



## Report of the Interim Director of Corporate Services

### Organisational Transformation Corporate Delivery Committee - 25 April 2023

## Annual Report 2022-23

<b>Purpose:</b>	To provide an annual report to the committee on the progress made in relation to its work plan for the Municipal Year 2022-23
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### For Information

#### 1. Introduction

1.1 During the Municipal Year 2022-23, the Organisational Transformation committee explored the following items in terms of policy development;

- the Council's Transformation programme,
- the Council's Rewards and Recognition Strategy,
- the Council's Agile Working Policy and Home Working Policy,
- the Council's Recruitment and Retention Strategy,
- the Council's Co-production and Involvement project
- the (draft) Guildhall Illumination Policy

1.2 An item related to Swansea as a Human Rights city is due to be presented at the April 2023 meeting. An item on the Customer Contact strategy was also due to be considered by the committee during this Municipal year, but has been deferred to a later date. All other items included within the work plan for 2022-23 have been discussed and suggestions related to policy development have been taken into account.

- 1.3 During the Municipal Year 2022-23, a total of 10 committee meetings will have been held (including the meeting in April 2023). The majority of meetings have included formal written reports, published a week prior to the meeting and together with the agenda pack are available to the public on the Council's website.
- 1.4 The items explored by the committee have ranged from large complex programmes of work and related policies such as the Council's Transformation programme to the development smaller bespoke policies such as the (draft) Illumination of the Guildhall policy.

## **2. The Council's Transformation Programme**

- 2.1 At the June 2022 meeting of the CDC, the committee were presented with a report and update on the Council's Corporate Well-Being Objective 'Transformation & Future Council Development'. The report covered the background to the Council's transformation programme 'Achieving Better Together' and the progress made to date.
- 2.2 Members were asked their views about the progress of the programme to date and about any key issues which may inform the development of the next phase of the programme. Suggestions included work to ensure that the next phase of the programme is underpinned by co-production and consultation with local people and community groups. Other suggestions included work to ensure that the approach sustains and supports an increase in public sector employment within the local area.
- 2.3 At the September 2022 meeting of the CDC, the Interim Director of Corporate Services provided a presentation on 'Transformation' and sought members' views about the Council's transformation programme and future principles to inform the Council's transformation approach. Suggestions for future principles and priorities related to reducing the use of agency staff and increasing the number of jobs provided by the Council and workforce development. Other suggestions included ensuring that the approach to transformation was informed by co-production and exploiting any new economic development opportunities (e.g. a potential bid to become a Freeport).
- 2.4 At the January 2023 meeting of the CDC, the Head of Digital and Customer Services provided a report on the Sustainable Swansea Programme and outlined the lessons learnt in order to inform the development of the next phase of the programme. Members were asked about their views on the current approach and future priorities for transformation. Suggestions included ensuring that co-production is embedded within the approach to transformation and that new ways of working (developed as a result of responding to the Covid-19 pandemic) and resulting in positive changes to services and outcomes are built upon. Other suggestions related to developing more effective ways of joint working across services and with external partners and local communities.

### **3. The Rewards and Recognition Strategy**

- 3.1 At the October 2020 meeting of the CDC, the Head of Human Resources and Service Centre, presented a report which outlined the Council's Reward and Recognition Strategy and sought members' views about the current strategy and to identify any additional factors to take into account for future development. The report covered the Pay Policy Statement 2022-23, the Local Government Pension scheme, terms and conditions of employment, non financial benefits, recognising performance, staff feedback and the Council's Workforce Strategy.
- 3.2 Members asked a number of questions about the Council's workforce and made a number of suggestions in relation to the future development of the Rewards and Recognition strategy. Suggestions included recognising performance through a number of different ways such as one-to-one sessions between staff and their managers, awards (including long service awards), thanking staff for their efforts and looking at alternative ways i.e. non financial rewards for the Council to reward staff. Other suggestions included supporting staff engagement and developing the confidence and mechanisms for staff to feedback their views and experiences to managers.

### **4. The Agile Working Policy and the Home Working Policy**

- 4.1 At the November 2022 meeting of the CDC, the Head of HR and the Service Centre and the Head of Property Services, presented a report which outlined the Council's current Agile Working Policy and the Home Working Policy. The report outlined the background to both policies, the impact of the Covid-19 pandemic on both agile working and home working and the current review of existing policies and the implementation of a post pandemic operating model. The report sought to seek Members' views on future development of both policies and the Council's approach to agile working and home working.
- 4.2 Members asked a number of questions about how the Council oversees the management and well-being of staff working at home, the availability of office space for staff who do not wish to work from home, the auditing of office accommodation and the lease arrangements of Council owned buildings to other public sector organisations. Suggestions included developing a well-being and keeping in touch strategy for staff who are working at home and ensuring the Council retain sufficient accommodation space in the long term to ensure there will be capacity to offer office to accommodation to all staff who want to work from offices.

### **5. The Recruitment and Retention Strategy**

- 5.1 At the December 2022 meeting of the CDC, the Head of HR and Service Centre presented a report which outlined the Council's current Recruitment and Retention strategy. The report outlined current practice

in relation to the Council's recruitment and retention approach and described some of key features of the Council's Workforce Strategy 2022-27.

- 5.2 Members asked a number of questions and gave their views on the current approach and future considerations. Suggestions included ensuring staff who don't use computers as part of their job, are aware of any new jobs and training opportunities provided by the Council and adverts for jobs are shared as widely as possible to reach a diverse range of people in local communities. Other suggestions included work to ensure that recruitment processes are designed to encourage more people from black and minority ethnic communities to apply for jobs with the Council, to ensure that any new Council buildings are physically accessible to people with disabilities, reducing the use of agency staff and developing the Council's approach to apprenticeships to include older people and across many more service areas.

## **6. The Co-production and Involvement Project**

- 6.1 At the February 2023 meeting of the CDC, the committee were presented with an update on the Council's Coproduction and Involvement Project. The report was presented to seek the committee's involvement in the development of a Corporate Coproduction Policy.
- 6.2 Members asked a number of questions about the project relating to the definition of partners and stakeholders, the benefits of coproduction (financial and non-financial) and the challenges associated with engaging with diverse groups. Suggestions included reaching out to seldom heard groups, identifying staff and Members to champion co-production and learning from best practice and proven examples of successful co-productive approaches used within the public sector. The CDC resolved to convene a workshop with members to further develop the policy,

## **7. The Illumination of the Guildhall Policy**

- 7.1 At the March 2023 meeting of the CDC, the committee were presented with a draft Illumination of the Guildhall Policy. The report was presented to seek the committee's involvement in the development of the Illumination of the Guildhall Policy.
- 7.2 Members asked a number of questions about the application process, the duration of the illumination and the prioritisation of requests. Suggestions included further development and promotion of the policy to ensure there was a clear and equitable process in relation to dealing with requests for the illumination of the Guildhall.

## **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 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

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 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.

8.4 There are no integrated assessment implications associated with this report. There is no impact identified on people and/or communities when considering all the impacts identified in the screening. This is a for information report and does not require any decision making which could impact on others.

## **9. Financial Implications**

9.1 There are no financial implications directly associated with this report. 8. Legal Implications

## **10. Legal Implications**

10.1 There are no legal implications associated with this report.

**Background Papers:** None

**Appendices:** Appendix A