

## **Appendix 3**

### **Draft Governance Arrangements Workforce and Organisation Development (OD) Transformation Board**

#### **1. Role of the Board**

The Workforce and OD Transformation Board will provide strategic direction and leadership to ensure the development and delivery of a workforce and OD transformation programme aligned to the council's corporate plan (2023-2028) and the workforce strategy.

The Board sets out to ensure the council develops a motivated and committed workforce that is innovative, supported, skilled and customer focused through achieving the following objectives:

1. A workforce with the capacity to deliver statutory requirements and council wellbeing objectives
2. Highly and appropriately skilled employees across the wide range of roles
3. A motivated and valued workforce with high levels of engagement and wellbeing
4. A workforce that lives and breathes the organisation's values and the sustainable development five ways of working
5. An employment offer that will make Swansea Council an employer of choice

The Board also sets out to ensure the council has a working model that reflects the needs of the population and the council's agile working approach.

#### **2. Term**

This Terms of Reference is effective from December 2022 and continues until March 2027

#### **3. Membership**

The Transformation Delivery Board will comprise:

- Deputy Leader (Performance and Service), Cllr David Hopkins
- Corporate Services Director, Ness Young (Sponsor and Chair)
- Head of HR and Service Centre, Rachael Davies (RSO)
- HR&OD Manager, Adrian Chard (Programme Manager)
- Health, Safety and Wellbeing Manager, Craig Gimblett
- Communications Service Representative Chris Peters-Bond
- Principal HR&OD Business Partner, Wyn Matthews/Carryl Evans/Nicola Reid
- Directorate Representative, Social Services (invitation extended)
- Directorate Representative, Education (invitation extended)
- Directorate Representative, Place (invitation extended)
- Trade Union representative, TBC

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Additional co-opted members can be added to the membership, if agreed by the Board.

### **4. Roles and Responsibilities**

The Workforce Strategy Project Board is accountable for:

- Delivery of the council's workforce strategy vision and goals
- Development of the workforce and OD transformation programme and business case
- Development of workforce related policies, with appropriate engagement with the Organisational Transformation Corporate Development Committee
- Identification of specific projects and programmes to be included in the workforce and OD Transformation Programme
- Ensuring alignment between the workforce strategy and programme with other council and partnership strategies and plans
- Effective communication and engagement with internal and external stakeholders to ensure the programme is well understood
- Oversight of the development of any business cases for workforce or OD investment
- Oversight of the delivery of all agreed transformational workforce and OD projects through highlight reports identifying achievements, risks and issues and mitigations
- Removing obstacles to the workforce and OD transformation programme's successful delivery

The membership of the Board will commit to:

- attending scheduled Board meetings
- championing the council's workforce and OD transformation Programme
- sharing relevant information with Board members
- taking timely actions that support delivery of Programme

### **5. Scrutiny and Assurance**

The Board will report progress quarterly to the Transformation Delivery Board. The Transformation Delivery Board will report progress of all programmes within the Corporate Transformation Plan at least three times a year.

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.

### **6. Meetings**

All meetings will be chaired by the project sponsor, Ness Young. A meeting quorum will be the Chair or Deputy Chair plus two additional members. Decisions will be made by consensus (i.e., members are satisfied with the decision even though it may not be

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their first choice), but if consensus is not possible, the Board chair will make the final decision.

Secretariat support will be provided by the HR and OD Service, including:

- arranging meetings
- preparing and circulating agendas and supporting papers
- preparing and circulating meeting notes and actions

Meetings will be held quarterly for a maximum of two hours on MS Teams. If required subgroup meetings will be arranged outside of these times at a time convenient to subgroup members.

### **7. Amendment, Modification or Variation**

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by Board members.

**Approved by the Workforce and OD Transformation Board  
21 December 2022**