



## Report of the Cabinet Member for Corporate Services and Performance

Cabinet – 20 April 2023

### Workforce and OD Transformation Programme

<b>Purpose:</b>	To approve the new Workforce and OD Transformation Programme.
<b>Policy Framework:</b>	Corporate Plan 2023-28, Workforce Strategy 2022-2027, Transformation and Future Council Development Well-Being Objective, Medium Term Financial Plan
<b>Consultation:</b>	Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	It is recommended that Cabinet:  1) Approves the proposed investment of £391,000 to fund the initial priority projects identified in the Workforce and OD Transformation Programme Business Case (Appendix A).
<b>Report Authors:</b>	Rachael Davies
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar

#### 1. Introduction

- 1.1 The Workforce Strategy was approved by Cabinet in October 2022 after a period of design and consultation with stakeholders during 2022.
- 1.2 The Workforce Strategy 2022-2027 (Appendix B) contains four key themes to drive organisational culture and improvement over the lifespan of the strategy, contributing to the 2023-2028 Corporate Plan, '*Successful and Sustainable Swansea.*'

## **2. Workforce and OD Transformation Programme Business Case 2023-28**

2.1 The Workforce and OD Transformation Programme business case (Appendix A) sits alongside the Council's Workforce Strategy 2022-27. The programme includes projects that will deliver the strategic goals of the Workforce Strategy and the overall transformation aspirations of the Corporate Plan. The business case outlines those initial projects in the first two years requiring additional investment.

2.2 The business case presents the following:

- The clear links that deliver the Corporate Plan well-being objectives
- The chosen projects have been selected against three types of transformation – cultural, systems or structural. These projects are transformational, address a service gap, mitigate corporate risks and/or deliver MTFP savings.
- Benefits for internal customers, potential future job applicants and the wider Council
- The programme has close links with other transformational programmes such as Waste Strategy, Transforming Additional Learning Needs, Digital Transformation.
- Critical success factors align with the five ways of working
- Robust governance and programme management arrangements are in place, with the programme reporting up to the Transformation Delivery Board, CMT and Cabinet, with assurance and oversight by Scrutiny
- The programme will conclude with an evaluation and final report to identify how the activities have delivered the Workforce Strategy vision and goals.

2.3 The transformation projects to be taken forward in the first year are:

- Leadership and Management – Coaching and Mentoring Programme
- A Workforce Fit for the Future – Transforming HR&OD Services
- Employer of Choice – Oracle Fusion Recruitment
- Employee Wellbeing and Inclusion – Reviewing sickness absence and occupational health provision

2.4 The following projects will be a secondary developmental phase with a view to potentially taking them forward in future years depending on changing priorities and budget resource availability as the strategy evolves:

- Further development of Oracle Fusion module functionality
- Organisational wide development needs analysis
- Career pathways and succession planning strategies
- Career Development Programmes

- 2.5 Appendix C outlines the additional project list that will be considered in the early part of the strategy lifespan and together with the transformation projects forms the cumulative total of work to be delivered against the objectives of the Workforce Strategy.
- 2.6 The programme requests investment for the identified set of projects of £391,000 in order to support identified future MTFP savings of £450,000 through transforming the way we work.

### **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 socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English.
  - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 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 economic, social, environmental, and cultural well-being of Wales by acting in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 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 (Appendix D) was carried out for the Workforce Strategy and has been updated to include the Workforce and OD Transformation Programme. The screening has identified that there should be low impact on a wide range of groups as a result of the report's approval, however the impact should be a positive one rather than negative. Whilst the proposed programme may apply to a wide range of Council employees it largely reflects existing workforce policies.

Each project and associated actions listed may be subject to its own IIA process.

- 3.5 The Well-being of Future Generations Act (Wales) 2015 places a well-being duty on Swansea Council to carry out sustainable development. This is in line with the Council's Sustainable Development Policy and our Corporate Plan's Well-being Objectives.
- 3.6 The Workforce and OD Transformation Programme adheres to the Transformation and Financial Resilience well-being objective in the Corporate Plan, so that our workforce is sustainable and resilient for the future. Well-being and future generations and the five ways of working considerations include:
- The programme includes activities and projects to ensure the Council's workforce is sustainable in the longer term
  - The programme is integrated with the corporate plan and wellbeing objectives, workforce, and digital strategies
  - The programme will involve others by engaging with the internal customer/trade unions and external potential future workforce applicant, working digitally by default where possible and co-producing in social partnership where appropriate
  - Working with others to share learning and good practice
  - The programme will achieve prevention through projects that aspire to improve performance
- 3.7 With regard to the cumulative impact of the programme, each project will include its own IIA screening. The overall programme, overseen by the Workforce and OD Transformation Board, will continuously review the overall impact on the workforce as the programme develops and delivers.

#### **4. Financial Implications**

- 4.1 The programme requests investment for the proposed projects of £391,000 and is to be funded from the Council's restructure reserve.

#### **5. Legal Implications**

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

**Background Papers:** None

#### **Appendices:**

Appendix A	Workforce and OD Transformation Programme Business Case
Appendix B	Workforce Strategy 2022-2027
Appendix C	Workforce Strategy Project Plan
Appendix D	IIA Screening