The aim of the Charter and Standards is to meet the expectations of residents when they access Council services
- Risks are considered to be low as Service Standards are in already in place, some of which are statutory. The Charter will be discussed with residents and businesses
- The cumulative impact is considered to be positive at this stage in development and the IIA will be reviewed following the consultation and engagement work.

4. Financial Implications

4.1 There are no direct financial implications arising from this report.

5. Legal Implications

5.1 There are no specific legal implications arising from this report.

Background Papers: None

Appendices:

Appendix A Customer Charter and Service Standards Draft

Appendix B IIA Screening



APPENDIX A: CUSTOMER CHARTER & SERVICE STANDARDS

Draft Customer Charter

The Swansea Council Customer Charter, combined with our published Service Standards, provide our framework for communicating how we will meet the expectations of our residents. The framework provides clear and concise statements, detailing ways by which we can measure and monitor customer service levels.

The Service Standards explain what each front-facing service delivers. They also describe the timescales within which you can expect us to deal with your query. We are committed to ensuring that you are completely satisfied with the service you are getting in line with our Standards.

Swansea Council is committed to putting our customers at the heart of everything we do and we welcome your feedback on how we can improve our services.

Our Customer Charter framework sets out our promises as to how we will deliver high quality services to you and the service standards we will provide to enable us to meet your expectations.

Our promises

We will:

- Provide you with quality services
- Ensure that we use plain language and have trained staff to answer your questions
- Be honest, approachable and polite, keeping your needs at the heart of everything we do
- Respond within the timescales laid out in our Service Standards
- Aim to answer your enquiry through the publicised first point of contact wherever possible
- Make sure the information we provide is accurate, up to date, and bilingual where required
- Deliver services in a way which offers good value for money for the community
- Involve you in the design and delivery of our services wherever possible.

When you need to access services, we will:

 Provide you with easy-to-use online services with all the information you need in one place

- Publish a range of web addresses and emails so you can quickly access services or contact officers
- Deliver secure and trusted online services to you.

If you email us, when we respond we will:

- Be clear, use plain language, and reply in Welsh or bilingually where appropriate
- Respond within the timescales laid out in our Service Standards.

If you phone the Council, we will:

- Aim to answer your call as quickly as possible
- Give you alternative options and information during busy periods.

When you visit our public offices, we will:

- Provide an accessible space which is open during published hours
- Provide a welcoming, friendly and helpful atmosphere
- Aim to see you within 30 minutes (if you have to wait longer we will explain why).

If we visit you, we will:

- Arrive at the agreed appointment time (unless we are delayed, in which case we will contact you)
- Be helpful, polite, and treat you with respect and dignity.

When you speak with our staff we expect you to:

- Be helpful, polite, and treat us with respect and dignity
- Understand we will address unreasonable behaviour and may end the conversation / visit, or invoke our Unreasonable Customer Behaviour Policy if necessary.

Service Standards

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
Additional Learning Needs Inclusion Team (ALNIT)	Contacting a member of the ALNIT Team for information, advice or assistance	Make sure we publish all the relevant information on our website	15 school days (during term time) or 28 calendar days (during school holidays)	Web: https://www.swansea.gov.uk/alnprofessionals Email: ALNIT@swansea.gov.uk
Additional Learning Needs Inclusion Team (ALNIT)	General enquiries to the team	Ensure all the relevant information is available on our website. Answer emails on specific questions Provide a limited phone services for those without internet or email access	15 school days to respond to e-mail queries Phone line will be open between 10.00 am to 12 noon & 2.00 pm to 4.00 pm Monday to Friday	Web: https://www.swansea.gov.uk/aln Email: ALNIT@swansea.gov.uk Phone: 01792 636162
Assisted waste collections	When all residents of a property are unable to put waste out for collection due to disability or infirmity	Our waste team will be advised and will agree a safe position on the premises to collect the bags/bins	On your normal bin collection day, (Mon-Fri)	Web: Assisted collections - Swansea Email: evh@swansea.gov.uk Phone: 01792 635600
Benefits – Housing Benefit (HB)	Make a new claim for Housing Benefit or tell us about a change in your household circumstances that	If you have provided all the information we need, we will work out how much HB you are entitled to and tell you	28 working days	Web: Housing Benefit and Council Tax Reduction - Swansea Email: benefits@swansea.gov.uk Phone:01792 635353

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
	might affect an existing claim			
Benefits – Council Tax Reduction (CTR)	Make a new claim for CTR or tell us about a change in your household circumstances that might affect an existing claim	If you have provided all the information we need, we will work out how much CTR you are entitled to and tell you	28 working days	Web: Housing Benefit and Council Tax Reduction - Swansea Email: benefits@swansea.gov.uk Phone: 01792 635353
Benefits – Housing Benefit (HB) and Council Tax Reduction (CTR)	Query entitlement/ payments / the potential impact of changes in circumstance on benefits / seek advice, support	We will explain our decisions/calculations and the regulations in a clear and concise way.	28 working days	Web: Housing Benefit and Council Tax Reduction - Swansea Email: benefits@swansea.gov.uk Phone: 01792 635353
Breach of planning control	Report works where a property doesn't have planning permission or is breach of condition	Investigate your complaint and advise on course of action to be taken	12 weeks	Web: swansea.gov.uk/planningenforcement Email: enforcement.development@swansea.gov.uk Phone: 01792 635701
Building Control application	Submit a completed application form for building regulations	Register your application	Within 3 working days	Web: www.swansea.gov.uk/bcon Email: bcon@swansea.gov.uk Phone: 01792635636
Building inspections	Request an Inspection	Carry out inspections while the work is taking place and we are happy to talk to you about an inspection programme for your scheme that suits you.	Where possible same working day, or within 24hrs of request. Future date inspection by arrangement.	Web: www.swansea.gov.uk/bcon Email: bcon@swansea.gov.uk Phone: 01792 635636

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
Cemeteries	Search for a grave	We will conduct a search of municipal cemeteries	Within 5 working days	Web: <u>Burials and cremations - Swansea</u> Email: <u>bereavementservices@swansea.gov.uk</u> Phone: 01792 636389
Crematorium	Enquire about a memorialisation scheme for the crematorium	Provide information / costs and process application	Within 5 working days	Web: <u>Burials and cremations - Swansea</u> Email: <u>bereavementservices@swansea.gov.uk</u> Phone: 01792 636481
Registrars	Enquire to register a birth	Offer an appointment	Within 5 working days	Web: swansea.gov.uk/registrars Email: registrars@swansea.gov.uk Phone: 01792 637444
Commercial land and property	Search for available land and property in Council ownership	We will advise on available council land and property.	Email contact 5 working days. Tel contact 2 working days If call unable to be answered and message being left requesting a call back	Web: Land and property for sale or lease - Swansea Email: Corporate.Property@swansea.gov.uk Phone: General enquiries (property / asset management) 01792 636727
Committee agendas	To find out information on any meetings such as	We will advise and help in your search for information on items reported to the	5 working days	Web: www.swansea.gov.uk/democracy Email: democracy@swansea.gov.uk Phone: 01792 636923

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
	council, cabinet, planning etc.	various meetings of council.		
Councillors	To find out information on any our 75 councillors.	We will assist and advise with queries such as who is my local councillor or relevant cabinet member for a service area.	3 workings days	Web: www.swansea.gov.uk/councillors Email: democracy@swansea.gov.uk Phone: 01792 636923
Complaints	Make a complaint about any service	We will investigate the complaint and respond to you. We take complaints very seriously and use them as an opportunity to improve our services.	Corporate complaints: Stage 1: 10 working days Stage 2: 20 working days Social Services complaints follow a specific Policy, please visit the link	Web: Corporate complaints policy Social Services complaints policy Email: complaints@swansea.gov.uk Phone: 01792 637345
Council-owned land	To make general queries including ownership	We will advise if land is council owned and confirm areas of responsibility	Email contact 5 working days. Tel contact 2 working days If call unable to be answered and message being left requesting a call back	Email: Corporate.Property@swansea.gov.uk Phone: General enquiries (property / asset management) 01792 636727

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
Council Tax	Report a change of address / change of ownership or occupation of a property	Take the details off you and make the necessary updates so a correct bill can be issued	28 working days	Web: Register/report a change of circumstances that may affect your Council Tax - Swansea Email: council.tax@swansea.gov.uk Phone: 01792 635382
Council Tax	Ask to pay by direct debit	Take the details off you and set up a direct debit claim for whichever of the 4 available dates you choose	28 working days	Web: www.swansea.gov.uk/paycounciltax Email: council.tax@swansea.gov.uk Phone: 01792 635382
Council Tax	Tell us about difficulties you may have with paying your bill	We will listen and do our best to agree a reasonable, mutually acceptable payment plan with you. We will also offer to refer you for independent financial advice and tell you about Council Tax Reduction	28 working days	Web: Problems paying your Council Tax bill - Swansea Email: council.tax@swansea.gov.uk Phone: 01792 635382
Council Tax	Make a payment	We will take the payment from you promptly	3 days	Web: www.swansea.gov.uk/paycounciltax Email: council.tax@swansea.gov.uk Phone: 0300 4562765
Dangerous structures	Report a dangerous structure.	To react within 3 hours/ 24 hours depending on severity.	Deal with imminent dangers within 3 hours.	Web: www.swansea.gov.uk/bcon Email: bcon@swansea.gov.uk Phone: 01792635636

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
			Non-imminent danger the next working day.	
Dog fouling/litter	Report locations where dog fouling and/or litter is creating a hazard and/or nuisance	Remove the nuisance and/or hazard	Danger – by end of next working day Nuisance – within 5 working days	Web: https://www.swansea.gov.uk/reportit Email: evh@swansea.gov.uk Phone: 01792 635600
Empty properties	Report details of an empty property which is open to access	We will visit the property, try to identify and contact the owner and make sure the property is secured if there is a risk of unauthorised access.	Visit the property within 2 working days	E-mail: evh@swansea.gov.uk Phone: 01792 635600
Food hygiene enquiries or complaints	Make a complaint, submit an enquiry or request for a service	Investigate the complaint, respond to the enquiry or request for a service and take appropriate action	Officers will respond to your complaint, enquiry or request for a service within 5 working days of receipt	Web: https://www.swansea.gov.uk/food Email: foodandsafety@swansea.gov.uk Phone: 01792 635600
Freedom of Information requests	Make a Freedom of Information Request in writing	On receipt of a written request for recorded information the Council will notify you whether we hold that information. We will provide it in the way you requested	20 working days	Web: www.swansea.gov.uk/freedomofinformation Email: freedomofinformation@swansea.gov.uk Phone: 01792 637345
Free School Meals (FSM)	Make a new application for FSM or tell us about a	If you have provided all the information we need, we will work out if you are	28 working days	Web: <u>Free school meals - Swansea</u> Email: <u>freeschoolmeals@swansea.gov.uk</u>

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
	change in your household circumstances that might affect an existing award of FSM	entitled to FSM and tell you		Phone: 01792 635353
Grants and funding	Find out about grant funding options or opportunities	Help to signpost you to the most appropriate funding source(s)	Within 28 working days for initial request	Email: ExternalGrants@swansea.gov.uk GrantiauAllanol@abertawe.gov.uk
Grass verge cutting	Report locations where long grass is limiting driver visibility and creating a hazard	Cut visions splays as necessary	Within 5 working days	Email: parks.section@swansea.gov.uk Phone: 01792 280210
Health and Safety advice and complaints	Make a complaint, submit an enquiry or request for a service	Investigate the complaint, respond to the enquiry or request for a service and take appropriate action	Officers will respond to your complaint, enquiry or request for a service within 5 working days of receipt	Web: https://www.swansea.gov.uk/healthandsafety Email: evh@swansea.gov.uk Phone: 01792 635600
Highways Emergency	Report an immediately dangerous situation on the Highway	To react within 4 hours/ 24 severity		Phone to Highways Front Desk 01792 843330
Highways Pothole Pledge	Report a pothole	We will repair the pothole where able.	48 hours for action and further 48 hours for response when an email	Using the online "Report it" form, Email to highways@swansea.gov.uk or By Phone to 01792 843330

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
			address is provided.	
Highways Service Request	Reporting requests for works or routine service, ice, road condition, flooding etc	Log the call, investigate action appropriately.	Non safety defects no agreed response time. Dealt with by routine programmes of work.	Using the online "Report it" form, Email to highways@swansea.gov.uk or By Phone to 01792 843330
Houses in Multiple Occupation (HMO) Licensing	Make a licence application or request a variation of an existing licence	Log the application and contact you to confirm details, take payment and explain next stages.	Within 10 working days of you submitting the application.	E-mail: hph@swansea.gov.uk Phone: 01792 635600
Housing Standards	Report issues with the condition of your privately rented property	Take the details from you, including details of your landlord/agent, give you advice and arrange an inspection of the property, after contacting your landlord/agent.	Contact you to arrange an inspection within 5 working days of your report	Web: Get advice on private rented housing - Swansea E-mail: evh@swansea.gov.uk Phone: 01792 635600
Housing	General enquiries	We will refer your query to the correct section/team	General email enquiries: an initial acknowledgement within 1 working day and full response within 10 working days from the relevant team.	General enquiries: https://www.swansea.gov.uk/housingenquiryfor m email: housing@swansea.gov.uk housing portal: https://housing.swansea.gov.uk Area Housing Office emails: westarea.housingoffice@swansea.gov.uk eastarea.housingoffice@swansea.gov.uk northarea.housingoffice@swansea.gov.uk

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
				centralarea.housingoffice@swansea.gov.uk
Housing	Apply for Housing	Your application will be assessed in accordance with our Housing Allocations Policy.	30 working days	Housing Options Web: https://www.swansea.gov.uk/applyforcouncilhousing https://www.swansea.gov.uk/contacthousingoptions Email: housing.options@swansea.gov.uk Phone: 01792 533100
Housing	Make a Homelessness application	If you are at risk of becoming homeless, contact Housing Options and we will take initial details from you and arrange for you to be contacted by a homelessness caseworker who will carry out an assessment with you.	On the day if homeless that night. 10 working days if at risk of homelessness	Housing Options Web: https://www.swansea.gov.uk/helpforhomeless https://www.swansea.gov.uk/atriskoflosingyour home https://www.swansea.gov.uk/contacthousingopt ions Email: housing.options@swansea.gov.uk Phone: 01792 533100
Housing	Discuss your rent account	We will offer advice and support if you are struggling to pay your rent, or have a query about your account.	You will be contacted within 5 working days to discuss your query	Rents Team Queries: Email: rentsteam@swansea.gov.uk Tel: 01792 534094 Ways to pay: https://www.swansea.gov.uk/rentsteam Pay your rent online: https://www.civicaepay.co.uk/Swansea/Webpay public/webpay/default.aspx?Fund=21 Housing portal: https://housing.swansea.gov.uk

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
Housing	Report a repair	We will respond to your request and deal with your repair.	Repair categories: A - Emergency repairs – Attended to and made safe within 24 hours. Out of hours service available B - Urgent repairs— complete in 5 working days C - Non-urgent — complete in 20 working days (maybe subject to pre-inspection) D - Specialist Repairs — complete in 80 working days (may be subject to pre-inspection) Pre-inspections carried out via an appointment arranged with the tenant Damp and mould — inspected within 5 working days and work needed	Repairs Web: https://www.swansea.gov.uk/requesthousingrepair Email: housingrepairscallcentre@swansea.gov.uk Housing portal: https://housing.swansea.gov.uk Tel: 01792 635100 Monday - Thursday 8.30am - 5.00pm and Friday 8.30am - 4.30pm Out of office hours emergencies: 01792 521500 Monday - Thursday 5.00pm - 8.30am Friday 4.30pm - Monday 8.30am

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
			carried out within 20 working days	
Housing	Report anti-social behaviour (ASB) on council estates	Your initial complaint will be responded to either by the Area Housing Office or by the Neighbourhood Support Unit (NSU)	Your initial report will be responded to within 5 working days if a name and address is left.	Report ASB - NSU Web: https://www.swansea.gov.uk/reportantisocialbe haviour Tel: 01792 648507 (24 hours)
Housing	Request support from the Tenancy Support Unit (TSU)	The Tenancy Support Unit will provide housing-related support and advice to home owners, housing association tenants, council tenants and those who rent from the private sector.	An initial assessment of support needs will be undertaken within 5 working days.	Web: https://www.swansea.gov.uk/requesttenancysupport Email: tsu@swansea.gov.uk Phone: 01792 774360
Housing	Council Housing Major Improvement Programme	Provide advice and guidance to tenants of council properties about major repair and improvement work being undertaken or proposed in the future	Replies to emails will be made in 5 working days	Enquires to HousingILT@swansea.gov.uk Phone: 01792 635117
Housing	Renewals – enquire about grants and	Provide initial advice and assistance on the forms of assistance available and	Contacted within 10 working days to complete an initial	Renewals – Housing Grants Team Email: <u>urbanrenewals@swansea.gov.uk</u>

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
	loans for eg Council House adaptations, Disabled Facilities Grants and repairs eg HomeFix Loan and Welsh Government loans	signpost to most suitable service. Assist client in applying for that form of assistance.	enquiry for housing grants / loans assistance.	Tel: 01792 635330
Land searches	To request Local Authority Con 29 searches, copies of documents, make payments and queries on all searches	We carry out local land searches which are part of the property conveyancing process. It allows prospective purchasers of properties and mortgage lenders to find out information that we hold about a property.	10 working days	Web: www.swansea.gov.uk/locallandcharges Email: locallandcharges@swansea.gov.uk Phone: 01792 635728
Licensing	Submit a completed application for a licence Log the application and process in accordance with statutory requirements Investigate the complaint, respond to the enquiry or		Applications will be processed in accordance with statutory timescales where applicable	Web: https://www.swansea.gov.uk/licensing Email: evh.licensing@swansea.gov.uk taxilicensing@swansea.gov.uk Phone: 01792 635600

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
Litter/dog bins	Report locations where overflowing litter/dog bins are creating a hazard and/or nuisance	Remove the nuisance and/or hazard	Danger – by end of next working day Nuisance – within 5 working days	Web: https://www.swansea.gov.uk/reportit Email: evh@swansea.gov.uk Phone: 01792 635600
Local Development Plan	Understand, raise queries about, and get involved in the production of, the Swansea Local Development Plan	To provide clear, consistent advice and opportunity for the public and key stakeholders to be active participants in the LDP process in accordance with the agreed Community Involvement Scheme	Respond to queries within 2 working days	Web: https://www.swansea.gov.uk/RLDP Email: ldp@swansea.gov.uk
Noise nuisance and Pollution	Report a problem about noise, water, land or air pollution	Take the details from you and investigate and action appropriately	An officer will contact you for further information, where necessary within 5 working days.	Web https://www.swansea.gov.uk/reportpollution E-mail: pollution@swansea.gov.uk Phone: 01792 635600
Parking ticket appeal	When you make representations in writing appealing against the issue of a Parking Charge Notice	Consider your reasons for appealing the Parking Ticket and make a decision to either uphold or reject these representations.	Pre Notice to Owner (NTO) appeal – respond in writing within 6 months. Post Notice to Owner (NTO) appeal – respond in writing within 56 Days	Web: Challenge Entry - City and County of Swansea Email: Car.parks@swansea.gov.uk

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
Passport to Leisure (PTL)	Make a new application for a PTL or to tell us about a change in your household circumstances that might affect a PTL you already hold	If you have provided all the information we need, we will work out if you are entitled to a PTL and tell you	28 Working days	Web: Passport to Leisure - Swansea Email: PTL@swansea.gov.uk Phone: 01792 635353
Placemaking and heritage	Obtain advice or information relating to placemaking and heritage in Swansea, including for Conservation Areas and Heritage Protected Assets such as Listed Buildings	To provide clear, consistent advice and information	Respond to queries within 2 working days	Web: https://www.swansea.gov.uk/placemakingandheritage Email: ldp@swansea.gov.uk
Planning Pre- application advice	To explain how the Pre application service works, including the different types of pre applications provided and to make Payments	To provide clear and concise advice on the feasibility of proposals submitted	 Statutory advice service - 21 days of receipt of valid application Non-Statutory advice service - 28 days of receipt of valid application or as agreed for larger schemes. 	Web: www.swansea.gov.uk/preplanningadvice Email: planning@swansea.gov.uk Phone: 01792 635701

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
Planning applications	applications, request application forms and to pay planning fees and communities within Swansea		56 days (for most applications)	Web: www.swansea.gov.uk/planningapplications Email: planning@swansea.gov.uk Phone: 01792 635701
Playgrounds - dangerous	Report playgrounds where there perceived hazards	Remove the hazard	Danger – by end of next working day	Email: parks.section@swansea.gov.uk Phone: 01792 280210
Pest Control	If you have problems with pests like mice, rats, fleas and wasps you can arrange a pest control visit by completing the online enquiry form. Arrange a visit by a pest control officer after payment of the relevant fee, as most of our services have a charge.		Due to the volume of calls the pest control service is receiving it can take up to 10 working days for a visit date to be made, from date of enquiry	Web: https://www.swansea.gov.uk/pestcontrolenquiry form Phone Environment Call Centre on 01792 635600
Port Health	Make a complaint, submit an enquiry or request for a service	Investigate the complaint, respond to the enquiry or request for a service and take appropriate action	Officers will respond to your complaint, enquiry or request for a service within 5 working days of receipt	Web: https://www.swansea.gov.uk/swanseabaypha Email: Port.Health@swansea.gov.uk Phone: 01792 635600
Register to vote / Elections / Voting	Enquire about vacancies, and standing for election	We will give you advice according to current legislations	We will follow statutory timetables during election	01792 636123 Web: https://www.swansea.gov.uk/elections Email: elections@swansea.gov.uk

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
			time, otherwise we will respond within 5 working days	
	Enquire about elections in your area and how and where to vote	We will advise you of the correct procedure and when to vote	Within 3 working days	01792 636123 Web: https://www.swansea.gov.uk/elections Email: elections@swansea.gov.uk
	Report a change of name, address, add or remove an elector from your property	We will write to you confirming of the change	Within 28 days	01792 636123 Web: https://www.swansea.gov.uk/elections Email: elections@swansea.gov.uk
	Enquire about your We will confirm your registration details registration status		Within 3 working days	01792 636123 Web: https://www.swansea.gov.uk/elections Email: elections@swansea.gov.uk
	Apply to change school in the school year	Write to you with the outcome of your application in line with the timescales	15 school days (during term time) or 28 calendar days (during school holidays)	Web: https://www.swansea.gov.uk/schooladmissions Email: admissions@swansea.gov.uk Phone: 01792 636550
School Admissions	Apply for a school place because you have moved into the area	Write to you with the outcome of your application in line with the timescales	15 school days (during term time) or 28 calendar days (during school holidays)	Web: https://www.swansea.gov.uk/schooladmissions Email: admissions@swansea.gov.uk Phone: 01792 636550
	Apply for a school place for entry to reception or year 7	Make sure we publish all the relevant information on our website and write to you directly if you are currently registered with a Swansea school		Web: https://www.swansea.gov.uk/schooladmissions Email: admissions@swansea.gov.uk Phone: 01792 636550

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
	General enquiries about school admissions	Ensure all the relevant information is available on our website. Answer emails on specific questions Provide a limited phone services for those without internet or email access	10 working days to respond to email queries Phone line will be open between 10 and 12 a.m. and 2 and 4 p.m. Monday – Friday (excluding bank holidays)	
Paying for Adult Social Care – Residential Care	Make a new application for help towards the cost of Residential Social Care or to tell us about a change in your circumstances that might affect an existing application.	If you have provided all the information we need, we will work out how much help you are entitled to and explain how we have arrived at our decision.	28 Working Days	Web: Paying for residential care - Swansea Email: - SCIF@swansea.gov.uk Phone: 01792 636380
Paying for Adult Social Care – Non- Residential Care	Make a new application for help towards the cost of Non- Residential Social Care costs or to tell us about a change in your circumstances that might affect an existing application.	If you have provided all the information we need, we will work out how much help you are entitled to and explain how we have arrived at our decision.	28 Working Days	Web: Charges for care at home - Swansea Web: www.swansea.gov.uk/chargesforcareathome Email: SCIFhomecare@swansea.gov.uk Phone: 01792 636160
Social Care – Direct	Query the Finance side of Direct Payments	The Finance Directorate will make payments as instructed by Social	28 working days from when the instruction is	Web: Social care direct payments - Swansea Email: - DPFinance@swansea.gov.uk

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:	
Payments Finance		Services, based on the client's support plan.	received from Social Services	Phone: 01792 636511	
Social Care – Childcare Payments	Query the Finance side of Childcare Payments including Fostering, Special Guardianships and Adoption	The Finance Directorate will make payments as instructed by Social Services, based on the client's support plan.	28 working days from when the instruction is received from Social Services	Web: Fostering and adoption - Swansea Email: - softbox.remittances@swansea.gov.uk Phone: 01792 636310	
Paying for Adult Social Care-	Make a payment	We will take the payment from you promptly	3 days	Web: Pay - Swansea Residential Care Phone: 01792 636380 Non Residential Care Phone: 01792 636160	
Adult Social Care	Information, advice or assistance Reporting a safeguarding concern	We will work with you to live well and safely in our community	We will respond within 2 working days via telephone or email.	Web: Social care and wellbeing - Swansea Common Access Point: CAP@swansea.gov.uk Phone: 01792 636519 Safeguarding: AdultSafeguardingTeam@swansea.gov.uk Phone: 01792 636854 Emergency Duty Team (out of hours): Emergency Duty Team - Swansea Email: edt.edt@swansea.gov.uk Tel: 01792 775501	

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
Social Services	Make a comment, complaint or compliment about Social Services	When things go wrong and a service user or someone sufficiently concerned with their welfare, may wish to complain, the law says you have a right to get your views heard about Social Services	You will get an acknowledgement within 2 working days. We will contact you to discuss your complaint within 10 working days, We will write to you within 5 working days of the resolution date, confirming the outcome.	Phone: 01792 637345 Or contact the Council Complaints Team
Child and Family Services	Seek information, advice or assistance or to report a safeguarding concern	We can help families to get support from the right people at the right time to live happy, health and safe lives	We will respond within 48 hours via telephone or email	Swansea Single Point of Contact (Monday to Thursday, 8.30 am – 5.00 pm; Friday 8.30 am – 4.30 pm) Email: singlepointofcontact@swansea.gov.uk Phone: 01792 635700 Emergency Duty Team is available outside of normal working hours on 01792 775501
Child and Family Services	Enquire about becoming a foster carer	We provide dedicated support on your fostering journey, from specialist training to financial allowances, so you're never alone	We will respond to your initial enquiry within 24 hours	Email: fosterwales.swansea@swansea.gov.uk Fostering Enquiry Line: 0300 555 0111
Child and Family Services	Enquire about becoming an adoptive parent	Western Bay Adoption offer support to not only adopters going through	We will respond to your initial enquiry	Email: enquiries@westernbayadoption.org Phone: 01639 685396

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:
		the assessment but also so adopted young people affected by adoption	within 5 working days	
Stray Dogs	Report a dog straying in your area or contact us to see if your dog has been picked up by the Animal Warden	We will take the details from you and try and collect a straying animal or check our register to confirm whether your stray dog has been picked up. Take the release fee from you and explain how you can collect your impounded dog.	We will respond within 1 working day	E-mail: pest.control@swansea.gov.uk Phone: 01792 635600
Trading Standards	Make a complaint, submit an enquiry or request for a service	Investigate the complaint, respond to the enquiry or request for a service and take appropriate action	Officers will respond to your complaint, enquiry or request for a service within 5 working days of receipt	Web: https://www.swansea.gov.uk/tradingstandards Email: trading.standards@swansea.gov.uk Phone: 01792 635600
Trees - dangerous	Report trees which are considered to be creating a hazard	Remove the hazard	Immediate Danger – by end of next working day Non immediate hazard - within 5 working days	Email: parks.section@swansea.gov.uk Phone: 01792 280210
Waste Collections - missed	Report that your waste, correctly put out on time, has not been collected on the correct collection	If put your waste out correctly and on time, our Waste Team will return to collect it	Within 5 working days	Web: Missed recycling and rubbish collection - Swansea Email: evh@swansea.gov.uk Phone: 01792 635600

Request	When you contact the Council to:	The Council's Commitment to you:	Within the Following Timescales	Contact Details of this Service:		
	day, giving us your contact details					

Appendix B - Integrated Impact Assessment Screening Form

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

Service	n service area and cee Area: Digital and corate: Corporate Se	Customer Ser	•				
Q1 (a)) What are you scre	ening for rel	evance?				
	New and revised policies Service review, re-orgatusers and/or staff Efficiency or saving prosetting budget allocation New project proposals a construction work or ad Large Scale Public Event Local implementation of Strategic directive and its Board, which impact on Medium to long term plaimprovement plans) Setting objectives (for emajor procurement and Decisions that affect the services Other	es, practices or prisation or service posals affecting staff, coaptations to exist the first National Strate and public bodies ans (for example example, well-being commissioning)	cial year and strates ommunities or accesting buildings, moving buildings, moving those developed at functions and corporate plans, coing objectives, equal	gic financial planssibility to the biling to on-line sense national Partner development plansity objectives, '	nning uilt environment, e.g rvices, changing loc ership Boards and P ns, service delivery Welsh language stra	., new ation Public Services and ategy)	
(b)	Please name and fully <u>describe</u> initiative here: This initiative is a Customer Charter and Service Standards as part of delivering the first goal in the Digital Strategy 2023-28. Customer Charters are considered good practice and provide a framework for communicating how the Council will meet the expectations of our residents. In addition, a Customer Charter provides clear and concise statements detailing ways by which the organisation can measure customer service levels. The Service Standards demonstrate what each front facing service within the Council will adhere to, with the timescales for dealing with a query.						
Q2	What is the potent (+) or negative (-)	tial impact oi	n the following Medium Impact	-	s below could b Needs further Investigation	e positive No Impact	
Older p Any oth Future Disabili Race (i Asylum Gypsie	n/young people (0-18) people (50+) ner age group Generations (yet to be be ty ncluding refugees) a seekers s & travellers n or (non-)belief	orn)		+ •			

Sexual Orientation Gender reassignment

Appendix B - Integrated Impact Assessment Screening Form Welsh Language Poverty/social exclusion Carers (inc. young carers) Community cohesion Marriage & civil partnership Pregnancy and maternity Human Rights 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 Consultation and engagement will be undertaken following discussion at the Service Transformation Committee. A survey and face-to-face meetings will be used to gather feedback and input from residents. The Service Standards are already in place, some of which are statutory, therefore changes will not be possible for some areas. As part of the process consultation and engagement will be undertaken with key stakeholders, including for example: Disability Liaison Group and Parents and Carers 50+ Network Poverty Forum Organisations that support Welsh Language LGBT Forum Services may also undertake their own consultation and engagement where changes are being proposed, this may include co-production where appropriate. **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 🗌 This work delivers on the Transformation and Financial Resilience well-being goal and steps in the Corporate Plan. The aim of the Charter and Standards is to meet the expectations of residents when they access Council services. Q5 What is the potential risk of the initiative? (Consider the following impacts – equality,

socio-economic, environmental, cultural, legal, financial, political, media, public

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perception etc...)

Appendix B - Integrated Impact Assessment Screening Form

	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		
	The Charter and Standards will be adopted across the Council				
Q7	Will this initiative result in any changes needed to the external or internal website?				
		□ 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 whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

The cumulative impact is considered to be positive at this stage in development and the IIA will be reviewed following the consultation and engagement work.

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)

Summary of findings:

- The Customer Charter and Service Standards will have a medium positive impact across all groups as residents and businesses will know what level of service to expect when they contact the Council
- Consultation and engagement will be undertaken following discussion at the Service Transformation Committee. A survey and face-to-face meetings will be used to gather feedback and input from residents. The Service Standards are already in place, some of which are statutory, therefore changes will not be possible for some areas. As part of the process consultation and engagement will be undertaken with key stakeholders, including for example:
 - o Disability Liaison Group and Parents and Carers
 - o 50+ Network
 - Poverty Forum
 - Organisations that support Welsh Language
 - LGBT Forum

Services may also undertake their own consultation and engagement where changes are being proposed, this may include co-production where appropriate

Appendix B - Integrated Impact Assessment Screening Form

- This work delivers on the Transformation and Financial Resilience well-being goal and steps in the Corporate Plan. The aim of the Charter and Standards is to meet the expectations of residents when they access Council services
- Risks are considered to be low as Service Standards are in already in place, some of which are statutory. The Charter will be discussed with residents and businesses
- The cumulative impact is considered to be positive at this stage in development and the IIA will be reviewed following the consultation and engagement work.

(NB: This summary paragraph should be used in the 'I section of corporate report)	ntegrated Assessment Implications
Full IIA to be completed	
□ Do not complete IIA – please ensure you have provided the re outcome	elevant information above to support this
NB: Please email this completed form to the Access to Se obtaining approval from your Head of Service. Head of S	<u> </u>

email.

Screening completed by:
Name: Sarah Lackenby
Job title: Head of Digital & Customer Services
Date: 13th July 2023

Approval by Head of Service:
Name: Ness Young
Position: Director of Corporate Services
Date: 13th July 2023

Please return the completed form to <u>accesstoservices@swansea.gov.uk</u>

Agenda Item 5



Report of the Chair

Corporate Services & Financial Resilience Service Transformation Committee – 25 July 2023

Work Plan 2023-2024

Committee Meeting	Work Programme item	Expected output	Cabinet Member and Lead Officer
20 June 2023	Policy Commitments: Human Rights City	Contribute to the HRC 2024+ action plan	Cllr Elliott King Lee Wenham
25 July 2023	Digital Transformation: Customer Customer Charter and Service Standards.	Contribute to development of Customer Service standards and service design to ensure people can and do access our services digitally	Cllr Andrea Lewis Lee Wenham & Sarah Lackenby
26 Sept 2023	a) Coproduction: Next Steps b) Medium Term Financial Plan: Presentation of background paper as preparation for meeting in October	Contribute to the council's next steps in coproduction post the CoPro Lab project	Cllr Hayley Gwilym / Lee Wenham
31 October 2023	Medium Term Financial Plan:	Contribute to the identification of potential savings in years 2-4 of the MTFP	Cllr Rob Stewart Ben Smith

	Future Years' Savings Proposals (detail to be confirmed)		
12 December 2023/23 January 2023	Workforce Transformation:	Contribute to the development of new leadership behaviours	Cllr David Hopkins
	Leadership and Management; and Learning and Development	and a new learning and development offer	Rachael Davies
27 February 2024	To be agreed later in the year	TBC	TBC
23 April 2024	Preparation of Annual Report	Summary of activity and outcomes from 2023-24 work programme	Lee Wenham & Emily Davies