

Council

You are hereby summoned to attend a Meeting of the **Council of the City and County of Swansea** to be held in the Multi-Location Meeting - Council Chamber, Guildhall / MS Teams on Thursday, 7 July 2022 at 5.00 pm.

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

The following business is proposed to be transacted:

1. **Apologies for Absence.**
2. **Disclosures of Personal and Prejudicial Interests.**
www.swansea.gov.uk/disclosuresofinterests
3. **Minutes.** 1 - 28
To approve & sign the Minutes of the previous meeting(s) as a correct record.
4. **Written Responses to Questions asked at the Last Ordinary Meeting of Council.**
5. **Announcements of the Presiding Member.**
6. **Announcements of the Leader of the Council.**
7. **Public Questions.**
Questions must be submitted in writing to Democratic Services democracy@swansea.gov.uk no later than noon on the working day prior to the meeting. Questions must relate to items on the agenda. Questions will be dealt with in a 10 minute period.
8. **Swansea Pupil Voice Manifesto. (Presentation)**
9. **Standards Committee Annual Report 2021-2022. (For Information)** 29 - 44
10. **Policy Commitments Statement.** 45 - 58
11. **Corporate Plan 2022/23.** 59 - 104
12. **Councillors ICT Allowances Policy – May 2022 & Beyond.** 105 - 115
13. **Contribution Towards Costs of Care & Personal Assistance (CPA) for Councillors and Statutory Co-opted Members. (For Information)** 116 - 120

14. Conferring Title of Honorary Alderman / Honorary Alderwoman.	121 - 127
15. Proposals for Recruitment to Chief Executive.	128 - 144
16. Proposals for Recruitment to Director of Corporate Services.	145 - 180
17. Amendments to the Council Constitution. (For Information)	181 - 190
18. Membership of Committees.	191 - 192
19. Councillors' Questions.	193 - 201
20. Notice of Motion - Rwanda Deportation Policy.	202 - 203

Webcasting: This meeting may be filmed for live or subsequent broadcast via the Council's Internet Site. By participating you are consenting to be filmed and the possible use of those images and sound recordings for webcasting and / or training purposes.

You are welcome to speak Welsh in the meeting.

Please inform us by noon, two working days before the meeting.

Next Meeting: Friday, 22 July 2022 at 2.00 pm



Huw Evans
Head of Democratic Services
Guildhall,
Swansea.

Wednesday, 29 June 2022

To: All Members of the Council

Agenda Item 3.



City and County of Swansea

Minutes of the Ceremonial Council

Multi-Location Meeting - Council Chamber, Guildhall / MS

Teams

Friday, 20 May 2022 at 2.00 pm

Present: Councillor M H Jones (Lord Mayor) Presided

Councillor(s)

C Anderson
P M Black
J P Curtice
A M Day
P Downing
C R Doyle
M Durke
C R Evans
V M Evans
E W Fitzgerald
R Francis-Davies
L S Gibbard
F M Gordon
K M Griffiths
J A Hale
T J Hennegan
C A Holley
P R Hood-Williams
B Hopkins
D H Hopkins
L James
O G James
Y V Jardine

Councillor(s)

J W Jones
L R Jones
M Jones
S M Jones
E J King
E T Kirchner
A S Lewis
M B Lewis
R D Lewis
W G Lewis
P Lloyd
P M Matthews
P N May
D Phillips
C L Philpott
S Pritchard
K M Roberts
B J Rowlands
R V Smith
A H Stevens
R C Stewart
L G Thomas

Councillor(s)

W G Thomas
G D Walker
L V Walton
T M White
R Fogarty
S Bennett
P Bentu
A Davis
C Evans
M Bailey
N Furlong
H Gwilliam
D Jenkins
S Keeton
M Locke
N Matthews
J McGettrick
F O'Brien
A O'Connor
J Pritchard
M Tribe
A Williams

Officer(s)

Huw Evans
Tracey Meredith
Phil Roberts
Martin Nicholls

Head of Democratic Services
Chief Legal Officer / Monitoring Officer
Chief Executive
Director of Place

Apologies for Absence

Councillor(s): H M Morris

148. Disclosures of Personal and Prejudicial Interests.

The Chief Legal Officer gave advice regarding the potential personal and prejudicial interests that Councillors and / Officers may have on the agenda.

The Head of Democratic Services reminded Councillors and Officers that the "Disclosures of Personal and Prejudicial Interests" sheet should only be completed if the Councillor / Officer actually had an interest to declare. Nil returns were not required. Councillors and Officers were also informed that any declarable interest must be made orally and in writing on the sheet.

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

- 1) Councillor C A Holley declared a Personal Interest in Minute 149 "To Elect the Lord Mayor for the Municipal Year 2022-2023" and Minute 150 "To Elect the Deputy Lord Mayor for the Municipal Year 2022-2023".

149. To Elect the Lord Mayor for the Municipal Year 2022-2023.

Resolved on the motion of Councillor C L Philpott, seconded by Councillor C A Holley that Councillor A Mike Day be elected to the office of Lord Mayor of the City and County of Swansea for the Municipal Year 2022-2023.

The Lord Mayor then made and signed the declaration of acceptance of office.

Councillor A M Day (Lord Mayor) Presided

150. To Elect the Deputy Lord Mayor for the Municipal Year 2022-2023.

Resolved on the motion of Councillor C A Holley, seconded by Councillor P M Black that Councillor L Graham Thomas be elected to the office of Deputy Lord Mayor of the City and County of Swansea for the Municipal Year 2022-2023.

The Deputy Lord Mayor then made and signed the declaration of acceptance of office.

The meeting ended at 2.07 pm

Chair



City and County of Swansea

Minutes of the Council

Multi-Location Meeting - Council Chamber, Guildhall / MS

Teams

Tuesday, 24 May 2022 at 4.00 pm

Present:

Councillor(s)

C Anderson
M Bailey
S Bennett
P N Bentu
P M Black
J P Curtice
A Davis
A M Day
P Downing
C R Doyle
M Durke
C M J Evans
V M Evans
C R Evans
E W Fitzgerald
R Fogarty
R Francis-Davies
N Furlong
L S Gibbard
F M Gordon
K M Griffiths
H J Gwilliam
J A Hale
T J Hennegan
V A Holland

Councillor(s)

C A Holley
B Hopkins
D H Hopkins
O G James
L James
Y V Jardine
A J Jeffery
D H Jenkins
M H Jones
M Jones
S M Jones
L R Jones
J W Jones
S E Keeton
E J King
E T Kirchner
H Lawson
M B Lewis
R D Lewis
W G Lewis
A S Lewis
P Lloyd
M W Locke
N L Matthews
P M Matthews

Councillor(s)

P N May
J D McGettrick
H M Morris
F D O'Brien
A J O'Connor
D Phillips
C L Philpott
J E Pritchard
S Pritchard
A Pugh
S J Rice
K M Roberts
B J Rowlands
R V Smith
A H Stevens
R C Stewart
L G Thomas
W G Thomas
M S Tribe
G D Walker
L V Walton
T M White
R A Williams

Officer(s)

Gareth Borsden
Huw Evans
Adam Hill
Tracey Meredith
Helen Morgan-Rees
Martin Nicholls
Phil Roberts
Ben Smith
Mark Wade

Democratic Services Officer
Head of Democratic Services
Deputy Chief Executive / Director of Corporate Services
Chief Legal Officer / Monitoring Officer
Director of Education
Interim Chief Executive
Chief Executive
Director of Finance / Section 151 Officer
Interim Director of Place

Apologies for Absence

Councillor(s): P R Hood-Williams

1. Election of Presiding Member for 2022-2023 Municipal Year.

The Head of Democratic Services asked for nominations.

A nomination for Councillor J P Curtice was proposed and seconded.

Resolved that Councillor J P Curtice be elected Presiding Member for the Municipal Year 2022-2023.

Councillor J P Curtice (Presiding Member) Presided

2. Election of Deputy Presiding Member for 2022-2023 Municipal Year.

The Presiding Member asked for nominations.

A nomination for Councillor C R Evans was proposed and seconded.

Resolved that Councillor C R Evans be elected Deputy Presiding Member for the Municipal Year 2022-2023.

3. Disclosures of Personal and Prejudicial Interests.

The Chief Legal Officer gave advice regarding the potential personal and prejudicial interests that Councillors and / Officers may have on the agenda.

The Head of Democratic Services reminded Councillors and Officers that the "Disclosures of Personal and Prejudicial Interests" sheet should only be completed if the Councillor / Officer actually had an interest to declare. Nil returns were not required. Councillors and Officers were also informed that any declarable interest must be made orally and in writing on the sheet.

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

- 1) Councillors C Anderson, M Bailey, S Bennett, P N Bentu, P M Black, J P Curtice, A Davis, A M Day, P Downing, C R Doyle, M Durke, C M J Evans, V M Evans, C R Evans, E W Fitzgerald, R A Fogarty, R Francis-Davies, N Furlong, L S Gibbard, F M Gordon, K M Griffiths, H J Gwilliam, J A Hale, T J Hennegan, V A Holland, C A Holley, P R Hood-Williams, B Hopkins, D H Hopkins, O G James, L James, Y V Jardine, A J Jeffery, D Jenkins, M H Jones, M Jones, S M Jones, L R Jones, J W Jones, S A Joy, S E Keeton, E J King, E T Kirchner, H Lawson, A S Lewis, M B Lewis, R D Lewis, W G Lewis, P Lloyd, M W Locke, P M Matthews, N L Matthews, P N May, J D McGettrick, H M Morris, F D O'Brien, A J O'Connor, D Phillips, C L Philpott, J E Pritchard, S Pritchard, A Pugh, S J Rice, K M Roberts, B J Rowlands, R V Smith, A H Stevens, R C Stewart, L G Thomas, W G Thomas, M S Tribe, G D Walker, L V Walton, T M White and R A Williams declared a Personal Interest in Minute 8 "Constitutional Matters 2022-2023".

4. Minutes.

Resolved that the following Minutes be approved and signed as a correct record:

- 1) Ordinary Meeting of Council held on 17 March 2022 at 5pm.
- 2) Extraordinary Meetings of Council held on 14 March 2022 at 4pm and 13 April, 2022

5. Announcements of the Presiding Member/Head of Paid Service.

a) Phil Roberts, Chief Executive - Retirement

The Presiding Member outlined that this would be Phil Roberts, Chief Executive's last Council meeting prior to his retirement.

Phil had been a pupil at Olchfa Comprehensive School and then graduated with honours in Economics at Bath University and then gained a postgraduate distinction at the London School of Economics.

He has worked at a senior level in a variety of posts for public and private sector organisations and as a postgraduate lecturer at the University of Wales, Cardiff. He has also undertaken recruitment work for the Northern Ireland Housing Executive.

Phil started his career as a Housing Worker with Welsh Housing Aid (06/1984-06/1985), before becoming a Housing Trainee with the London Borough of Brent (06/1985-10/1985). Following his brief exile in London, he saw the light and returned to Swansea.

He joined Swansea City Council in August 1986 as a Housing Trainee working through the ranks becoming a Service Manager in October 1992. Blaenymaes & Penlan were the first District Housing Offices in Swansea, Phil managed the Blaenymaes District Housing Office (DHO).

Whilst Phil was the Precast Reinforced Concrete (PRC) Houses Operations Manager, he was heavily involved in the formation of the first Tenants Association in Swansea.

Following Local Government Reorganisation (LGR) in April 1996, Phil was appointed Assistant Director of Housing with the City & County of Swansea. In August 2003 he was appointed Head of Housing. He has acted as an Interim Director of Social Services and Interim Director of Regeneration prior to being appointed Corporate Director of Regeneration & Housing in November 2006 and Corporate Director (Place) in April 2013.

In January 2016, he had shown a proven track record within Swansea and was appointed Chief Executive of the City & County of Swansea (Swansea Council).

Phil has three sons and six grandchildren, all of who live in Swansea. He is a keen musician and spends most of his spare time walking and hiking.

Councillors Rob Stewart, Chris Holley, Lyndon Jones and Peter May paid tribute on behalf of their political groups and the people of Swansea to Phil's

service and dedication to his various roles over the years, and wished him the best for a long and healthy retirement.

Phil Roberts thanked Members for their comments.

b) Recently Elected Councillors & Those Councillors Not Seeking Re-election or Not Re-elected on 5 May 2022

The Presiding Member congratulated those Councillors recently elected following the Local Government Elections on 5 May 2022. She also thanked those former Councillors who either chose not to seek re-election or were not re-elected at the Local Government Election on 5 May 2022. The Presiding Member thanked them for serving their communities and the residents of Swansea during their terms of Office as Councillors.

c) Welsh Schools' Football Association National Festival

Glyncollen Primary School, girls' football team represented Swansea recently at the Welsh Schools' Football Association National Festival. They were undefeated in every game and are the National 5-a-side Under 11s Welsh Champions.

On behalf of the Council, the Presiding Member congratulated them on this achievement.

d) Caderman – European Challenge 2022

The Head of Democratic Services sets off tomorrow on the Caderman – European Challenge 2022. Starting in Lappeenranta, Finland, near the Russian border, he and friends will be cycling about 720 miles across Finland, Sweden and finishing in Trondheim on the west coast of Norway.

The adventure will take them through the Norwegian town of hell, so literally they will be on the Highway to Hell.

It is a self-supported challenge meaning that they will be carrying everything they need for the adventure including spare spokes, chain, inner tubes, clothes and thermals. They've raised over £46,000 to date for cancer charities over the past 13 years. This year they are raising money for Blood cancer UK.

Feel free to donate via their Just Giving page.

https://www.justgiving.com/fundraising/caderman2022?utm_source=Sharethis&utm_medium=fundraising&utm_content=caderman2022&utm_campaign=pfp-email&utm_term=8bb34699c96b4cfabbd8913f19e96234

e) Corrections / Amendments to the Council Summons

i) Item 9 “Constitutional Matters 2022-2023”

Each reference in the report to “Natural Resources and Biodiversity Corporate Delivery Committee” be deleted and replaced with “Climate Change Corporate Delivery Committee”.

6. Election of the Leader of the Council.

A nomination for Councillor R C Stewart was proposed and seconded.

Resolved that Councillor R C Stewart be elected Leader of the Council.

7. Names of Councillors that the Leader of the Council has chosen to be Members of the Cabinet. (For Information)

The Leader of the Council outlined to Council the names of those Councillors that he had chosen to be members of the Cabinet. He also outlined their Cabinet Portfolios:

Councillors Name	Cabinet Portfolio
Rob C Stewart	➤ Leader of the Council ➤ Economy & Strategy
David Hopkins	➤ Deputy Leader of the Council ➤ Corporate Services & Performance
Andrea Lewis	➤ Deputy Leader of the Council ➤ Service Transformation
Robert Smith	➤ Education & Learning
Louise Gibbard	➤ Care Services
Andrew Stevens	➤ Environment & Infrastructure
Robert Francis-Davies	➤ Investment, Regeneration & Tourism
Alyson Pugh	➤ Well-being
Elliott King	➤ Culture & Equalities
Cyril Anderson Hayley Gwilliam	➤ Community

8. Constitutional Matters 2022-2023.

The Monitoring Officer and Head of Democratic Services jointly submitted a report which informed Council of necessary Constitutional matters that needed to be attended to at the Annual Meeting of Council. Such matters would in turn enable the efficient and lawful operation of Council.

Resolved that:

- 1) The Independent Remuneration Panel for Wales' determinations in relation to Basic, Civic and Senior Salaries, Fees for Co-opted Members and Contribution towards Costs of Care and Personal Assistance (CPA) as set out in Appendix A be noted.
- 2) A Senior Salary be paid to the following:
 - Leader of the Council.
 - Deputy Leader of the Council.
 - Cabinet Members x 8.
 - Chair of General Licensing Committee.
 - Chair of Planning Committee.
 - Chair of Scrutiny Programme Committee.

- Chair of Economy & Infrastructure Corporate Delivery Committee.
 - Chair of Education & Skills Corporate Delivery Committee.
 - Chair of Climate Change Corporate Delivery Committee.
 - Chair of Organisational Transformation Corporate Delivery Committee.
 - Chair of Safeguarding People & Tackling Poverty Corporate Delivery Committee.
- 3) The Independent Remuneration Panel for Wales (IRPW) determination that the Leader of the Largest Opposition Political Group must be paid a Band 4, Senior Salary (subject to the 10% rule) be noted.
 - 4) A Civic Salary be paid to the following (subject to them not already being in receipt of a Senior Salary):
 - Lord Mayor (Civic Head).
 - Deputy Lord Mayor (Deputy Civic Head).
 - 5) The posts of Presiding Member and Deputy Presiding Member be re-established and that they Chair Meetings of Council. These posts will not receive a Senior Salary.
 - 6) The Chair of the Pension Fund Committee be paid a salary equivalent to that of a Band 3 "Committee Chair" Senior Salary as defined by the IRPW; however the additional payment over and above the Basic Salary be met by the Pension Fund.
 - 7) The Council Bodies and the Number of Allocated Seats as listed in Appendix C be appointed. The Corporate Delivery Committee's Terms of Reference be adopted and added to the Council Constitution.
 - 8) The Committees listed in Appendix D be exempted by Council from the Local Government (Committees and Political Groups) Regulations 1990 in order to allow greater representation on these Committees by the Opposition Political Groups.
 - 9) Councillors be allocated to serve on Council Bodies in line with the nominations received from the Political Groups. The list of Member Champion Areas and Responsible Councillors as outlined in Appendix E be noted.
 - 10) The Council Constitution (www.swansea.gov.uk/constitution) be reaffirmed and adopted including any amendments made at this meeting.
 - 11) A Councillor be elected as Chair of the Democratic Services Committee. The Councillors Handbook (www.swansea.gov.uk/CllrsHandbook) be reaffirmed.
 - 12) The Leader of the Council's decision to allocate Councillors to sit on Outside Bodies be noted as outlined in Appendix F be noted.
 - 13) The Councillors Home to Guildhall Mileage distances be emailed to Councillors & Statutory Co-opted Members and be the agreed distances for claiming purposes.

- 14) The Council Bodies Diary as listed in Appendix G be confirmed and adopted.
- 15) Any consequential amendments to the Council Constitution and / or Councillors as a result of this report be carried out.

9. Amendments to the Council Constitution - Multi Location Meeting Policy, Petition Procedure and Standards Committee Terms of Reference.

The Monitoring Officer and Head of Democratic Services jointly submitted a report which informed Council of the amendments in order to simplify, improve and/or add to the Council Constitution.

Resolved that:

- 1) The Multi Location Meeting Policy attached at Appendix A be approved.
- 2) The Petitions Scheme attached at Appendix B be approved.
- 3) The Standards Committee Terms of Reference at Appendix C be approved.

10. Amendments to the Council Constitution.

The Monitoring Officer presented a 'for information' report presenting the necessary changes made to the Constitution following the commencement of certain sections of the Local Government and Elections (Wales) Act 2021.

11. Councillors Local Dispute Resolution.

The Head of Democratic Services presented a report which sought approval to re-adopt the Councillors Local Dispute Resolution.

Resolved that:

- 1) The Councillors Local Dispute Resolution as outlined in Appendix A of the report be re-adopted.

12. Personal Safety for Councillors.

The Head of Democratic Services submitted a report providing guidance to Councillors on issues of Personal Safety and Lone Working.

Resolved that:

- 1) The Guidance be noted and emailed to all Councillors.

13. Recruitment of a Community / Town Councillor to the Standards Committee.

The Head of Democratic Services presented a report which outlined the proposals for the recruitment of a Community / Town Councillor onto the Standards Committee.

Resolved that:

- 1) The Head of Democratic Services contact each of the 24 Community / Town Councils within Swansea seeking expressions of interest and applications.

- 2) The Standards Committee be authorised to shortlist and interview Community / Town Councillors that have applied to be members of the Standards Committee and to make a recommendation to Council as to an appointment.

14. Appointment of Independent Member(s) to the Standards Committee.

The Head of Democratic Services presented a report which sought to consider the recommendation of the Standards Committee Vacancy Panel of 14 April 2022 and to appoint two Independent (Statutory Co-opted) (Lay) Members to the Standards Committee.

Resolved that:

- 1) Janet Pardue-Wood be appointed as an Independent (Statutory Co-opted) (Lay) Member of the Standards Committee for a term of 6 years commencing on 24 May 2022. Her Term of Office shall end on 23 May 2028.
- 2) Mark Rees be appointed as an Independent (Statutory Co-opted) (Lay) Member of the Standards Committee for a term of 6 years commencing on 19 October 2022. His Term of Office shall end on 18 October 2028.

15. Common Seal.

Resolved that the Common Seal be affixed to any document necessary to carry into effect any resolution passed or confirmed at meetings during the previous municipal year.

The meeting ended at 4.45 pm

Chair

COUNCIL (75)

Councillors:

Cyril Anderson	Susan M Jones
Matthew Bailey	Sandra A Joy
Sam Bennett	Sara E Keeton
Patience N Bentu	Elliott J King
Peter M Black	Erika T Kirchner
Jan P Curtice	Hannah Lawson
Adam Davis	Andrea S Lewis
A Mike Day	Mike B Lewis
Phil Downing	Richard D Lewis
C Ryland Doyle	Wendy G Lewis
Mike Durke	Paul Lloyd
Ceri R Evans	Michael W Locke
Chris M J Evans	Nicola L Matthews
V Mandy Evans	Penny M Matthews
E Wendy Fitzgerald	Peter N May
Rebecca A Fogarty	James D McGettrick
Robert Francis-Davies	Hazel M Morris
Nicola Furlong	Francesca D O'Brien
Louise S Gibbard	Angela J O'Connor
Fiona M Gordon	David Phillips
Kevin M Griffiths	Cheryl L Philpott
Hayley J Gwilliam	Jess E Pritchard
Joe A Hale	Sam Pritchard
Terry J Hennegan	Alyson Pugh
Victoria A Holland	Stuart J Rice
Chris A Holley	Kelly M Roberts
Paxton R Hood-Williams	Brigitte J Rowlands
Beverly Hopkins	Robert V Smith
David H Hopkins	Andrew H Stevens
Lynda James	Rob C Stewart
Oliver G James	L Graham Thomas
Yvonne V Jardine	Will G Thomas
Allan J Jeffery	Mark S Tribe
Dai H Jenkins	Gordon D Walker
Jeff W Jones	Lesley V Walton
Lyndon R Jones	T Mike White
Mary H Jones	R Andrew Williams
Matthew Jones	

APPEALS & AWARDS (7)

Labour Councillors: 4

Adam Davis	Wendy G Lewis
Jan P Curtice	Hazel M Morris
Joe A Hale	

Liberal Democrats/Independent Councillor: 2

Jeff W Jones	Peter M Black
--------------	---------------

Conservative Councillor: 1

Richard D Lewis	
-----------------	--

APPOINTMENTS COMMITTEE (13)

Labour Councillors: 8 (7 permanent and 1 selected by the Leader)

Jan P Curtice	Mike B Lewis
Bev Hopkins	Robert V Smith
David H Hopkins	Rob C Stewart
Andrea S Lewis	

Liberal Democrats/Independent Councillors: 3

E Wendy Fitzgerald	Mary H Jones
Chris A Holley	

Conservative Councillors: 1

Lyndon R Jones	
----------------	--

Uplands Councillors: -1

--	--

Green Councillor: 1

Chris M J Evans	
-----------------	--

GOVERNANCE & AUDIT COMMITTEE (10)

Labour Councillors: 6

Terry J Hennegan	Kelly M Roberts
Mike B Lewis	Lesley V Walton
Sam Pritchard	T Mike White

Liberal Democrats/Independent Councillors: 2

Jeff W Jones	Michael W Locke
--------------	-----------------

Conservative Councillors: 1

Paxton R Hood-Williams	
------------------------	--

Uplands Councillors: 1

Allan J Jeffery	
-----------------	--

CHIEF EXECUTIVES APPRAISAL & REMUNERATION COMMITTEE (9)

Labour Councillors: 5

Louise S Gibbard	Alyson Pugh
David H Hopkins	Rob C Stewart
Andrea S Lewis	

Liberal Democrats/Independent Councillors: 2

Chris A Holley	E Wendy Fitzgerald
----------------	--------------------

Conservative Councillor: 1

Lyndon R Jones	
----------------	--

Uplands Councillor: 1

Peter N May	
-------------	--

CHIEF OFFICERS DISCIPLINARY COMMITTEE (13)

Labour Councillors: 8

Presiding Member	Dai H Jenkins
Phil Downing	Elliott J King
David H Hopkins	Mike B Lewis
Yvonne V Jardine	Wendy G Lewis

Liberal Democrat/Independent Councillors: 3

E Wendy Fitzgerald	Mary H Jones
Jeff W Jones	

Conservative Councillors: 1

Paxton R Hood-Williams	
------------------------	--

Uplands Councillors: 1

Stuart J Rice	
---------------	--

CHIEF OFFICERS DISCIPLINARY APPEALS COMMITTEE (13)

Labour Councillors: 7 (-1)

Deputy Presiding Member	Rob C Stewart
Robert Francis-Davies	Lesley V Walton
Andrea S Lewis	T Mike White
Robert V Smith	

Liberal Democrats/Independent Councillors: 4(+1)

Chris A Holley	L Graham Thomas
Susan M Jones	Vacancy

Conservative Councillors: 1

Will G Thomas	
---------------	--

Uplands Councillors: -1

--	--

Green Councillor: 1

Chris M J Evans	
-----------------	--

DEMOCRATIC SERVICES COMMITTEE (13)

Labour Councillors: 8

Patience N Bentu	Erika T Kirchner
Adam Davies	Matthew Jones
Mike Durke	Wendy G Lewis
Joe A Hale	Lesley V Walton

Liberal Democrats/Independent Councillors: 3

Lynda James	James D McGettrick
Kevin M Griffiths	

Conservative Councillors: 1

Brigitte J Rowlands	
---------------------	--

Uplands Councillors: 1

Sandra A Joy	
--------------	--

JOINT CONSULTATIVE COMMITTEE (7)

Labour Councillors: 4

V Mandy Evans	Dai H Jenkins
David H Hopkins	Andrea S Lewis

Liberal Democrats/Independent Councillor: 2

Chris A Holley	Susan M Jones
----------------	---------------

Conservative Councillor: 1

Francesca D O'Brien	
---------------------	--

PLANNING COMMITTEE (12)

Labour Councillors: 7

Phil Downing	Nicola L Matthews
Sara E Keeton	T Mike White
Mike B Lewis	R Andrew Williams
Paul Lloyd	

Liberal Democrats/Independent Councillors: 3

Peter M Black	Mary H Jones
Matthew Bailey	

Conservative Councillor: 1

Richard D Lewis	
-----------------	--

Uplands Councillors: 1

Allan J Jeffery	
-----------------	--

**ECONOMY & INFRASTRUCTURE CORPORATE DELIVERY COMMITTEE
(12)**

Labour Councillors: 7

Phil Downing	Nicola L Matthews
C Ryland Doyle	Penny M Matthews
Wendy G Lewis	T Mike White
Paul Lloyd	

Liberal Democrats/Independent Councillors: 3

Conservative Councillors: 1

Will G Thomas	
---------------	--

Uplands Councillors: 1

Stuart J Rice	
---------------	--

EDUCATION & SKILLS CORPORATE DELIVERY COMMITTEE (12)

Labour Councillors: 7

Jan P Curtice	Yvonne V Jardine
Mike Durke	Sam Pritchard
Fiona M Gordon	T Mike White
Beverly Hopkins	

Liberal Democrats/Independent Councillors: 3

Conservative Councillors: 1

Lyndon R Jones	
----------------	--

Uplands Councillors: 1

Sandra A Joy	
--------------	--

**ORGANISATIONAL TRANSFORMATION CORPORATE DELIVERY COMMITTEE
(12)**

Labour Councillors: 7

Patience N Bentu	Matthew Jones
V Mandy Evans	Hannah Lawson
Joe A Hale	Lesley V Walton
Terry J Hennegan	

Liberal Democrats/Independent Councillors: 3

Minutes of the Council (24.05.2022)
Cont'd

Conservative Councillors: 1

Francesca D O'Brien	
---------------------	--

Uplands Councillors: 1

Peter N May	
-------------	--

CLIMATE CHANGE CORPORATE DELIVERY COMMITTEE (12)

Labour Councillors: 7

C Ryland Doyle	David Phillips
Erika T Kirchner	Kelly M Roberts
Sara E Keeton	Lesley V Walton
Nicola L Matthews	

Liberal Democrats/Independent Councillors: 3

Conservative Councillors: 1

Angela J O'Connor	
-------------------	--

Uplands Councillors: 1

Stuart J Rice	
---------------	--

SAFEGUARDING PEOPLE & TACKLING POVERTY CORPORATE DELIVERY COMMITTEE (12)

Labour Councillors: 7

Jan P Curtice	Hannah Lawson
Ceri R Evans	Jess E Pritchard
Rebecca A Fogarty	Lesley V Walton
Yvonne V Jardine	

Liberal Democrats/Independent Councillors: 3

Conservative Councillors: 1

Angela J O'Connor	
-------------------	--

Uplands Councillors: 1

Allan J Jeffrey	
-----------------	--

PENSION FUND COMMITTEE (6)

Labour Councillors: 4

Patience N Bentu	Phil Downing
Jan P Curtice	Mike B Lewis

Liberal Democrats/Independent Councillor: 1

Michael W Locke	
-----------------	--

Conservative Councillor: 1

Will G Thomas	
---------------	--

STANDARDS COMMITTEE (3)

Labour Councillors: 2

Oliver G James	Mike B Lewis
----------------	--------------

Liberal Democrats/Independent Councillors: 1

L Graham Thomas	
-----------------	--

STATUTORY LICENSING COMMITTEE (12)

Labour Councillors: 7

Jan P Curtice	Penny M Matthews
Phil Downing	Hazel M Morris
Victoria A Holland	Lesley V Walton
Paul Lloyd	

Liberal Democrats/Independent Councillors: 3

Matthew Bailey	Cheryl L Philpott
Sam Bennett	

Conservative Councillors: 1

Brigitte J Rowlands	
---------------------	--

Uplands Councillors: 1

Sandra A Joy	
--------------	--

STATUTORY LICENSING SUB COMMITTEE (3)

Note – 3 Councillors called on a rota basis.

Labour Councillors: 7

Jan P Curtice	Penny M Matthews
Phil Downing	Hazel M Morris
Victoria A Holland	Lesley V Walton
Paul Lloyd	

Liberal Democrats/Independent Councillors: 3

Matthew Bailey	Cheryl L Philpott
Sam Bennett	

Conservative Councillors: 1

Brigitte J Rowlands	
---------------------	--

Uplands Councillors: 1

Sandra A Joy	
--------------	--

GENERAL LICENSING COMMITTEE (12)

Labour Councillors: 7

Jan P Curtice	Penny M Matthews
Phil Downing	Hazel M Morris
Victoria A Holland	Lesley V Walton
Paul Lloyd	

Liberal Democrats/Independent Councillors: 3

Matthew Bailey	Cheryl L Philpott
Sam Bennett	

Conservative Councillors: 1

Brigitte J Rowlands	
---------------------	--

Uplands Councillors: 1

Sandra A Joy	
--------------	--

GENERAL LICENSING SUB COMMITTEE (3)

Note – 3 Councillors called on a rota basis.

Labour Councillors: 7

Jan P Curtice	Penny M Matthews
Phil Downing	Hazel M Morris
Victoria A Holland	Lesley V Walton
Paul Lloyd	

Liberal Democrats/Independent Councillors: 3

Matthew Bailey	Cheryl L Philpott
Sam Bennett	

Conservative Councillors: 1

Brigitte J Rowlands	
---------------------	--

Uplands Councillors: 1

Sandra A Joy	
--------------	--

SCRUTINY PROGRAMME COMMITTEE (13)

Labour Councillors: 8

Rebecca A Fogarty	Hannah Lawson
Terry J Hennegan	Wendy G Lewis
Victoria A Holland	Sam Pritchard
Matthew Jones	T Mike White

Liberal Democrats/Independent Councillors: 3

Peter M Black	Mark S Tribe
E Wendy Fitzgerald	

Conservative Councillors: 1

Francesca D O'Brien	
---------------------	--

Uplands Councillors: 1

Peter N May	
-------------	--

WEST GLAMORGAN ARCHIVES COMMITTEE

Labour Councillors: 3

Elliott J King	Robert V Smith
Jess E Pritchard	

Liberal Democrats/Independent Councillor: 1

Peter M Black	
---------------	--

Conservative Councillor:1

Lyndon R Jones	
----------------	--

ADMISSIONS PANEL (3)

Labour Councillors: 2

Jan P Curtice	Robert V Smith
---------------	----------------

Liberal Democrats/Independent Councillor: 1

A Mike Day	
------------	--

ARMED FORCES COMMUNITY COVENANT SIGNATORIES PANEL

Labour Councillors: 2

Wendy G Lewis	Elliott J King
---------------	----------------

GOWER AONB PARTNERSHIP STEERING GROUP (6)

Labour Councillors: 4

Sara E Keeton	Paul Lloyd
Nicola L Matthews	Andrew H Stevens

Liberal Democrats/Independent Councillor: 1

Lynda James	
-------------	--

Conservative Councillor: 1

Paxton R Hood-Williams	
------------------------	--

GOWER AONB SUSTAINABLE DEVELOPMENT FUND PANEL (4)

Labour Councillors: 3

Sara E Keeton	Andrew H Stevens
Paul Lloyd	

Liberal Democrats/Independent Councillor: 1

Lynda James	
-------------	--

GOWER AONB SUSTAINABLE DEVELOPMENT APPEALS PANEL

Labour Councillor: 1

David H Hopkins	
-----------------	--

LOCAL PENSION BOARD (1)

Labour Councillor: 1

C Ryland Doyle

STANDARDS COMMITTEE VACANCY PANEL (3)

Labour Councillors: 2

Andrea S Lewis	Mike B Lewis
----------------	--------------

Liberal Democrats/Independent Councillor: 1

Mary H Jones	
--------------	--

TRUSTEES PANEL (13)

Labour Councillors: 7

Yvonne V Jardine	Wendy G Lewis
Hannah Lawson	Alyson Pugh
Andrea S Lewis	Lesley V Walton
Mike B Lewis	

Liberal Democrats/Independent Councillors: 3

Nicola Furlong	Susan M Jones
Chris A Holley	

Conservative Councillors: 1

Brigitte J Rowlands	
---------------------	--

Uplands Councillor: 1

Allan J Jeffrey	
-----------------	--

Green Councillor: 1

Chris M J Evans	
-----------------	--

CONSTITUTION WORKING GROUP (9)

Labour Councillors: 5

Leader	Presiding Member of Council
Deputy Leader	Deputy Presiding Member of Council
1 Cabinet Member (David H Hopkins)	

Liberal Democrats/Independent Councillors: 2

Group Leader	Deputy Group Leader
--------------	---------------------

Conservative Councillor: 1

Group Leader	
--------------	--

Uplands Councillor: 1

Group Leader	
--------------	--

COMMUNITY / TOWN COUNCILS FORUM (6)

Labour Councillors: 4

Cabinet Member for Corporate Services & Performance	Phil Downing
Jan P Curtice	Rebecca A Fogarty

Liberal Democrats/Independent Councillors:

Lynda James	
-------------	--

Conservative Councillor: 1

Will G Thomas	
---------------	--

CORPORATE PARENTING BOARD (9)

Labour Councillors: 6

Ceri R Evans	Wendy G Lewis
Louise S Gibbard	Alyson Pugh
Elliott J King	Robert V Smith

Liberal Democrats/Independent Councillor: 1

Susan M Jones	
---------------	--

Conservative Councillor: 1

Angela J O'Connor	
-------------------	--

Uplands Councillor: 1

Sandra A Joy	
--------------	--

DEVELOPMENT ADVISORY GROUP (5)

Labour Councillors: 5

Robert Francis-Davies	Andrea S Lewis
David H Hopkins	Rob C Stewart
Climate Change CDC Chair	

**Leader of the Council's Allocation of Councillors to Sit on Outside Bodies
Annual Council – May 2022**

Association of Public Service Excellence (APSE)	Andrea Lewis
Books Council of Wales	Robert Francis-Davies
Cambrian Educational Foundation for Deaf Children	Alyson Pugh
EOTAS (Education Other Than At School) Steering Group	Robert Smith
ERW Joint Committee	Robert Smith
	Rob Stewart
Fostering Panel (Friends and Family)	Elliott King
Fostering Panel (Foster Swansea)	Mandy Evans
Gower College Swansea	Sam Pritchard
	Robert Smith
Heart of Wales Line Forum	Paul Lloyd
Inter Authority Agreement for Food Waste	Mandy Evans
	Andrew Stevens
Joint Council of Wales (South Wales Provincial Council)	Rob Stewart
	David Hopkins
Local Government Association (LGA) Executive	Rob Stewart
	Robert Francis-Davies
	Andrea Lewis
	David Hopkins
Mid and West Wales Fire Authority	Patience Bentu
	Sam Bennett
	Jan Curtice
	Terry Hennegan
	Lyndon Jones
	Sam Pritchard
	Gordon Walker
National Association of British Market Authorities	David Hopkins

Minutes of the Council (24.05.2022)
Cont'd

National Waterfront Museum (Swansea) Ltd	Hannah Lawson
	Robert Francis-Davies
	Elliott King
Oystermouth Castle Management Board	Rebecca Fogarty
Partneriaeth	Robert Smith
	Rob Stewart
Partneriaeth – Joint Scrutiny Councillor Group	Chair and Vice-Chair of Education Scrutiny Panel
PATROL (Parking and Traffic Regulations Outside London) Joint Cttee	Andrew Stevens
PRU (Pupil Referral Unit) Management Board	Robert Smith
Regeneration Swansea Partnership	Rob Stewart
	Robert Francis-Davies
	David Hopkins
South Wales Police and Crime Panel	Wendy Fitzgerald
	Hannah Lawson
South West Wales Corporate Joint Committee (CJC)	Leader
South West Wales Corporate Joint Committee (CJC) – Gov & Audit Ctte	Chair of Governance & Audit Ctte
	1 Non Executive Labour Member – Lesley Walton
	1 Non Executive Lib Dem/Ind Member – Jeff Jones
South West Wales Corporate Joint Committee (CJC) – Scrutiny Ctte	2 Non Executive Labour Members – Wendy Lewis Mike White
	1 Non Executive Lib Dem/Ind Member – Peter Black
South West Wales Regional Waste Management Committee	Mandy Evans
	Andrew Stevens
	Mike White
Standing Advisory Council on Religious Education	Yvonne Jardine

Minutes of the Council (24.05.2022)
Cont'd

	Jess Pritchard
	Sam Pritchard
	Mary Jones
	Lyndon Jones
Suresprung Board of Trustees	Jan Curtice
	Ryland Doyle
	Louise Gibbard
	Alyson Pugh
Swansea Bay City Region Joint Committee	Rob Stewart
Swansea Bay City Region Joint Scrutiny Cttee	Jan Curtice
	Phil Downing
	Chris Holley
Swansea Bay Community Health Council	Alyson Pugh
	Mandy Evans
	Hayley Gwilliam
Swansea Bay Port Health Authority	Joe Hale
	David Hopkins
	Robert Smith
	Mike White
	Paul Lloyd
	Mike Lewis
	Mark Tribe
	Gordon Walker
	Lyndon Jones
	Stuart Rice
Swansea Bay Regional Equality Council	Erika Kirchner
	Sanctuary & Inclusion Member Champion (Yvonne Jardine)
Swansea Business Improvements Ltd (BID)	Robert Francis-Davies
	Rob Stewart
Swansea Community Energy & Enterprise Scheme (SCEES)	Andrea Lewis
Swansea Council for Voluntary Service	Jan Curtice
	Ceri Evans
	Alyson Pugh
Swansea Cycling Forum (Cycle Action Progress Group)	Andrew Stevens
Swansea Environment Centre	Sara Keeton

Minutes of the Council (24.05.2022)
Cont'd

	Climate Change Champion (Andrea Lewis)
Swansea PSB (Public Services Board) Joint Committee	Rob Stewart
	Andrea Lewis
Swansea PSB (Public Services Board) Partnership Forum	Andrea Lewis
	Louise Gibbard
	Erika Kirchner
	David Hopkins
	Rob Stewart
	Hayley J Gwilliam
	Alyson Pugh
	Robert Smith
Swansea St Mary's Choral Trust	Sam Pritchard
University of Swansea Court	Robert Francis-Davies
Vision in Wales (Wales Council for the Blind)	Louise Gibbard
Wales National Pool (Swansea) Ltd	Robert Francis-Davies
	Nicola L Matthews
	Robert Smith
Wales Strategic Migration Partnership	Sanctuary & Inclusion Member Champion (Yvonne Jardine)
WLGA (Welsh Local Government Association) Council	Louise Gibbard
	Robert Francis-Davies
	David Hopkins
	Andrea Lewis
	Rob Stewart
WLGA (Welsh Local Government Association) Executive Board	Rob Stewart
Welsh Centre for Action on Dependency and Addiction	Terry Hennegan
	Erika Kirchner
West Glamorgan Adoption Panel	Cabinet Member with Responsibility for Social Services
West Glamorgan Regional Partnership	Rob Stewart

Minutes of the Council (24.05.2022)
Cont'd

Board	
	Louise Gibbard
	Alyson Pugh

Member Champion Areas & Responsible Councillors

www.swansea.gov.uk/CllrChampions

Member Champion Area	Councillor(s)
Animal Rights	Sara Keeton
Anti-Slavery & Ethical Employment	David Hopkins
Armed Forces	Wendy Lewis
Biodiversity	Sara Keeton
Carers	Jan Curtice
Children & Family Services	Louise Gibbard
Climate Change	Andrea Lewis
Councillor Support & Development	Wendy Lewis
Co Production	Hayley Gwilliam
Disability & Access to Services	Paul Lloyd
Diversity	Lesley Walton
Domestic Abuse	Erika Kirchner
Health & Wellbeing	Alyson Pugh
Healthy Cities & Sport	Terry Hennegan
Human Rights	Louise Gibbard
Language (Inc. Welsh)	Robert Smith
LGBT (Lesbian, Gay, Bisexual & Transgender)	Elliott King
Life Long Learning	Mike Durke
Looked After Children	Ceri Evans
Natural Environment	Sara Keeton
Pensions	Louise Gibbard
Poverty in Communities / Homelessness	Hazel Morris
Poverty Reduction	Rob Stewart
Public Transport	Paul Lloyd
Religion, Faith & Beliefs	Sam Pritchard
Rural Economy	Andrew H Stevens
Safeguarding	Louise Gibbard
Sanctuary & Inclusion	Yvonne Jardine
Tackling Racism in Schools	Yvonne Jardine
Transport	Rebecca Fogarty
UNCRC (United Nations Convention on the Rights of the Child)	Bev Hopkins
Vulnerable & Older People	Jan Curtice
Walking	C Ryland Doyle
Women	Louise Gibbard
Young Carers	Sam Pritchard

Agenda Item 9.



Report of the Chair of the Standards Committee

Council – 7 July 2022

Standards Committee Annual Report 2021-2022

Purpose:	This report sets out the work of the Standards Committee from 2021-2022.
Policy Framework:	None.
Consultation:	Access to Services, Finance, Legal.
Report Authors:	Huw Evans & Allison Lowe
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar
For Information	

1. Introduction

- 1.1 The Local Government Act 2000 requires the Council to establish a Standards Committee to promote and maintain high standards of conduct and probity in the conduct of Councillors of the City and County of Swansea. The Standards Committee has been in operation since October 2000.
- 1.2 Attached as Appendix A is the Standards Committee Annual Report 2021-2022.

2. Integrated Assessment Implications

- 2.1 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.

2.2 The Well-being of Future Generations (Wales) Act 2005 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’.

2.3 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.

2.4 There are no integrated assessment implications associated with this report.

3. Financial Implications

3.1 There are no financial implications associated with this report.

4. Legal Implications

4.1 There are no legal implications other than those set out in the body of the report.

Background Papers: None.

Appendices:

Appendix A Standards Committee Annual Report 2021-2022



Standards Committee Annual Report 2021-2022

City & County of Swansea



The Ten General Principles of Public Life

<p>Selflessness – members must act solely in the public interest. They must never use their position as members to improperly confer an advantage on themselves or to improperly confer an advantage or disadvantage on others.</p>	<p>Equality and Respect - Members must carry out their duties and responsibilities with due regard to the need to promote equality of opportunity for all people, regardless of their gender, race, disability, sexual orientation, age or religion, and show respect and consideration for others.</p>
<p>Honesty – Members must declare any private interests relevant to their public duties and take steps to resolve any conflict in a way that protects the public interest.</p>	<p>Openness - Members must be as open as possible about all their actions and those of their authority. They must seek to ensure that disclosure of information is restricted only in accordance with the law.</p>
<p>Integrity and Propriety - Members must not put themselves in a position where their integrity is called into question by any financial or other obligation to individuals or organisations that might seek to influence them in the performance of their duties. Members must on all occasions avoid the appearance of such behaviour.</p>	<p>Objectivity in Decision-making - In carrying out their responsibilities including making appointments, awarding contracts, or recommending individuals for rewards and benefits, members must make decisions on merit. Whilst members must have regard to the professional advice of officers and may properly take account of the views of others, including their political groups, it is their responsibility to decide what view to take and, if appropriate, how to vote on any issue.</p>
<p>Duty to Uphold the Law - Members must act to uphold the law and act on all occasions in accordance with the trust that the public has placed in them.</p>	<p>Accountability - Members are accountable to the electorate and the public generally for their actions and for the way they carry out their responsibilities as a member. They must be prepared to submit themselves to such scrutiny as is appropriate to their responsibilities.</p>
<p>Stewardship – In discharging their duties and responsibilities members must ensure that their authority’s resources are used both lawfully and prudently.</p>	<p>Leadership - Members must promote and support these principles by leadership and example so as to promote public confidence in their role and in the authority. They must respect the impartiality and integrity of the authority’s statutory officers and its other employees.</p>
<p><i>“Nolan Committee on Standards in Public Life”</i></p>	

Table of Contents

	Page Number
Chair's Foreword	4
The Role of the Standards Committee	5
The Committee's Work in 2021/22	6
Future Priorities	9
Committee Membership including Terms of Office	9
Attendance Records	10
Biographies - Committee Members 2021/22	11
Helpful Contacts	14

Chair's Foreword

The Committee has continued to meet remotely and has undertaken some challenging work during the course of the year. Significantly the Committee has been kept up to date with legislative changes brought about by the Local Government and Elections (Wales) Act 2021 which has seen changes in the Committee's terms of reference to reflect changing functions.

The Committee also had a referral from the Public Services Ombudsman for Wales in relation to an alleged breach of the Code of Conduct by a Mumbles Community Councillor.

Generally, the conduct of members is high. The Committee notes that the number of Code of Conduct complaints made to the Ombudsman was 29, however the PSOW decided not to investigate 27 of those complaints. The number of complaints relating to Community / Town Councils during 2021-2022 remains at the same level as the previous year.

The process of recruiting two replacement Independent (Co-opted) Members commenced for the one current vacancy on the Committee, together with a replacement member for myself, as my term of office will cease in October 2022.

I am pleased to announce that Janet Pardue-Wood and Mark Rees have both been appointed by Council for the 2022-2023 Municipal Year.

Jill Burgess, Chair of Standards Committee

1. The Role of the Standards Committee

- 1.1 The Committee operates within a statutory framework and the following terms of reference applied for the municipal year 2021-22:
- a) The Standards Committee is made up of 5 Independent Members, 3 Councillors and 1 Community/Town Councillor. By virtue of Section 53 (10) of the Local Government Act 2000 a Standards Committee and the Standards Committees (Wales) Regulations 2001, the Standards Committee is not required to comply with Section 15 of the Local Government and Housing Act 1989 (duty to allocate to Political Groups).
 - b) To promote and maintain high standards of conduct and probity in respect of Councillors & Co-opted Members of the Authority and Community / Town Councillors within the area of the City and County of Swansea.
 - c) To assist Members of the Authority and Community / Town Councils to observe their Authority's Code of Conduct.
 - d) To advise the Authority and Community / Town Councils on the adoption, monitoring and review of their Code of Conduct.
 - e) To advise and train Members on matters relating to the Code of Conduct.
 - f) To grant dispensations to Members in accordance with the Standards Committees (Grant of dispensations) (Wales) Regulations 2001 and Section 81 (5) of the Local Government Act 2000.
 - g) To consider allegations of breaches of Code of Conduct made against Members.
 - h) To oversee the Authority's protocol on Member and Officer working relationships.
 - i) To oversee and monitor the Authority's Whistle Blowing Policy and general confidential reporting Procedures.
 - j) To provide training to Members on conduct and ethical standards issues and any developments relevant to these areas.
 - k) To specifically consider and deal with less serious allegations of impropriety concerning Members.
 - l) To oversee the register of Members interests required under Section 81(1) of the Local Government Act 2000.
 - m) To consider all appeals relating to the Dealing with Unreasonable or Unacceptable Behaviour by Members of the Public Policy.

- n) To consider any other matters placed before the Committee by the Monitoring Officer.

2. The Committee's Work in 2021-2022

2.1 Requests for Dispensation

- 2.1.1 The Committee considered 1 request for dispensation from a Councillor who had recently been appointed as Cabinet Member. The Councillor required the dispensation as part of the Group that considers Local Authority Governor appointments, which he would be required to report on at Cabinet meetings.

2.2 Public Services Ombudsman for Wales Referral – Alleged Breach of the Code of Conduct by a Community Councillor

- 2.2.1 The Public Services Ombudsman for Wales (PSOW) referred an alleged breach of the Code of Conduct in respect of a Mumbles Community Councillor to the Standards Committee for consideration.

- 2.2.2 The Committee utilised the Standards Committee Hearing Procedure that had been revised in February 2021 to consider the matter. A representative from the PSOW office attended to outline the case against the Community Councillor.

- 2.2.3 The Committee found that the Councillor had breached the Code of Conduct and the Councillor was issued with a censure as a sanction for the breach of the Code of Conduct.

2.3 Public Services Ombudsman for Wales (PSOW) Annual Report and Letter 2020-2021

- 2.3.1 The Committee discussed the report, which set out performance over the year including both complaints about public service providers as well as code of conduct complaints.

- 2.3.2 The Committee had regular briefings from the Monitoring Officer on cases which the PSOW had dealt with and which were reported in either the PSOW Casebook or the Adjudication Panel for Wales's publications.

2.4 Standards Committee Annual Report 2020-2021

- 2.4.1 The Chair presented the reformatted Standards Committee Annual Report for 2020-2021 to Council on 2 December 2021.

- 2.4.2 The Annual report outlined the work undertaken by the Committee in 2020-2021.

2.5 Annual Meeting with Political Group Leaders

- 2.5.1 The Standards Committee invited the Political Group Leaders to the Standards Committee to discuss relevant legislation and responsibilities outlined in the Local Government & Elections (Wales) Act 2021.
- 2.5.2 In particular the Committee was interested in hearing the Group Leaders views on the new duty placed upon them under the Local Government and Elections (Wales) Act 2021 to ensure high standards of conduct within their political group.
- 2.5.3 The Standards Committee were also interested to hear from Group Leaders as to any additional training or support that they felt would be needed in order to fulfil their new duty.

2.6 Review of the Ethical Standards Framework

- 2.6.1 The Committee considered a review report from Richard Penn that had been Commissioned by Welsh Government to review the ethical standards framework for local government in Wales to ensure that it remained fit for purpose and was effective in fostering high standards of conduct and public confidence in local government. The Committee noted the review and that Welsh Government were likely to consult further on the Framework in due course.
- 2.6.2 It also supported the recommendation of the creation of a National Forum for Independent Chairs of Standards Committee with a view to sharing good practice amongst Standards Committees in Wales.

2.7 Standards of Conduct – Draft Statutory Guidance

- 2.7.1 The Committee considered a Welsh Government consultation on the Local Government and Elections (Wales) Act 2021: standards of conduct statutory guidance. The Committee was asked to consider:

Question 1 - Does the draft guidance make it clear what is expected of leaders of political groups in principal councils as set out in the provisions of Part 4 of the Local Government and Elections (Wales) Act 2021 in a way that can be understood by leaders of political groups in principal councils?

Question 2 - Does the draft guidance make it clear what is expected of Standards Committees in principal councils as set out in the provisions of Part 4 of the Local Government and Elections (Wales) Act 2021 in a way that can be understood by Standards Committees?

- 2.7.2 The Committee provided a positive response to Welsh Government, confirming their understanding of the guidance and questions outlined above and broadly welcoming the guidance which they felt would be useful in understanding the new duty.

2.8 Review of Standards Committee Terms of Reference

2.8.1 The Committee considered changes to the Terms of Reference following new duties under the Local Government and Elections (Wales) Act 2021.

2.8.2 The Amended Terms of Reference was approved by Council at the Annual Meeting and includes reference to their new duties under the legislation.

2.9 Complaints of Breach of the Code of Conduct

2.9.1 During the period of this Annual Report the following matters were reported to the Standards Committee for information:

a) Complaints made but not investigated by the Ombudsman under the provisions of Section 69(2) of the Local Government Act 2000

There were 27 cases where the Ombudsman decided not to investigate an alleged breach of the Code of Conduct following a complaint.

b) Investigations completed by the Ombudsman where the decision was no evidence of breach or no action taken

There was one case where the Ombudsman investigated but found that it was not in the public interest to take any further action.

c) Investigations undertaken by the Ombudsman where the decision was to discontinue the investigation

There were no cases where the Ombudsman had commenced an investigation and subsequently decided to discontinue that investigation.

d) Investigations under the provisions of Section 70 (4) of the Local Government Act 2000 – referred to the Standards Committee for consideration

Breaches of the Code of Conduct may be referred to the Monitoring Officer by the Ombudsman under the provisions of Section 69 (c) and 71(2) of the Local Government Act 2000 for consideration by the Standards Committee. Where there is a finding of a breach, public reports on such cases are published on the Council's website.

One referral (from 2019) had been made to the Standards Committee and was heard on 30 June 2021.

2.9.2 A final decision on one case that the Ombudsman is investigating is still outstanding at the time of writing this report.

2.10 Reports “For Information”

2.10.1 A number of reports were noted by the Committee, including the Ombudsman’s Code of Conduct Casebook and Adjudication Panel for Wales’s decisions.

2.11 All Wales Standards Conference

2.11.1 A virtual conference was held on 9 February 2022 with a number of lay members of the Committee attending together with the Monitoring Officer and Head of Democratic Services.

3. Future Priorities

3.1 The Committee regularly reviews its work programme and has identified the following priority areas for consideration in 2022/23:

- How the Committee will deal with their duty under the Local Government & Elections (Wales) Act 2021 in terms of monitoring group leaders and their requirement to complete an Annual Report;
- Review of Officer / Member Relations Protocol;
- Review of Member –v- Member Local Dispute Resolution Protocol;
- Update report regarding Community / Town Councils training, particularly financial training;
- Social Media guidance for Councillors;
- Update Dispensation form;
- Whistleblowing Policy (Head of HR to provide background information to Committee);
- Indemnity Scheme.

4. Committee Membership

4.1 Jill Burgess (Independent member) was re-elected Chair in June 2021 and Mike Lewis (Independent member) was elected Vice Chair.

4.1.1 The Standards Committee consists of 9 members:

5 x Independent Members
Jill Burgess
Michaela Jones
Mike Lewis
Margaret Williams
Vacancy

1 x Community / Town Councillor
Philip Crayford

3 x City & County of Swansea Councillors
Oliver James
Mike B Lewis
L Graham Thomas

4.2 Terms of Office - Independent Members of the Standards Committee

4.2.1 The term of office for Independent Members can be for not less than 4 years and for no more than 6 years. They can be reappointed for one further consecutive term but that term cannot be for more than an additional four years.

4.2.2 The table below shows the dates of commencement and subsequent expiry dates of membership for all Independent (Co-opted) Members of the Standards Committee.

Note: Independent Members marked in *italics* and with “*” denotes that they are in their second term and cannot have their term extended further.

Independent Members	Appointment Terms	
	Start	End
<i>Jill Burgess*</i>	19.10.2012 Re-appointed to	18.10.2018 18.10.2022
Michaela Jones	01.10.2017	30.09.2023
Mike Lewis	01.10.2017	30.09.2023
<i>Margaret Williams*</i>	01.04.2015 Reappointed to	31.03.2021 31.03.2025

4.3 Term of Office - Community / Town Council Member of the Standards Committee

4.3.1 The term of office shall be until the Ordinary Election for the Community Council of which the Community Councillor is a member. They may be re-appointed for one further consecutive term. .

4.3.2 A Community / Town Council member shall not take part in the proceedings of the Standards Committee when matters relating to their Community / Town Council are being considered.

Community / Town Council Member	Appointment Terms	
	Start	End
Philip Crayford*	05.10.2012 Re-appointed to	04.05.2017 05.05.2022

5. Attendance Records

5.1 During 2021/2022, the Standards committee met on the following dates:

- 30 June 2021 (Special meeting);

- 15 October 2021;
- 21 January 2022 (Special meeting);
- 9 March 2022.

5.2 Attendance Statistics:

COMMITTEE MEMBER	ATTENDANCE	
	Possible	Actual
Jill Burgess (Chair)	4	4
Mike Lewis (Vice Chair)	4	4
Michaela Jones	4	3
Margaret Williams	4	4
Councillor Philip Crayford	4	3
Councillor Oliver James	4	3
Councillor Mike B Lewis	4	4
Councillor Graham Thomas	4	3

6. Biographies

Independent Members



Jill Burgess, Chair

Jill has been a member of the Standards Committee since October 2012, Chair since October 2016. She is a retired business-woman whose greatest contribution is in the area of Entrepreneurship, and Business Enterprise. The innovative and complexity of her business start-up earned her the accolade of Welsh Businesswoman of the Year 1996 and still mentors students as part of her governorship with Swansea

University. She also works with Gower College Swansea through their “Lions Lair” competitions for young entrepreneurs. She was the instigator of job sharing for Women in American Express UK and won the recognition and award for this being adopted UK wide. At the request of the Chief Executive of Neath Port Talbot Council she set up the first Businesswomen’s Network and was the first lady president of Neath and Port Talbot Business Club. She has been a Constant Judge for Women in Business Awards for the last 9 years in conjunction with the Evening Post. She is Vice Chair of the Gower Society with responsibilities for the protection of the Lordship of Gower and a Super Lay member of the National Institute for Clinical Health Research (NICHR). Jill is passionate about giving back - be it to someone young or old – who can STEP UP to reach their potential.



Mike Lewis, Vice Chair

Mike Lewis enjoyed a thirty-eight year career with Lloyds Banking Group before joining the Standards Committee in 2017.

He has previously been an Independent Member of South Wales Police Authority, a Senior Assessor with the College of Policing and an Independent Member of Hywel Dda University Health Board. He is currently a Non-Legal Member sitting on Employment Tribunals, an Independent Member of South Wales Police Ethics and Risk Committees, and was elected as Vice Chair of the Standards Committee in December 2020.



Michaela Jones

Michaela was appointed to the Standards Committee in October 2017. She was a solicitor in private practice until 2016. She sits as a judge in the Mental Health Review Tribunal for Wales and is a lay member on professional conduct regulatory committees. In addition she is an Independent Assessor for Student Loans Company appointed by DfE. Michaela currently lives in Cardiff.



Margaret Williams

Margaret Williams was appointed to the Standards Committee in 2015 and served as Vice Chair for two years.

She studied Chemistry at Imperial College, London University, and was awarded a BSc Hons. degree. This led on to research leading to a PhD at University College of Wales, Swansea.

Margaret pursued a thirty-five year career in teaching, including fourteen years as Deputy Headteacher and a further fourteen years as Headteacher of a large Secondary School.

Since retiring, Margaret regularly chairs Admissions Appeal hearings across South West Wales. Also, she is Vice Chair of Governors for a primary school in Carmarthenshire.

Community / Town Council Representative



**Phil Crayford, Community /
Town Council Representative**

After retiring in 2010 after 37 years in the Fire & Rescue Service Phil wanted to continue to be involved in community initiatives, safety and general wellbeing for all. He was fortunate to be elected onto LLangyfelach Community Council where he has served as Chairman, and is currently Chair of the Finance committee. This will be his last year on the standards committee as next year he will have to relinquish this role due to the time limits set. "I have thoroughly enjoyed the interaction being on the committee which has been varied and interesting." Phil continues to work in the voluntary sector and is currently Chair of the governing Body of St Helens Primary School. He is president of

his Community in Spain and works with a variety of charitable organisations in assisting in Health & Safety issues and assessments.

City & County of Swansea Councillors



Councillor Oliver
James

Serving the
Cockett Electoral
Ward

Term of Office:
08.05.2017 -



Councillor Mike
Lewis

Serving the
Mynyddbach
Electoral Ward

Term of Office:
05.05.2016 -



Councillor
Graham Thomas

Serving the
Cwmbwrla
Electoral Ward

Term of Office:
06.05.1999 -

7. Helpful Contacts

Chair of Standards Committee – Jill Burgess

Email: democratic.services@swansea.gov.uk

Chief Legal Officer and Monitoring Officer – Tracey Meredith Tel: (01792) 637521

Email: tracey.meredith@swansea.gov.uk

Huw Evans, Head of Democratic Services Tel: (01792) 635757

Email: huw.evans@swansea.gov.uk

Democratic Services - Tel: (01792) 636923

Email: democratic.services@swansea.gov.uk

Public Services Ombudsman for Wales – Mr Nick Bennett Tel: 0300 790 0203

Webpage: <http://www.ombudsman-wales.org.uk/en.aspx>



Agenda Item 10.



Report of the Leader and Cabinet Member for Economy, Finance and Strategy

Council – 7 July 2022

Policy Commitments Statement

Purpose:	To provide an outline of Council Policy Commitments for the City and County of Swansea for the next 5 years.
Policy Framework:	None
Consultation:	N/A
Recommendation(s):	1) It is recommended that Council adopts the Policy Commitments Statement as set out in Appendix A.
Report Author:	Emily Davies
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 Following the election of the new Labour Administration on the 5th May 2022, the Authority wishes to establish a number of new Policy Commitments, attached as Appendix A, each helping to deliver Swansea Council's overall vision and key priorities within its Corporate Plan.
- 1.2 It should be noted that further work may take place surrounding the full scope of these commitments, which will be reflected in future corporate plans, policies and strategic documents.
- 1.3 Swansea Council will continue to work in partnership to promote and develop the well-being of all our citizens and our communities. We will work co-operatively and co-productively both within the council as well as

with other bodies/organisations and put the well-being of our citizens and communities at the heart of everything we do.

- 1.4 As outlined in the Corporate Plan 2022-23, we are building on three clear values (*People Focus, Working Together and Innovation*) which guide the way that we work, how we develop as an organisation and our decision-making through the years ahead.
- 1.5 Our plans and priorities will be underpinned by three key principles – *Sustainability, Prevention and Partnerships*. These principles are essential to deliver our well-being objectives and will be woven into the way that we work.

2. Corporate Priorities

2.1 Council are asked to adopt the Corporate Policy Commitments Statement, which in turn will be used to inform the Corporate Plan and council priorities for 2022-27. Over time, the themes identified in the Policy Commitments Statement will be built into the Authority's local plans, policies and strategies.

2.2 Our priorities for 2022-23, that are set out within our Corporate Plan, are:

- **Safeguarding people from harm** - so that our citizens are free from harm and exploitation.
- **Improving education and skills** - so that every child and young person in Swansea gains the skills and qualifications they need to succeed in life.
- **Transforming our economy and infrastructure** - so that Swansea has a thriving mixed-use City Centre and town centres, and a local economy that will support the prosperity of our citizens.
- **Tackling poverty** - so that every person in Swansea can achieve their potential.
- **Delivering on Nature Recovery and Climate Change** – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change with the aim of being a net zero council by 2030 and a net zero city by 2050.
- **Transformation and future council development** - so that we and the services that we provide are sustainable and fit for the future.

3. Policy Commitments

3.1 The Policy Commitments Statement is contained within Appendix A and is based upon the published manifesto commitments, covering a broad range of issues.

4. Integrated Impact Assessment Implications

- 4.1 The Council is subject to the Public Sector Equality Duty (Wales) 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 Act.
 - 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.
- 4.2 The Well-being of Future Generations (Wales) Act 2005 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'.
- 4.3 Our Integrated Impact Assessment process ensures that we have paid due regard to the above.
- 4.4 This Statement lists the policy commitments to be adopted by Council. Whilst the Statement will have a positive impact on the groups listed in the IIA, each individual commitment will need to be clearly defined and built into Corporate / service plans and subjected to consultation and engagement and individual IIAs as appropriate.

5. Financial Implications

- 5.1 Whilst there are no immediate financial implications arising directly from simply adopting this report, acceptance of the actions contained within the report may result in additional expenditure at a future time which will be dealt with by appropriate and subsequent cabinet reports if additional revenue or capital funding is required.
- 5.2 The first substantial tranche of funding will be aided and assisted by the replenishment of the Economic Recovery Fund (ERF) once the outturn position is agreed at Cabinet in July.
- 5.3 Acceptance of this statement does not mean further additional resources will be made available beyond those in the Economic Recovery Fund, once that is replenished, or already budgeted for 2022-23 and it should be assumed for now that all future spending needs will need to be contained within existing budget and medium-term financial plan provisions and specifically set aside reserves levels.

5.4 That assumption regarding overall future revenue spending will be dependent upon the level of future local government finance settlements and decisions to be made by Council on levels of future Council Tax as part of the annual budget cycle and medium-term planning. Overall real terms future revenue resources are likely to remain significantly constrained given current inflation pressures and expectations.

5.5 Capital investment decisions and the associated funding requirement will be primarily a function of decisions by Council regarding the broad level of capital versus revenue spending, including any further amounts that Council may decide to budget for capital financing (borrowing), capital receipts from ongoing asset disposals, continued successful access to large scale capital funding programmes and future funding flexibilities.

6. Legal Implications

6.1 Legal advice and assistance will be provided where necessary in relation to the policy commitments.

Background Papers: None

Appendices:

Appendix A - Policy Commitments Statement 2022-27

Appendix B - IIA

CITY AND COUNTY OF SWANSEA POLICY COMMITMENTS STATEMENT 2022 – 2027

1. This **Policy Commitments Statement** covers a broad range of topics, as outlined within paragraph 1. In addition, paragraph 2 outlines commitments in the context of meeting objectives within the first one hundred days of term.

Education

- 1.1 Swansea Council will commit to investing £1 billion for better education, including £150 million investment in new and better schools.

Better care

- 1.2 Swansea Council will commit to investing £750 million for better care in Swansea.
- 1.3 The Council will commit to fairer pay for care workers.
- 1.4 Swansea Council will strive to provide new children's care facilities within Swansea.
- 1.5 We will seek to provide better day care opportunities and respite services across the City.
- 1.6 Swansea Council will continue to develop and operate a network of Local Area Co-ordinators (LAC) to cover the whole of Swansea.

Climate Change

- 1.7 Swansea Council is committed to achieving net zero carbon emissions by 2030.
- 1.8 We will support delivery of the first phase of the Blue Eden Lagoon project.
- 1.9 We aim to progress the development of a council-operated solar energy farm at the City's Tir John site.
- 1.10 The Council will strive to install more electric vehicle (EV) charging points across the county, supporting a move to more EV ownership.
- 1.11 We will install more LED street lighting.

- 1.12 We will develop a new city-wide tree planting map allowing us to plant thousands of new trees in communities.
- 1.13 We aim to make neighbourhood greening improvements.
- 1.14 Swansea Council will continue to review the council transport fleet to maximise opportunities for use of a green fleet in line with its green fleet strategy.

Communities

- 1.15 Swansea Council will ensure the availability of dedicated resources to tackle weeds, litter and minor works in every community; recruiting local ward operatives.
- 1.16 We commit to investment in our towns and villages.
- 1.17 We shall promote the free use of sports pitches for local sports clubs.
- 1.18 Swansea Council will commit to improving public toilets.
- 1.19 The Council will continue to invest in parks and play areas.
- 1.20 We will complete work with partners and communities across Swansea to become a Human Rights City and to continue to embed our commitment to values of equality and diversity in everything we do.

Housing

- 1.21 Swansea Council commit to providing more energy efficient homes and more affordable homes, alongside more investment in social housing.
- 1.22 We will deliver on the refurbishment and upgrade of remaining tower blocks.
- 1.23 The Council shall commit to taking strong action against disruptive tenants.
- 1.24 The Council will offer immediate support for people who become homeless and a commitment to shorter housing waiting lists.

Regeneration

- 1.25 The Council will deliver on a £1 billion regeneration of the City Centre and £750 million strategic partnership with Urban Splash to develop seven key strategic sites.
- 1.26 We shall introduce new public and local services hubs in communities.
- 1.27 Swansea Council is committed to helping create thousands of new jobs for the people of Swansea, aiming to provide high quality and secure employment.

- 1.28 We will progress the Palace Theatre and Albert Hall developments to secure our historic buildings for future generations and seek an innovative solution to secure the future of the Elysium building.
- 1.29 Swansea Council will develop and promote more city living, including new hotels, retail, office space and food and beverage facilities.

Attractions

- 1.30 Swansea Council will seek to deliver the biggest ever events programme each year, for the next five years.
- 1.31 Swansea Council will continue to deliver an annual programme of community safety / Community Engagement events across the city.
- 1.32 Working in partnership with Penderyn Distillery, we will support a new whisky distillery attraction at Landore.

2. 100 days target: Commitments

- 2.1 In addition to the above, we seek to achieve the following commitments during the first one hundred days of term:

Education

- 2.2 We commit to mapping out future priorities, in line with our Quality in Education (QEd) / Sustainable Communities for Learning programme.
- 2.3 Swansea Council will commence the upgrade works at Cefn Hengoed Community School, progressing our £7million investment in a new Community Sports Barn in Bonymaen.
- 2.4 We shall begin delivery of new special school facilities.
- 2.5 The Council will seek to expand free school meal provision and implement a freeze on school meal prices.
- 2.6 We will commence the new regional partnership arrangements; the South West Wales Education Partnership will be a regional collaborative arrangement designed to promote excellence in all of our schools.
- 2.7 We will keep school leadership standards high in Swansea.

Better care

- 2.8 The Council will undertake a review of post-pandemic care provision.

- 2.9 We will begin options appraisal and move to increase council direct delivery of care.
- 2.10 Swansea Council will engage with Health to ensure care plans align with health recovery.
- 2.11 We will progress a new children's care facility.

Communities

- 2.12 The Council will complete bus shelter installations.
- 2.13 Swansea Council commit to installing new bins and to replace dog waste bins with larger general bins.
- 2.14 We commit to roll-out new drainage teams and new PATCH (Priority Action Team for Community Highways) programmes.
- 2.15 The Council will commence the £10 million local road upgrades.
- 2.16 Swansea Council will revise community budget rules.
- 2.17 We will progress roll-out of free public Wi-Fi.
- 2.18 We will investigate options for a Substance Use Truth Commission.
- 2.19 The Council shall agree a Local Library Plan including the community hub developments.
- 2.20 Swansea Council will seek to expand Public Space Protection Orders (PSPOs).
- 2.21 We will engage with the Police to improve visibility of local policing.
- 2.22 Swansea Council will prepare to receive more refugees.
- 2.23 We will progress the roll-out of next generation CCTV systems.

Housing

- 2.24 The Council shall complete Welsh Quality Housing Standard (WQHS) 1 and begin planning WQHS 2.
- 2.25 The Council will begin its review of its council housing lettings policy.
- 2.26 We are committed to agreeing a strategy to support homeless individuals as the Covid hotel use ends, whilst we will strive to continue our 'always a bed' pledge.

- 2.27 Swansea Council will continue onto the next phase of the More Homes build, whilst maintaining progress on further retrofitting of council homes.

Regeneration

- 2.28 Working with our regional partners, we will progress a £1 billion regeneration and £750 million strategic partnership with Urban Splash as our new strategic partner, with an initial focus on Copr Bay Phase 2, the Civic Centre site and St Thomas site.
- 2.29 We will secure a major new tenant for the Debenhams unit in the Quadrant Shopping Centre, securing the use of this unit for the future.
- 2.30 The Council will progress work on the new Castle Square Gardens project.
- 2.31 The Council will progress work on the new Central Library project.
- 2.32 Swansea Council will begin the phased demolition of Ty Dewi Sant and the old multi-storey car park.
- 2.33 We shall progress the build of 71-72 The Kingsway, to create an innovation hub which will be home to new businesses and up to six hundred new jobs.

Finances and Resources

- 2.34 We shall continue making cost of living payments on behalf of Welsh Government until the scheme closes or the fund is spent in full.
- 2.35 The Council will agree the outturn position and where possible provide more resources for reinvestment.
- 2.36 Swansea Council commit to replenish the Economic Recovery Fund (ERF) from the outturn position and ensure continued focus on the fund to aid economic recovery and part fund many of the items in this policy commitments statement.
- 2.37 We will commit to reviewing the 'Achieving Better Together, Transformation Strategy & Programme' goals.
- 2.38 The Council will commence a senior pay and grading review and ensure it fits with the wider workforce pay and grading scheme.
- 2.39 We will ensure planned savings are secured.
- 2.40 The Council will agree a post-pandemic working model.

Attractions

- 2.41 We will continue to progress development and investment through the Skyline park attraction on Kilvey Hill, hosting the Skyline board visit during June 2022.
- 2.42 We will progress hotels discussions for the City Centre and Stadium.
- 2.43 We are committed to progressing the development and reopening of the River Tawe corridor, including new pontoons expected by Winter 2022.
- 2.44 Swansea Council will deliver new promenade improvements and developments, as well as new lighting around Swansea Bay.
- 2.45 We are committed to delivering a range of new and exciting immersive attractions, summer concerts and a new phase of Arena shows; encapsulated in a larger than ever events programme (including the half Iron Man event), which commenced with community support for Platinum Jubilee events.
- 2.46 The Council is committed to retaining the Wales National Air Show in Swansea, bringing tens of thousands of visitors to the City for this annual event and reviewing how its delivery can align with its net zero carbon targets.
- 2.47 Swansea Council is committed to progressing discussions for the new interactive aquarium, aiming to offer an immersive experience for visitors and a wider educational resource.

Transport and Energy

- 2.48 The Council will announce progress on the Blue Eden project.
- 2.49 We will continue the 'free bus ride' scheme for 2022 school summer holidays and consider further extensions.
- 2.50 Swansea Council will support and enable the increase and availability of electric vehicle (EV) charging points and develop a wider EV charging strategy.
- 2.51 We will continue to review the council transport fleet to increase the green fleet in line with its agreed green fleet strategy.
- 2.52 Swansea Council will commence the review of its disabled parking bay policy.
- 2.53 We will strive to progress discussions regarding a new ferry service linking Wales with the South West of England.
- 2.54 We will progress discussions on the development of a hydrogen fuelling hub.

Well – Being

- 2.55 Swansea Council will progress delivery of all-weather sports pitches.
- 2.56 We commit to progress discussions with partners regarding the International Sports Science Village.
- 2.57 The Council commits to complete play area upgrades.
- 2.58 Swansea Council will work towards announcing new Active Travel routes, which develop the built and natural environment and encourages higher levels of physical activity.
- 2.59 We are committed to delivering better skate-park facilities within Swansea.

Other

- 2.60 We shall progress work of the new Corporate Joint Committee.
- 2.61 The Council will seek to commence a review of delegated decisions that can be taken by both Officers and Councillors.
- 2.62 Swansea Council will agree a new Swansea Bay Strategy.
- 2.63 The Council will update the recognition and naming policy.
- 2.64 We shall progress TAN15 discussions with Welsh Government to find a solution that supports appropriate development.

END

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: SDU

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
- Other

(b) Please name and fully describe initiative here:

Policy Commitments Statement. This is a statement listing the policy commitments to be adopted by Council. Whilst the Statement will have a positive impact on the groups listed in the IIA, each individual commitment will need to be clearly defined and built into Corporate / service plans and subjected to consultation and engagement and individual IIAs as appropriate.

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	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Integrated Impact Assessment Screening Form

Poverty/social exclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**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**

Policy Commitments Statement. This is a statement listing the policy commitments to be adopted by Council. Whilst the Statement will have a positive impact on the groups listed in the IIA, each individual commitment will need to be clearly defined and built into Corporate / service plans and subjected to consultation and engagement and individual IIAs as 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 a

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**

The Policy Commitments Statement will be incorporated into the Council’s Corporate and Service Plans Plan for delivery during 2022/27.

Integrated Impact Assessment Screening Form

Q7 Will this initiative result in any changes needed to the external or internal website?

Yes 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.)

Outcome of Screening. This is a statement listing the policy commitments to be adopted by Council. Whilst the Statement will have a positive impact on the groups listed in the IIA, each individual commitment will need to be clearly defined and built into Corporate / service plans and subjected to consultation and engagement and individual IIAs as appropriate.

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)

This Statement lists the policy commitments to be adopted by Council. Whilst the Statement will have a positive impact on the groups listed in the IIA, each individual commitment will need to be clearly defined and built into Corporate / service plans and subjected to consultation and engagement and individual IIAs as appropriate.

(NB: This summary paragraph should be used in the 'Integrated Assessment Implications' 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: R Rowlands
Job title: Strategic Delivery & Performance Manager
Date: 16/06/22
Approval by Head of Service:
Name: Lee Wenham
Position: Head of Communications & Marketing
Date: 16/06/22

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

Agenda Item 11.



Report of the Cabinet Member for Economy, Finance & Strategy

Council – 7 July 2022

Corporate Plan 2022/23

Purpose:	To publish a refreshed Corporate Plan 2022/23 following an annual review as set out within the Well-Being of Future Generations (Wales) Act 2015 and statutory guidance relating to Public Bodies.
Policy Framework:	Corporate Plan 2022/23 <i>Delivering a Successful and Sustainable Swansea.</i>
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) The Corporate Plan 2022/23 is presented to Council for approval and adoption.
Report Author:	Richard Rowlands
Finance Officer:	Paul Roach
Legal Officer:	Debbie Smith
Access to Services Officers:	Catherine Window / Rhian Millar

1. Introduction

- 1.1 The Council has an obligation under the Well-being of Future Generations (Wales) Act 2015 (the 'Act') to undertake an annual review of its Well-being Objectives, which are set out in the Council's Corporate Plan.
- 1.2 The Corporate Plan describes the steps being undertaken to meet the Council's Well-being Objectives and contribute to the seven national Well-being Goals outlined in the Act.
- 1.3 The Plan also sets out how the Council is maximising its contribution to the Well-being Objectives and national goals through the way in which the

Council works, which is in line with sustainable principles described in the Act.

2. Review of Well-being Objectives and Corporate Plan refresh

2.1 The Corporate Plan has been refreshed for 2022/23. The main outcome from the review is the replacement of the Well-being Objective '*Maintaining and enhancing Swansea's Natural Resources and Biodiversity*' with a new Well-being Objective '*Delivering on Nature Recovery and Climate Change*'. This is a development of the previous Objective and has been adopted to place particular emphasis on addressing the long-term challenges arising from climate change and the threat to biodiversity; following Welsh Government declarations for Wales, the Council has declared both a Climate Emergency and a Nature Emergency, which will be responded to through this Well-being Objective

2.2 Following the review, the remaining Well-being Objectives described in the refreshed Corporate Plan are unchanged. The Objectives are:

- Safeguarding People from Harm.
- Improving Education & Skills.
- Transforming our Economy & Infrastructure.
- Tackling Poverty.
- Delivering on Nature Recovery and Climate Change.
- Transformation & Future Council development.

2.3 There will be a further review of the Council's Corporate Plan for the next five years during 2022/23.

2.4 A copy of the refreshed Corporate Plan 2022/23 is attached at Appendix A.

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.

- 3.1.1 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.
- 3.1.3 The Corporate Plan is a high level and strategic document that describes the Council's Well-being Objectives. It sets out the Council's contribution to the National Goals and how the steps in the Plan maximises the Council's contribution to both the Well-being Objectives and National Goals through sustainable ways of working. The Corporate Plan will have a positive and high impact on the groups relevant to the IIA and this was captured in the original EIA. The public and relevant groups, including people with protected characteristics, were consulted during the production of the Corporate Plan and when it has been subsequently refreshed and updated. The previously completed EIA still applies to the Corporate Plan and so there is no need at this stage to complete a full IIA. There will be a further review of the Council's Corporate Plan during 2022/23 to span the next five years 2022/27; this new Plan will be subjected to a full IIA.

4. Financial Implications

- 4.1 There are no financial implications associated with this report.

5. Legal Implications

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

Background Papers: None

Appendices:

- Appendix A Corporate Plan 2022/23 *Delivering a Successful and Sustainable Swansea.*
- Appendix B Integrated Impact Assessment Screening Form



Delivering a Successful & Sustainable **Swansea**

The City and County of Swansea's
Corporate Plan 2022/23



Delivering a Successful & Sustainable Swansea

The City & County of Swansea's Corporate Plan 2022/23

DRAFT

Foreword

There are a number of major challenges facing the world, the UK, Wales and Swansea. Many of these challenges are having a major impact and require us to work in a different way to how we have worked before; and none more so than the impact from the Covid-19 pandemic. The coronavirus pandemic has dramatically changed the way we all live, work and spend our time - with measures implemented by Government continuously changing to contain the spread of this deadly virus.

Since March 2020, the Council's focus has been to preserve life, minimise the spread of the virus and support all our communities. Since the start of the crisis, Council staff and partners have demonstrated their willingness, flexibility, commitment and dedication to deliver front line services to the city's communities, volunteering to support priority areas while also adapting to new ways of working. We're operating the majority of our services in a different form and many staff continue to work from home. This model is not sustainable in its current format and we now need to manage the present as well as plan for the future. To do this we've set out a recovery plan – *Achieving Better Together* – which will allow us to both recover and to transform the Council so that it is better able to respond the challenges of the present and the future.

At the same time as dealing with Covid-19, the Council was preparing for the UK's departure from the European Union on 31st December. The UK's departure will bring a new relationship between the UK and the EU. Whilst this might not be what we wished to see and whilst we still have some serious concerns, Swansea is well-placed to take advantage of any new opportunities that may arise post-Brexit. Climate change is one of the greatest dangers and challenges facing us all and we need to think how we can adapt, reduce our carbon and greenhouse emissions and reduce our risk to flooding and other significant impacts. This also involves making better use of our land and natural resources whilst seeking to protect nature, our natural environment and improve biodiversity.

To tackle these challenges we need to work together. To give current and future generations a good quality of life we need to think about the long-term impact of the decisions we make. We have to do things differently to make things change. If we are to beat these challenges we need to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Swansea and a Wales that we all want to live in, now and in the future. In the meantime, 2022 is an exciting year for Swansea Council. We have local government elections and the appointment of a new Chief Executive pending. These and other external factors mentioned here will bring change to how we do things in Swansea, including new commitments, guidance and direction. For these reasons we have developed an interim one-year Corporate Plan subject to a review with stakeholders in the summer of 2022, following the elections and appointment of a new Chief Executive. A longer-term 5 year Corporate Plan will be published in December 2022 following the review, which will evaluate the vision, objectives and measures contained within the plan.

Cllr Rob Stewart
Leader of the Council

Martin Nicholls
Interim Chief Executive

1. Introduction – Review of the Corporate Plan and Well-Being Objectives

The City & County of Swansea published its Corporate Plan in 2017 as required by the Well-Being of Future Generations (Wales) Act 2015, which included a summary of its well-being statement and key priorities, known as ‘Well-being Objectives’.

The Corporate Plan and Well-being Objectives have been reviewed and refreshed for 2022/23.

There will be a further review of the Council’s Corporate Plan for the next five years 2022/27 following the appointment of a new Chief Executive and local government elections in May 2022.

The review of the Corporate Plan and our Well-being Objectives for 2022/23 was undertaken by consulting with local people and by assessing, among other sources, the following evidence:

- Future trends and challenges.
- Future Generations Commissioners Report 2020.
- Our equality objectives, including Welsh language.
- Our policy commitments.

The Corporate Plan describes the steps being undertaken to meet our Well-being Objectives and contribute to the seven national well-being goals¹ outlined in the Act.

The Plan also sets out how we are maximising our contribution to our Well-being Objectives and national goals through the way in which we work, which is in line with sustainable principles as follows:

- Looking ahead to the medium and long-term challenges.
- Preventing problems from occurring or from getting worse.
- Ensuring our objectives do not contradict each other and complement those of other public bodies.
- Working in partnership with others.
- Involving local people.

Covid-19

The Covid-19 Crisis has posed significant and unprecedented challenges to the way we deliver our services, support partnership working and our way of life. Since March 2020, the Council’s focus has been to preserve life, minimise the spread of the virus and support all our communities.

This Corporate Plan has been developed within the limitations imposed by the Covid-19 pandemic.

¹ The National Goals are: A Prosperous Wales; A Resilient Wales; A Healthier Wales; A More Equal Wales; A Wales of More Cohesive Communities; A Wales of Vibrant Culture and Thriving Welsh Language; A Globally Responsible Wales.

Since the start of the crisis the Council's staff have demonstrated their willingness, flexibility, commitment and dedication to deliver front line services to the city's communities, volunteering to support priority areas while also adapting to new ways of working from home.

The council is now operating the majority of its services in a different form and (in the main) many staff continue to work from home. This model is not sustainable in its current format and the Council now needs to manage the present as well as plan for the future.

To do this, consideration has been given to setting out a recovery programme – *Achieving Better Together* - that will re-mobilise the Council, refocus the Council to be able to be efficient and effective in delivering the Corporate Plan and its priorities taking account of the changes to the economy, health protections, ongoing Covid-19 restrictions and finally re-shape, looking beyond the next 2 years through the new Corporate Plan from 2022 building upon our previous transformation programme, *Sustainable Swansea – fit for the future*.

Strategic Equality Plan 2020-24

There is a close correlation between the Council's Corporate Plan and Well-being Objectives and the Council's Strategic Equality Plan and Equality Objectives. A new Strategic Equality Plan with new Strategic Equality Objectives was published during 2020/21 following extensive consultation and engagement with people, including people with protected characteristics. There is now closer alignment between many of the steps to deliver both the Council's Equality and Well-being Objectives as we pursue integration, seek to improve well-being and strive towards a more equal Swansea and a more equal Wales.

2. Summary of Well-Being Statement

Our Corporate Plan – vision, values, principles and well-being objectives

Our Corporate Plan *Delivering a Successful & Sustainable Swansea* and our well-being objectives outline how we will work to meet present and future challenges.

The challenges ahead

Swansea faces a number of challenges in the years ahead, which include:

- Population changes – a growing, ageing and more diverse Swansea.
- Economic changes – attracting investment, high quality jobs and new technology into Swansea while addressing the skills gap.
- Climate change and nature emergencies – risks from flooding, air and water quality, dangers to ecosystems and biodiversity and energy security.
- Social and cultural changes – addressing inequalities in health, education, employment and life chances.
- Covid-19 – helping Swansea to recover and transforming the Council to meet the changes and the new challenges ahead.

We have sought to address these current and future challenges through our Corporate Plan and our Well-being Objectives. Going forward and looking beyond the next two years, the UK's departure from the EU, the climate and nature emergencies and the impact from Covid-19, including changes to the economy, health protections and any ongoing Covid-19 restrictions, have been considered and captured in the refreshed Corporate Plan from 2022.

Our ambitions and commitments to residents – our well-being objectives

In order to meet these challenges, we have prioritised six well-being objectives. These are:

- ***Safeguarding people from harm*** – so that our citizens are free from harm and exploitation.
- ***Improving Education & Skills*** – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
- ***Transforming our Economy & Infrastructure*** – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.
- ***Tackling Poverty*** – so that every person in Swansea can achieve their potential.
- ***Delivering on Nature Recovery and Climate Change*** – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change.
- ***Transformation & Future Council development*** – so that we and the services that we provide are sustainable and fit for the future.

The '*Delivering on Nature Recovery and Climate Change*' objective is new for 2022/23 and is a development from the previous Well-being Objective 'Maintaining and enhancing Swansea's natural resources and biodiversity'. This new Well-being Objective has been adopted to place particular emphasis on addressing the long-term challenges arising from climate change and the threat to biodiversity; following Welsh Government declarations for Wales, the Council has declared both a Climate Emergency and a Nature Emergency, which will be responded to through this Well-being Objective.

How we will work – our values and principles

Our values and principles expressed in our Corporate Plan underpin the delivery of our well-being objectives and reflect sustainable ways of working:

Our Values

Our Plans are built on three clear values, which guide the way that we work, how we develop as an organisation and our decision-making through the years ahead.

- ***People Focus***

We will focus on community needs and outcomes and on improving the lives of the people who live and work in Swansea. We will also respect, value and support our employees and demonstrate the highest standards of integrity.

- **Working Together**

We will promote a whole partnership approach, working across services to maximise resources and knowledge and joining forces with others outside the Council to ensure we prioritise our resources and get the best for our communities.

- **Innovation**

We will promote and support a culture of innovation. We will think and work differently to improve our ability to deliver and to meet the financial, demographic and societal challenges we face. The response to the Covid crisis has resulted in significant innovations and changes to the way staff work and deliver services.

Our Principles

Our Plans and priorities will be underpinned by three key principles. These principles are essential to deliver our well-being objectives and will be woven into the way that we work.

- **Sustainability**

We will work to improve the economic, social, cultural and environmental well-being of Swansea. This means making sure that the needs of the present are met without compromising the ability of future generations to meet their needs.

It is a key principle at the heart of our new *Achieving Better Together* programme, which is about recovering from Covid-19 and transforming Council services, ensuring the financial viability of the Council and improving outcomes for residents.

As part of this, we will continue to engage with and seek the views of residents and service users. The principle of sustainability has prevention and integration at its heart and we will develop long-term plans for addressing our Well-being Objectives, working with others. We will also ensure that, through this approach, we meet the requirements of the *Well Being of Future Generations (Wales) Act 2015*.

- **Prevention**

We will intervene earlier in order to support people at greatest risk, change behaviours and prevent the need for costly specialist services, often with a long-term support programme. This will help to make families and communities more resilient, reduce the demand for Council services, lower costs and achieve better outcomes. We will adopt a whole-Council approach to managing the demand for services and aim to deepen our understanding of customer contact and how services can be redesigned to eliminate, reduce or divert demand. For example, we have continued to work with social care providers to support the ongoing challenges to the easing of lockdown and fight against the effects of Covid-19, while plans are put in place to move the balance away from acute care towards preventative and community services.

- **Partnerships**

We will work together with our partners across the public, business and voluntary sectors through the Public Service Board and through other collaborative means in order to meet the shared challenges that face Swansea and its communities.

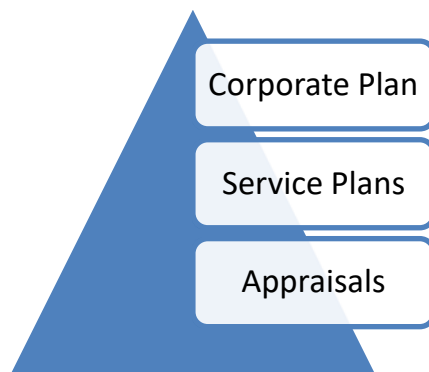
This 'Team Swansea' approach has been vital when dealing with Covid-19, working as a whole-Council with partners, such as Health, to ensure that every service can

play a part in contributing to our well-being objectives and that we share resources and expertise in response to Covid-19. The needs of our residents and the major challenges facing Swansea can only be tackled through productive partnerships, greater integration of our services and pooling of resources.

Our Delivery – the steps

Our Corporate Plan demonstrates that all of our Well-being Objectives taken together and the steps that we are undertaking to deliver them shows our contribution to all seven national goals and to the social, economic, cultural and environmental well-being of Swansea and Wales.

Our contribution to the national goals and well-being of Swansea and Wales is not just expressed in our Corporate Plan. The Corporate Plan describes our key Well-being Objectives and contribution but it forms part of our wider Performance Improvement Framework, which includes departmental Service Plans; the Corporate Plan taken together with Service Plans describes our full contribution. This arrangement is outlined in the diagram below:



Our Delivery – sustainable ways of working

We will further maximise our contribution to the social, economic, cultural and environmental well-being of Swansea and Wales through embedding sustainable ways of working.

These ways of working are reflected in our values and principles but also in the steps we are taking and plan to take in order to maximise our contribution.

- **Looking ahead to the long-term challenges**

Our Corporate Plan and Well-being Objectives seek to address current and longer-term challenges.

We have started to further develop our capability and capacity for a longer-term strategic outlook, looking at future trends and scenarios in order to build a strategic picture looking ahead to between 10 and 25+ years. We have been working on building up a picture of what future trends might mean for the Council and for Swansea's communities in the future; this will be an important part of our *Achieving Better Together* programme as we seek to recover from Covid-19, tackle climate change and nature emergencies and transform Council services to be fit for the future.

- **Preventing problems from occurring or getting worse**

Through our well-being objectives we are working to prevent problems or to stop them from getting worse.

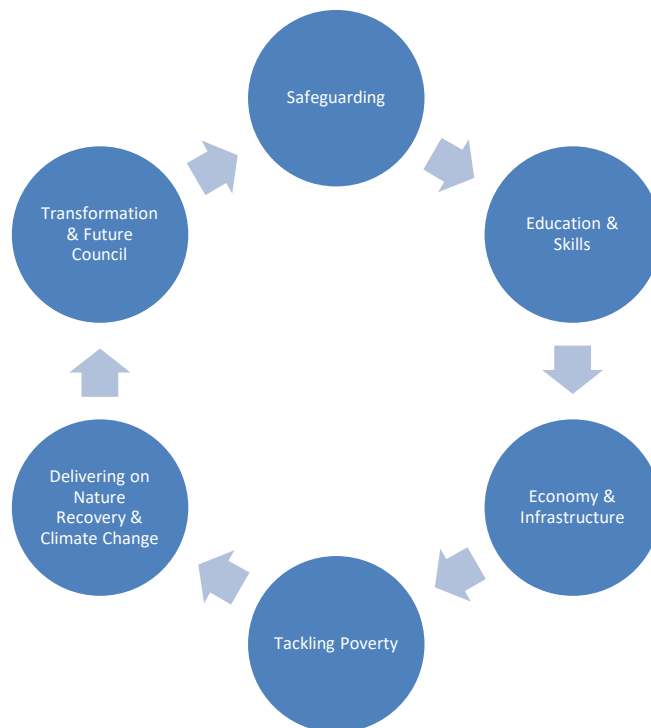
The Council needs to continue to develop its preventative approach and has to that end developed a *Prevention Strategy*. This strategy will further embed early intervention and prevention into the Council’s business and place an even greater focus on improving well-being. Much of the approach to Covid-19 has been about preventing the spread of the virus; for example, by working with partners to inform and reassure the public and reinforce health and social distancing messages through social and other media.

- **How our well-being objectives relate to each other and to those of other public bodies.**

It is important to point out though that each of our Well-being Objectives cannot be seen in isolation from each other. Each Well-being Objective both affects and is affected by the others.

For example, improving education and skills is both important to our efforts to reduce poverty and to improve the city and economy, which means transforming our education system to ensure children and young people have the necessary skills for the new economy and how society might change following Covid-19 and as a result from the threats from climate change and the decline in biodiversity.

This interdependency is illustrated in the diagram on the next page:



We are working to identify the connections and potential impacts of diverse policies and programmes and highlight where such policies / programmes can reinforce or undermine each other.

We have developed a new Integrated Impact Assessment tool that is being used to identify and strengthen interdependencies.

We used this tool to assess and review our Corporate Plan and Well-being Objectives, which helped map our contribution to the national goals and identify further options for maximising the contribution to the social, economic, cultural and environmental well-being of Swansea and Wales.

Further engagement with our Public Service Board partners on our Well-being Objectives will be undertaken during the production of the next PSB Well-being Plan; PSB partners were offered the opportunity to participate in a survey to help inform the Council's Corporate Plan and Well-being Objectives for 2022/3.

- **Working in collaboration with others**

We are collaborating with partners from the public, private and third sector in order to take steps to deliver our Well-being Objectives, showing our contribution and options to maximise our contribution to the social, cultural, environmental and economic well-being of Swansea and Wales. These include:

- Working with other local authorities to deliver school improvement services.
- Working in partnership on safeguarding with representatives of each of the main agencies and professionals who are responsible for helping to protect children and adults from abuse and neglect through the West Glamorgan Safeguarding Boards.
- Working with three other local authorities, the Welsh Government, Universities and the private sector through the Swansea Bay City Deal to transform the economic landscape of the area, boost the local economy by £1.8 billion, and generate almost 10,000 new jobs over the next 15 years.
- Working in partnership with Health, Welsh Government, other public bodies and the third sector to respond quickly and effectively to the Covid-19 pandemic.

- **Involving all of our citizens in what we are doing**

The Council is committed to consulting with, and involving, residents, other stakeholders and employees in the Council's decision-making process. We have a new *Consultation and Engagement Strategy* for practitioners to help them engage with residents and service users.

In addition, the Council engages with the diversity of the population through diversity groups and forums, such as the 50+ Network and LGBT Forum. Schools' pupils are involved in their education through School Councils and through *Pupil Voice*, which is directly aimed at increasing pupil participation as set out in Article 12 of the United Nations Convention of the Rights of the Child (UNCRC); Swansea was the first UK Council to adopt and embed UNCRC. The Council's *Big Conversation* events give

children and young people an opportunity to discuss issues that matter to them and to influence Council policy.

Community action and involvement is central to how the Council is looking to plan and deliver services. The formation of 'Friends' groups are being supported to regenerate local parks, beaches and allotments. In social care, strengths based approaches to professional practice is also involving people and their families in helping to deal with their own problems by focussing on their strengths and assets and what they can bring to the table.

We have plans to involve more local people in the Council's decisions that affect them, their families and communities and is to that end have developed a *Co-production Framework*. We will look to establish a forum for community volunteers to involve them in the decision-making process and give them an opportunity to express their views and opinions. In response to Covid-19, our new recovery and transformation programme – *Achieving Better Together* – seeks greater and more meaningful engagement with our residents and community.

Involving people in our Well-being Objectives

The review of our Corporate Plan and Well-being Objectives for 2022/23 has been done within the restrictions imposed by the Covid-19 pandemic, which limited face-to-face engagement in particular.

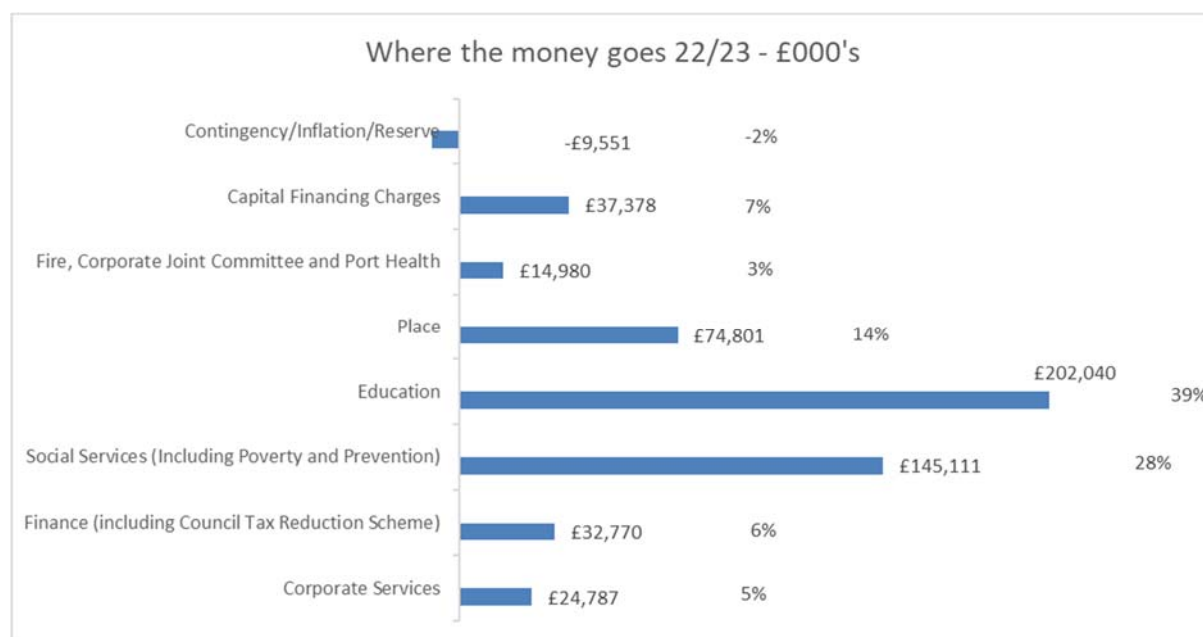
The Council undertook a survey as a guide and 'temperature check' to help inform the refresh of the Corporate Plan and Well-being Objectives for 2022/23. The survey was widely publicised and, in addition to being aimed at the general public, was also targeted to specific stakeholders and accompanied by supporting information. Respondents were asked their views about the Council's existing Well-being Objectives and performance delivering them and whether they were the right objectives to improve well-being in Swansea now and in the future; respondents were also asked about their views on the new and proposed Well-being Objective '*Delivering on Nature Recovery and Climate Change*'.

Overall, the results of the survey show that respondents agreed that the Council's proposed Well-being Objectives for 2022/23 were the right objectives for Swansea Council to continue to improve well-being in Swansea. The largest proportion of respondents agreed that Transforming our Economy and Infrastructure was the right objective for Swansea Council in the future (81%), closely followed by agreement with Safeguarding People from Harm (77%) and Improving Education and Skills (77%). Just under three quarters of participants (73%) thought that Tackling Poverty was the right objective for Swansea Council in the future and almost two thirds (62%) agreed with the new objective Delivering on Nature Recovery and Climate Change and 54% agreed with Transformation and Future Council Development.

Our Budget – resourcing our Well-being Objectives

Following consultation with staff, the public and other stakeholders, a report on the budget goes to Cabinet and is then discussed at a meeting of full Council. The Council has over £500 million to spend. The vast majority of this money comes from

the Government and grants, and we raise further money from council tax and income. This is how it is currently allocated (2022/23 budget):



Public consultation on the 2023/24 budget will be underway by the Autumn unless it is delayed, as has been the case for the last 3 years by national UK and Welsh government decisions to delay budget allocations and announcements (exacerbated more recently by Covid-19 financial uncertainty). Although the amount of money we receive from Welsh Government is a significant increase for next year (2022/23) and could well be a modest increase in cash in future years, there will need to be additional savings to offset our forecast additional expenditure, which is outside our control such as rising price inflation, national pay awards and demographics.

The public have already told us their priorities are schools and social services. Yet they also tell us some specific events, street cleaning and highways maintenance are very important to them too. We also have to ensure robust and rapid recovery from Covid-19 both in terms of health, wellbeing, and economic activity. Our budget includes a list of budget priorities in line with our well-being objectives set out in our Corporate Plan. But with finite resources we'll have to make tough choices in the future on spending and taxes to balance the books.

We raise over £135million in Council tax each year, not even enough to cover the cost of our social services, let alone all the other services we provide. The overall cost of Council services means simply raising Council Tax alone is not an option. So we have to take other steps.

3. Our Well-being Objectives

The next part of the Plan sets out our Well-being Objectives for 2022/23. Each objective is described in detail under the following headings:

- **Why this priority is a Well-being Objective.**
- **The longer-term challenges each well-being objective will help address.**
- **The steps we will take to meet each Well-being Objective.**

- **How we will maximise our contribution to the national goals through the way in which we work.**
- **How we will measure progress.**
- **The contribution each well-being objective makes to the Public Service Board Well-being Objectives.**

Safeguarding people from harm

Why this priority is a well-being objective.

- Swansea is a fair and equal city in which children can have the best start in life to be the best they can be, safe within their families.
- Swansea is a vibrant city in which all people can together live happy, healthy, fulfilling lives, achieve their own wellbeing outcomes and age well.
- We are committed to enhancing the health, wellbeing, safety and to promoting the rights of vulnerable adults, children and families
- We aim to prevent and intervene early, where a person or child is at risk of harm, abuse, neglect or exploitation, and to ensure the right care and support at the right time.
- We will continue to promote safeguarding vulnerable people as everyone's business, across the Council, through a skilled and professional workforce, our elected members and any organisation or person who undertakes work on our behalf.

The longer-term challenges this well-being objective will help address.

- Managing the impact of COVID-19 and looking forwards with the help of the Council's Recovery plan will be a key focus going into 2022/23 and beyond, as we carry on with transformation programmes to modernise social care services. An ageing population with increased health needs and overall greater demands on the health and social care system requires a more preventative, sustainable approach.
- We are working in partnerships to improve health wellbeing outcomes and safety of our most vulnerable citizens.
- Through coproduction we are involving people in everything we do, focusing on 'what matters most' to them as citizens, placing them at the centre of their own care and support and by coproducing services to achieve better outcomes
- By ensuring there is better quality and more accessible health and social care services for adults children and families who need our care and support.
- Swansea is engaged in work on a regional strategic approach to support the wellbeing needs of carers and young carers, this needs to translate into a clear approach locally to make a difference in the lives of individuals.

The steps we will take to meet this well-being objective.

- **Safeguarding as Everyone's business** - safeguarding our most vulnerable people, prioritising services and contact during the Covid-19 response and beyond, continuing to ensure that safeguarding is 'everyone's business' across

the Council, within schools, with partners and through West Glamorgan Safeguarding Board and partnerships.

- **Prevention and early intervention** - working preventatively with partners to address social isolation, adverse childhood experiences and domestic violence. By extending local area coordination, offering support to families and promoting well-being opportunities to enhance our quality of life in supportive communities and within Swansea as a Healthier City.
- **High quality and resilient statutory services** - continue to ensure that Adult and Child & Family Services are robust, resilient and effective in getting right care and support to the right person, at right place and at the right time.
- **Improving outcomes for children and young people** - by promoting rights of children, young people, and improving outcomes of looked after children and care leavers, and to reduce number coming into our care through a new ‘Supporting children and young people to be safe with family’ strategy, by implementing Child and Family service improvements and through the Corporate Parenting Strategy to help them achieve a better life.
- **Transforming Care and Support to vulnerable adults** - Supporting our most vulnerable adults to remain safe and independent at home, with access to joined up Health and Social Care services to improve outcomes for the most vulnerable Swansea citizens, and by rebalancing our service offer to focus on prevention, reablement and recovery.
- **Support to unpaid carers, parent carers and young carers** - recognising the vital contribution of unpaid carers, parent-carers and young carers to supporting vulnerable people; by coproducing new approaches to improve access to a range of support to help achieve their own well-being outcomes.
- **Building a skilled, professional workforce** – to ensure we can recruit and retain a workforce that receives the leadership and professional support they need to be resilient and the best they can be in safeguarding the most vulnerable people, delivering high quality services, promoting better health and wellbeing outcomes for citizens, and in working with partners to achieve a sustainable, zero net carbon, integrated health and social care system.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – developing preventative services to help citizens achieve their own wellbeing outcomes and to reduce the need for people to access statutory services.
- *Addressing long-term challenges* – working preventatively, in a rights-based way, co-producing care and support plans with citizens to help plan to address future care and support outcomes, and identify solutions for tackling new and rising demands on local health and social care services.
- *Working in partnership with others* – to tackle complex well-being and society issues such as adverse childhood experiences, domestic violence, homelessness and helping people to live and age well with partners through the Public Service Board.
- *Avoiding conflicts between public body objectives* – working collaboratively with partners through Western Bay regional health and social care partnership board, regional safeguarding board and through the Public Service Board.
- *Involving people* – involving all citizens, including carers, young carers and victims of domestic abuse and looked after children and their families in coproducing their own care and support plans, and by focussing on their rights, their strengths and assets and what they can bring to their own family networks and communities.

How we will measure progress².

- Total number of reablement packages completed and the need for support.
- Adult care and support plans reviewed within statutory timescales.
- Carers assessments completed for adults.
- Children on the Child Protection Register, looked after, supported and visits not overdue.
- Children and young people supported.

The contribution this well-being objective makes to the Public Service Board Well-being Objectives.

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

² Provisional pending review and data development.

Improving **Education & Skills**

Why this priority is a well-being objective.

- We want all children and young people in Swansea to be ambitious, capable enterprising learners who are ready to learn throughout their lives and be creative contributors to life and work.
- We want all children and young people to attend school regularly, to be safe, to be resilient and to be healthy.
- We want all children and young people with additional learning needs to have timely and effective support to enable them to reach their full potential.
- We want to encourage and support vulnerable learners and their families to be engaged in learning.
- As corporate parents of Looked After Children, we want our Looked After Children to succeed in school and to have opportunities for further education, higher education, employment or training.
- We want our children and young people to be aware of their rights and responsibilities in Swansea and as global citizens.
- We want our children and young people to have good Welsh language skills.

The longer term challenges this well-being objective will help address.

- Ensuring young people have the STEM (science, technology, engineering and mathematics) skills to be able to take the opportunities arising from the Swansea Bay City Deal.
- Providing a school estate that is fit for the 21st century.
- Recovering from the impact of the Covid-19 pandemic on children and young people's learning and health and well-being.
- Addressing the inequalities created by the link that exists between educational attainment and economic prosperity.
- Ensuring that the support for the provision of additional learning needs is stronger, less adversarial and places children and young people at the centre of decision making.
- Ensuring equal opportunities for all learners to learn Welsh and speak the language confidently and to promote the benefits of bilingualism/ multilingualism.

The steps we will take to meet this well-being objective.

- **Pupil attendance and performance** - Support and challenge schools to improve attendance and pupil performance, with a focus on improving literacy (in English and Welsh), numeracy and digital competence for all children of all ages, including children who are looked after (LAC), educated other than at school (EOTAS) or have additional learning needs (ALN).
- **Impact from Covid-19** - Support pupils, families and schools to maintain continuity of learning and well-being during the Covid-19 response and recovery.
- **Welsh language** - Increase the number of children taught through the medium of Welsh and promote the use of Welsh in schools and socially through the Welsh in Education Strategic Plan.
- **Pupil voice** - Continue to involve children and young people in their education and community through Schools Councils and engagement events.
- **Pupil rights and responsibilities** - As part of our commitment to the UNCRC, support schools to design a curriculum that will help its learners understand and exercise their responsibilities and rights; to respect the needs and rights of others; and show their commitment to the sustainability of the planet.
- **Poverty and disadvantage** - Ensure our vulnerable children are not disadvantaged by poverty or other factors that negatively affect their well-being and limits or restricts them in achieving and attaining high standards in education.
- **Schools estate** - Transform the schools' estate to meet demand and respond to the developments set out within the local development plan (LDP) whilst ensuring community benefits from contracts.
- **School buildings** - We will, by using our school building and maintenance programme, reduce our carbon footprint.
- **STEM** - Align our education system and continue to collaborate with partners ensuring we create the right people with the right skills to supply the new economies and meet the challenge of the Swansea Bay City Deal.
- **Apprenticeships** - Raise vocational aspirations and skill levels in the workplace, contributing to the development of ambitious, skilled young people and adults by providing high-quality apprenticeships.
- **Lifelong learning** - Develop independent learning skills for lifelong learning to reflect the changing nature of work and to support well-being, creativity and reduce social isolation.

The contribution this Well-being Objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – Supporting schools to design engaging curriculums so that pupils improve their skills and qualifications that they need to go on into further and higher education, training or employment. Early support for learners and their families to overcome barriers to good attendance. Collaboration with families who choose to electively home educate.
- *Addressing long-term challenges* – Ensuring the school curriculum in Swansea provides pupils with the skills and qualifications for the future and contributes to the success of the Swansea Bay City Deal in raising prosperity.
- *Working in partnership with others* – Collaborate with local authorities through the regional arrangements to support school improvement services. Improved collaboration and information sharing with agencies to ensure early identification and support to achieve positive outcomes for children and young people.
- *Avoiding conflicts between public body objectives* – Creating synergy between national and local objectives and economic development.
- *Involving people* – Involving learners in their education through a range of engagement mechanisms in order to demonstrate we value these key stakeholders. Ensure the views of families and the wider community are considered.

How we will measure progress³.

- Attendance at school.
- Reduced exclusions from schools.
- Achievement at the end of Key Stage 4, including those receiving free school meals, children looked after by the Council, pupils educated other than at school.
- Enrolment and attainment in Mathematics and Science subjects at the end of key stage 4.
- Success of individual and personal plans for most vulnerable children.

³ Provisional pending review and data development.

- Levels of enrolment and attainment of Welsh at Key Stage 4.
- Timeliness in completing statutory Individual Development Plans for learners with additional learning needs.
- Young people known to be NEET at 16 years of age.
- Enrolment and outcomes of apprenticeships in the Council and the wider community.
- Engagement with training weeks secured for the economically inactive or unemployed through community benefit clauses in contracts.
- Number of learners in Year 1 receiving their education in a Welsh-medium primary school.

The contribution this well-being objective makes to the Public Service Board Well-being Objectives.

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Transforming our **Economy & Infrastructure**

Why this priority is a well-being objective.

- We want to raise economic performance to create wealth and employment opportunities to improve the economic well-being of Swansea's citizens.
- We want to lever all investment and funding opportunities in realising this objective including UK Government City Deal, Levelling up and Shared Prosperity Fund, Welsh Government Transforming Towns, Economy and Creative Wales and other major funders.
- We want to ensure our local economies are supported to achieve resilience in the face of future global, national and regional challenges, in particular the city centre and our small independent businesses and organisations that are the fabric of our communities large and small.
- We want to provide an enabling approach to support individuals, businesses and communities through our employment and business support, regeneration activities, cultural assets, transport connectivity, planning and other support and regulatory frameworks in delivering these practical measures.
- We want to ensure Swansea is a place characterised by sustainable communities with sufficient good quality housing and places for work and leisure.
- We want to continue to forge strong, hard-working networks with our external partners who are co-delivering with the Council.
- We want to take advantage of untapped growth potential to generate sustainable energy, deliver on net zero commitments, protect the environment and boost the economy.

The longer-term challenges this well-being objective will help address.

- Post-Covid support and recovery.
- A digital and connected future and new models of working.
- Ongoing productivity gap with rest of UK – Swansea's productivity (GVA per hour worked) stood at 87.6% of the UK average in 2019.
- Swansea has a healthy level of new business formations but the relative size of the business base (497 businesses per 10,000 population) is below Wales (539) and UK (717) averages, and one and five year survival rates for enterprises are below the equivalent rates for Wales and UK.
- A new future for both the City Centre and smaller district and local centres and adapting to new ways of working including transport methods and connectivity and positive impact on places.

- Climate emergency and adaptations and achieving Council's Net Zero ambitions.
- Ongoing issue of unemployment and inactivity and ensuring a supply of genuine pathways and opportunities. Economic activity and employment rates in Swansea are lower than Wales averages and further below equivalent UK rates.
- The Household Income Gap – although Gross Disposable Household Income has risen in Swansea by 11.2% since 2014, it continues to lag behind Wales and the UK where rises were 14.5% and 19.7% respectively.
- Wage rate gap - Over the last year, average annual full-time earnings in Swansea have fallen by 2.3%, whilst Wales and UK figures have increased by 1.5% and 3.6% respectively.
- Contribute to a reduction in deprivation, through the creation of sustainable well paid employment. There are pockets of deprivation across the county, with a number of areas among the highest levels of deprivation in Wales. In the 2019 Welsh Index of Multiple Deprivation (WIMD), Swansea has an above average proportion of its Lower Super Output Areas (LSOAs) featuring in the most deprived 10% in Wales, with 17 (11.5%) of its 148 LSOAs in the 191 (10%) most deprived.
- Change the current business sectoral mix towards higher skilled, higher paid employment. 88.4% of employment is currently service sector based, and there is an under- representation of businesses in professional, scientific and technical sectors which tend to have better skilled and higher paid roles.
- Swansea has a higher proportion of retail businesses than the Welsh and UK average – the planned regeneration schemes will help diversify the city and district centres.
- Resident skills – continue to upskill people to take advantage of opportunities in new and emerging industries.
- Address skills gaps in sectors such as care, hospitality and construction.
- Recognising and working with deep seated anti-social behaviour, crime and associated issues and providing real alternatives and support.
- Enabling creation of sustainable energy sources.
- Help reduce commercial property viability gap with provision of quality flexible adaptable office space in response to increasing levels of inward investment interest and local independent business growth in both town centres and modern industrial settings.

The steps we will take to meet this well-being objective.

- **Regional Economic Delivery Plan** - Lead implementation of South West Wales Regional Economic Delivery Plan in Swansea and associated work packages

and funding streams such as UK Shared Prosperity Fund and Welsh Government sources.

- **Diverse and sustainable local economy** - Promote and enhance a diverse and sustainable local economy through strong local networks such as the Regeneration Swansea Partnership, development partner Urban Splash and leisure delivery partners Freedom Leisure and Parkwood, to progress Swansea's economic regeneration and cultural agendas including delivery of the Welsh Government Transforming Towns programme, Creative Wales, and through the implementation of the Local Development Plan (LDP) that supports the regeneration of Swansea and promotes sustainable communities underpinned by sustainable transport connectivity.
- **Community Benefit clauses** - Create employment & training opportunities for the long-term unemployed and economically inactive through community benefit clauses in contracts.
- **Business support** - Leverage of support, advice and funding for new start-up businesses and our existing business stock through Business Swansea and working with Welsh Government to continue to innovate support programmes such as commercial meanwhile uses, and other support interventions in City Centre and District and Local Centres.
- **Creative Network** - Continue to work through strong and resilient Creative Network to support both existing, under development and future fabric of cultural and leisure assets embedded across the City Centre and District and local centres.
- **Housing** - Progress strategic housing and mixed development sites to meet housing need and provide employment.
- **Public protection** - Protect and promote the health, wellbeing, safety and consumer interests of people living in or visiting Swansea by working with others to maintain public safety across the range of regulatory services such as pollution, scams and unfair trading, public health and housing issues, etc.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – promoting development opportunities for renewable energy and sustainable transport to build the economy and help tackle climate change.
- *Addressing long-term challenges* – reshaping Swansea and the region’s economy to meet the economic challenges of the future and technological change through the City Deal.
- *Working in partnership with others* – working with three other local authorities, the Welsh Government, Universities, Health Boards and the private sector to deliver the City Deal.
- *Avoiding conflicts between public body objectives* – adopting the Local Development Plan to support the regeneration of Swansea and provide a blueprint for good and consistent land use planning decisions for current and future generations.
- *Involving people* – extensive consultation and engagement process during each stage of the development of our Local Development Plan looking to identify opportunities to meet housing need and provide employment.

How we will measure progress⁴.

- Timeliness assessing planning applications.
- Approvals of major planning applications.
- Housing units and commercial floor space created as a result of the Transforming Towns programme
- Value of inward investment into Swansea.
- Tourism spend.
- Projects containing community benefit clauses in contracts and number of training weeks created.
- Average Turnaround Time for Land Charge Searches.

The contribution this well-being objective makes to the Public Service Board Well-being Objectives.

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

⁴ Provisional pending review and data development.

Tackling Poverty.

Why this priority is a well-being objective.

- Swansea Council is committed to reducing poverty and the impacts that poverty has upon its citizens. Poverty can limit aspirations, damage relationships and ensure a loss of life chances.
- We want a Swansea where having poverty is not a barrier to doing well at school, having a healthy and vibrant life, developing skills and qualifications and having a good job and income.
- We want to ensure equitable access to necessary services of good quality by targeting resources where they have the most effect, with decisions about that made in conjunction with service users.
- We want all of our residents to have the opportunity and resources to join in with social, cultural and leisure activities and decision-making.
- We want people to maximise their income and get the most out of the money that they have.
- We want people to avoid paying the 'Poverty Premium', the extra costs people on low incomes must pay for essentials such as fuel and transport.
- We want to ensure removal of barriers to employment.
- We want to ensure inclusion of people from Swansea's most disadvantaged communities so that we reduce inequalities between and within communities.

The longer-term challenges this well-being objective will help address.

- Poverty levels in Wales remain persistently high, with almost a quarter of people in Wales living in poverty.
- Wales has the worst child poverty rate of all UK nations with 31% of children living below the poverty line.
- People living in the least deprived areas of Swansea can expect to live healthily for nearly 22 years longer than those in the most deprived areas of Swansea.
- The extra costs that people on low incomes must pay for essentials, such as transport, fuel and food, remain very high.
- In Swansea, people only get the most for their money if they are already quite well resourced with knowledge and information, well connected digitally and able to get around easily to take advantage of deals. The people least likely to be in this situation are those already suffering the impacts of poverty.

- The detrimental impact of deprivation begins at a very young age and builds up throughout a person's lifetime. Action proportional to the need to support families and children during the very early years can help mitigate this effect.
- Swansea still has large numbers of working age people not in work and barriers to work, such as experience, childcare and transport, needs to be tackled.
- Single parents have the highest in-work poverty rates.
- Ongoing changes in Welfare Reform can create problems for those already in financial crisis, and push more people into poverty.
- The economic and social fall-out and the immediate and longer-term implications from the Covid-19 pandemic for poverty in Swansea.

The steps we will take to meet this well-being objective.

- **Tackling Poverty Strategy** - Work in partnership to tackling poverty including the revision and implementation of Swansea Council's *Tackling Poverty Strategy* ensuring that tackling poverty is everyone's business.
- **Community Cohesion** - Enhance community cohesion and reduce inequalities of income, resource and opportunity by ensuring that residents can fully participate in society and contribute to their communities.
- **Access to Services** - Ensure that services are accessible, inclusive, timely and effective, and that those with lived experience are involved in coproducing solutions.
- **Early Years** - Work with our Health partners to ensure that, through our Early Years Strategy, children in their early years and at Foundation Phase achieve their expected language, emotional, social and cognitive development and are ready for learning and for school.
- **Education, Training & Employment** - Work with our partners to reduce inequalities in educational, training and employment outcomes throughout the life course.
- **Person-centred employment** - Provide a coordinated person-centred approach to supporting people to overcome their barriers to employment.
- **Welfare reform** - Help to address the impacts of welfare reform and socio-economic disadvantage by supporting people to claim the full benefits and financial support that they are entitled to, reduce costs and make the most of the resources that they have, improving access to opportunities to improve their financial wellbeing.
- **Homelessness prevention** - Prevent homelessness and support people to maintain their tenancies to help provide stability and security for families and communities, through the development and implementation of a new Housing Support Programme Strategy 2022-2026.

- **New energy efficient Council homes** - Continue to invest to improve existing council housing, provide energy efficiency improvements / decarbonisation to reduce fuel bills and fuel poverty for council tenants and help meet local and national targets for decarbonisation.
- **Affordable housing** - Build more energy efficient Council homes and support the building of affordable housing to help meet housing need, regenerate estates and bring wider economic and employment benefits.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – helping to prevent high fuel bills and the ‘poverty premium’ by building energy efficient Council homes.
- *Addressing long-term challenges* – helping to overcome barriers to employment and get people into work through co-ordinated person-centred employment schemes, affordable childcare and transport.
- *Working in partnership with others* – working with our health partners through the *Flying Start* scheme to ensure that children in their early years are ready for school and for learning.
- *Avoiding conflicts between public body objectives* – recognising that reducing poverty is everyone’s business and the Public Services Board has a key role in making this happen across all sectors.
- *Involving people* – Working within communities and successfully engaging, involving and co-producing with people to build resilience and reduce reliance.

How we will measure progress⁵.

- Welfare benefits secured by the Welfare Rights service.
- Timeliness processing housing and council tax benefit applications and changes of circumstances.

⁵ Provisional pending review and development.

- Average number of days homeless families with children spend in Bed & Breakfast accommodation.
- Affordable Housing units delivered.
- Number of people gaining employment through Employability Support.
- Number of accredited qualifications achieved by adults with local Authority support.
- Deliver the *Tackling Poverty Strategy* showing demonstrable achievement.
- Deliver our *More Homes & Homelessness Strategies*.

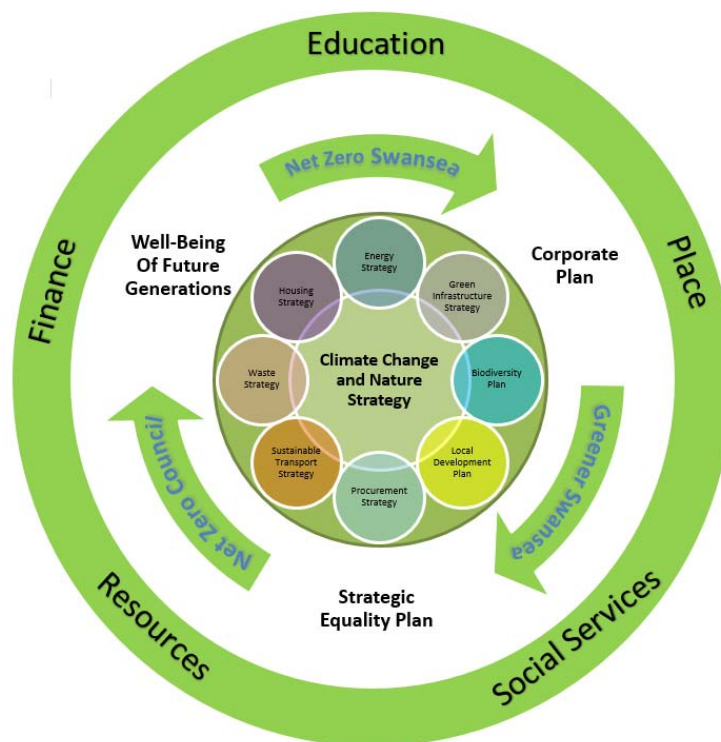
The contribution this well-being objective makes to the Public Service Board Well-being Objectives.

Children have the best start in life to be the best they can be	People live well and age well	Working with nature	Strong communities
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Delivering on **Nature Recovery and Climate Change**

Why this priority is a well-being objective.

- Following Welsh Government declarations for Wales, the Council has declared both a Climate Emergency in June 2019 and a Nature Emergency in November 2021.
- Using the Welsh Government Route map to net zero, Swansea Council will align with its principles, knowing what needs to be done now, by 2022-26 Low Carbon becoming the norm and by 2030 where choosing carbon zero is routine.
- Sound governance has been established within the council to act on such challenges and all activity will be driven within the parameters of the Well-being of Future Generations Act (Wales) 2015, the Environment Act (Wales) 2016, the Strategic Equality Plan and the Corporate Plan and the Swansea (PSB) Well Being Plan.



- To ensure that in addition to achieving net zero 2030 for Swansea Council, we will work with partners, organisations, schools, businesses to support Swansea as a whole county and citizens in its efforts to become net zero by 2050, aligning with the Net Zero Wales Carbon Budget (2) 2022/2025. Establishing both Climate and Nature Charters and a Pledge Wall to encourage active participation and help build a healthier, more prosperous and biodiverse/ ecologically resilient Swansea.

- Swansea is one of the most ecologically rich and diverse counties in the UK. Its unique variety of habitats and species and wonderful range of parks, greenspaces, nature reserves, beaches and landscapes needs to be maintained, enhanced and sustainably managed for the benefit of everyone now and into the future.
- Our natural environment and biodiversity is under threat and in decline due to unsustainable human activities. Habitats and species are being lost at an alarming and unsustainable rate. We need to raise awareness of the impacts of biodiversity loss and climate change at the local level and provide information, advice, and practical support and incentives to encourage others to take action and collaborate to deliver positive solutions to these challenges.
- We want everyone to have access to, understand, appreciate and benefit from Swansea's outstanding natural environment and to play their part in looking after and enhancing it, resulting in a healthier, greener and more prosperous Swansea.
- Our future survival and quality of life is dependent on healthy resilient natural environment, the multiple benefits it provides to society and on reducing our carbon emissions to net zero.
- We have a moral responsibility to look after biodiversity for its own intrinsic value.

The longer-term challenges this well-being objective will help address.

- A public sector target of 2030, ahead of the Welsh Government's target of 2050 for the whole of Wales, will give us our best chance of keeping global warming below 1.5°C. This is the tipping point at which the climate impacts we're already experiencing will go from bad to potentially catastrophic. We'll see natural systems cross danger points, triggering lasting changes such as extreme storms, heatwaves, mass loss of natural habitats and species.
- We are at a critical point in time for nature recovery and without urgent transformative change, many of our species and habitats will continue to decline or become extinct.
- Halting and reversing the loss of biodiversity through reducing harm and unsustainable use and moving to a situation where we are working with nature to maintain healthy resilient ecosystems that will continue to provide long-term quality of life (or ecosystem services) benefits upon which we all depend.
- Tackling climate change, which is one of the greatest challenges facing us all and we need to reduce our carbon footprint and to mitigate for and adapt to the likely risks and impacts.
- Creating high quality environmentally and low carbon responsible and sustainable green jobs that make the most of our unique natural resources e.g. through environmental tourism, sustainable land and coastal management, local food production, sustainable waste management, energy efficiency, renewable

energy and carbon capture. As such we will explore and support projects such as on and off shore renewables which align to these ambitions

- Reducing inequalities in health and well-being by maintaining and enhancing a high quality and accessible natural environment plus ensuring fair access to low carbon energy, homes, travel options, sustainably sourced food and greener job opportunities.
- Sustainably managing and enhancing the quality of our natural resources including air, water, soils and biodiversity will help increase Swansea's ecological resilience and the well-being of its inhabitants.

The steps we will take to meet this well-being objective.

- **Biodiversity** - Develop, adopt and implement a Corporate Biodiversity (Section 6) Action Plan in line with Welsh Government's 3-year reporting cycle alongside the preparation and delivery of a Nature Recovery Action Plan in collaboration with The Swansea Nature Partnership and the preparation of a County wide Green Infrastructure Strategy.
- **Climate Change and Nature Strategy** - Embed a Climate Change and Nature Strategy and Action Plan, working with and encouraging partners, organisations, businesses, communities and individuals to support nature recovery and reduce their carbon footprint, signing up to the Climate and Nature Charter /Pledge.
- **Energy Action Plan** - Deliver the energy action plan, working towards creating a low carbon economy, which promotes renewable energy and takes actions to reduce the carbon footprint for Swansea Council and Swansea in line with Welsh government reporting guidelines.
- **Procurement and social value** - Review the Councils' Procurement approach to embed its social value within its ward criteria maximising the local spend within the locality and region and reducing the carbon footprint of its commissioned activities.
- **Sustainable Transport Strategy** - Embed and deliver a sustainable transport strategy and encompassed action plans on active travel, green fleet, grey fleet and street lighting.
- **Energy efficient Council homes** - Continue to develop the Councils Energy efficient new builds More Council Homes programme to net zero standards and subject to funding begin to roll out the decarbonisation of its existing housing stock in line with emerging Welsh Government Guidance.
- **21st Century Schools and Net Zero** - We will commence and ensure that the design and development of all new 21st Century schools to be Net Zero Carbon targets from January 2022. This will include new builds and major refurbishments.

- **Net Zero buildings and materials** - We will seek to maximise opportunities to lower carbon input into maintenance and renovation work in existing public buildings and work towards utilising net zero materials by 2030.
- **Waste reduction strategy** - Deliver a waste reduction strategy, including minimise our use of non-recyclable products and materials, recycle more waste and promote a circular economy.
- **Air, water and soil quality** - Take action to maintain and improve the quality of our air, water and soils.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – By halting the decline of biodiversity and maintaining and enhancing a resilient natural environment, we will maintain vital ecosystem services (e.g. flood alleviation, air and water quality, carbon storage and pollination) and help to maintain people’s health, well-being and quality of life. By helping people to understand the causes of problems and how by working together, we can prevent problems occurring. By delivering net zero targets we can help avoid global warming and subsequent consequences. Adaptation activity will help us prepare for change already identified as unavoidable.
- *Addressing long-term challenges* – We want to reverse the loss of biodiversity, promote healthy resilient ecosystems, and strengthen green infrastructure to adapt to and mitigate for the impacts of climate change, and ensure that our natural environment and the benefits and services it provides are protected for the benefit of future generations. We want to achieve net zero carbon.
- *Working in partnership with others* – We will continue to support and collaborate with others to co-ordinate the planning and delivery of actions and maximise use of resources.
- *Avoiding conflicts between public body objectives* – By raising awareness of biodiversity and climate change and ensuring that it is taken into account at the early decision-making /design stages of plans and projects, the potential for conflict will be reduced.

- *Involving people* – We will build capacity and achieve more by involving and supporting the local community to participate in identifying and delivering initiatives that maintain and enhance the natural environment and reduce our carbon footprint . More people will be enabled to access and enjoy their natural environment and contribute to mitigating the impacts of climate change.

How we will measure progress⁶.

- Monitor the delivery of the Section 6 Corporate Biodiversity Plan the Nature Recovery Action Plan and the Resilient Wales goal through annual business planning and reporting mechanisms up to 2027. We will report to Welsh Government every 3 years in line with our Biodiversity Duty.
- Embed a Climate Change and Nature Strategy and monitor the delivery of respective Action Plans up to 2027.
- Continue to monitor air and water quality.
- Monitor the delivery the energy action plan targets proposed to 2027.
- Set out new measures for monitoring the impact of our Procurement of goods and services in line with eth emerging Welsh Government carbon measurement toolkit.
- Embed and deliver a sustainable transport strategy to 2027.
- Continue to report the number of new homes constructed to net carbon zero standards and set out new measures of recording the decarbonisation of our existing stock in line with emerging Welsh Government guidance.
- Report on the delivery of a waste reduction strategy.

The contribution this well-being objective makes to the Public Service Board Well-being Objectives.

Children have a the best start in life to be the best they can be	People live well and age well	Working with Nature	Strong communities
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

⁶ Provisional pending review and data development.

Transformation & Future Council development

Why this priority is a well-being objective.

- We want to implement the Local Government and Elections (Wales) Act 2021 and work with other members of the 'local government family' on regional collaboration.
- We want to modernise and transform the Council through our *Achieving Better Together* Transformation programme. In the medium to long-term the programme will build on what has changed as a result of the pandemic and how we can deliver services in different ways to help tackle rising demand and reducing revenue budgets.
- We want a sustainable organisation with improved efficiency in the future that ensures costs and savings are considered over the medium to longer term and have due regard to the Well-being of Future Generations Act.
- We want to provide effective meaningful engagement with our stakeholders including our staff, citizens of Swansea and our partner organisations, so the Council can make informed decisions that improve the access, quality and delivery of services.
- We want to embed equality, diversity and integrated thinking across the Council.
- We want to ensure the Council's priorities, objectives and themes are embedded into all that we do and that the organisation culture is aligned and attracts the right talent for the future.
- We want to develop and maintain the approach where residents are able to use online channels first while ensuring all individuals and communities, including the most disadvantaged, have access to online services.
- We want the public to play their part by co-producing and helping to run services, with more people involved in the Council's business and in making decisions on things that affect them and their families and communities.
- We want to continue reviewing all of our services to ensure they are delivered in the best way working with partners and preventing the need for people to access complex statutory services.

The longer-term challenges this well-being objective will help address.

- Despite increases in funding because of the pandemic, the long term funding position facing Swansea Council is challenging.
- Public service demand is projected to continue to increase.
- How people interact with public services is changing.

- Demographic patterns are changing, including reducing fertility rates and increasing life expectancies.
- The ability to provide opportunities to all populations and places equally across all areas of society is required.
- The evolution of technology is expected to continue to pave the way in defining how modern societies and economies will interact and develop into the future, not least our approach to social interactions, where we work, and how we access key services like education, health and social care.

The steps we will take to meet this well-being objective.

- **Regional working** - Work with CJC partners on regional collaboration to exercise functions relating to strategic development planning, regional transport planning, promoting the economic well-being and delivering a regional energy strategy for South West Wales.
- **Recovery and transformation** - Continue with the Council's short, medium and long term transformation programme '*Achieving Better Together*' working towards a Council that is sustainable, efficient and effective in all that it does, with the citizen at the heart of decisions.
- **Managing resources** - Ensure we have a joined-up approach promoting partnership working, explore innovative funding and investment strategies and how the value of Council assets can be maximised, longer-term budget planning that balances the budget with indicative costed savings and a capital programme balance that links the capital to revenue, cost to services users and the expected benefits.
- **Community benefits** - Continue to work with Welsh Government with a commercial focus on re-investment in the local economy and review the Council's approach to procurement to secure local economic and community benefits, in line with the sustainable development principles.
- **Involvement in local democracy** - Continue to modernise public engagement in local democracy and Council decision making to ensure diversity in our decision making and effective meaningful consultation, engagement, participation and coproduction with our stakeholders including our staff, citizens of Swansea and our partner organisations, so the Council can make informed decisions that improve the access, quality and delivery of services.
- **Equality & Human Rights** - Continue to implement our Strategic Equality Plan 2020/24, work towards becoming a Human Rights City and embed equality, diversity and integrated thinking across the Council's action plans and decision-making.
- **Workforce development** - Implement the Council's Organisation Workforce Strategy to deliver joined up transformed services. Ensure that we have the right people with the right skills, including Welsh language, in the right areas and

Leadership and Management that set us up to be a sustainable, efficient and effective organisation with a culture that attracts the right talent for the future.

- **Digital First** - Continue to embed a “Digital First” strategy, ensuring that citizens who want to can access more Council services and information on-line, while promoting Digital Inclusion and access to online services for others by offering our citizens lifelong learning opportunities, free computer courses and training.
- **Partnership working** - Continue to work and collaborate with our partners including the Third sector to encourage and support community action and citizen groups to sustain and add value to community based resources, infrastructure and services.
- **Community involvement** - Develop more collaborative and partnership working, including with Councillors, communities, organisations and citizen groups to encourage and enable greater community ownership of assets, services, resources, funding with devolved decision making that provides long-term sustainability in communities.

The contribution this well-being objective makes to the national goals.

A prosperous Wales	A Resilient Wales	A more equal Wales	A Wales of more cohesive communities	A Wales of vibrant culture and thriving Welsh language	A healthier Wales	A globally responsible Wales
<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

How we will maximise our contribution to the national goals through the way in which we work.

- *Preventing problems from occurring or from getting worse* – helping to prevent people from needing immediate recourse to statutory services through the ‘prevention’ stream of the *Achieving Better Together* programme.
- *Addressing long-term challenges* – changing the way the Council works including more digital services to reflect the move during Covid-19 towards people wanting and needing to access services through digital, mobile internet and social media.
- *Working in partnership with others* – working in collaboration with other public bodies and the third sector to deliver services.
- *Avoiding conflicts between public body objectives* – improving engagement with partners, including the third sector, through the Public Service Board to help support the transformation of Council services.
- *Involving people* – involving citizens in policy development and how the Council delivers services, enabling community action and ownership.

How we will measure progress⁷.

- Identified forecast general fund revenue savings and income for the year compared to Council approved budget.
- Number of payments and forms completed online.
- Any data breaches.
- Workforce supported to develop skills and learn new things as part of an organisational development strategy, targeted towards a more agile workforce and 21st century public servant.
- Staff sickness.
- Beneficiaries who have attended the “Get Swansea online” programme.

The contribution this well-being objective makes to the Public Service Board Well-being Objectives.

Children have a the best start in life to be the best they can be	People live well and age well	Working with Nature	Strong communities
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

⁷ Provisional pending review and data development.

4. Monitoring Delivery – keeping performance under review

We will monitor delivery and keep our progress meeting our Well-being Objectives under review as follows:

How we will monitor progress

- Through the quarterly and annual performance monitoring reports to Cabinet.

How we will report achievements

- Quarterly and annually through Cabinet.
- Annual Report.

When and how this plan will be updated

- Annual review and refresh.

5. Next Stages – what we plan to do next

We have made some good progress embedding sustainable ways of working into how we do business as illustrated in this Plan; we want to continue to build on this.

To fully meet our obligations under the Well-Being of Future Generations Act, we want to:

- ensure sufficient and joined-up capability and capacity in strategic planning;
- continue to look for ways to increase citizens' involvement;
- look to create a longer-term strategic outlook, looking ahead up to 25+ years;
- ensure strategic integration and coherence between plans and strategies;
- work to ensure that the sustainable development principle shapes strategy and decision-making, and;
- continue to further embed the sustainable ways of working.

6. Where to find additional information

Strategies, plans and policies

<https://www.swansea.gov.uk/policies>

Performance and statistics

<https://www.swansea.gov.uk/statistics>

Finance and Council budget

<https://www.swansea.gov.uk/financeandbudget>

Scrutiny

<https://www.swansea.gov.uk/scrutiny>

Well-being of Future Generations Act

<https://www.swansea.gov.uk/wellbeingfuturegenerations>

Safeguarding

<http://www.swansea.gov.uk/safeguarding>

Schools and learning

<http://www.swansea.gov.uk/schoolsandlearning>

Children and Young People's Rights – UNCRC

<http://www.swansea.gov.uk/uncrc>

Swansea Bay City Deal

<https://www.swansea.gov.uk/swanseabaycitydeal>

West Glamorgan Regional Partnership

<http://www.westernbay.org.uk/>

Partneriaeth (formerly Education through Regional Working (ERW))

<http://erw.wales/>

Poverty and Prevention Strategies

<https://www.swansea.gov.uk/povertyandpreventionstrategies>

Climate change and nature

<https://www.swansea.gov.uk/climatechange>

Have Your Say – consultations

<http://www.swansea.gov.uk/haveyoursay>

Strategic Equality Plan

<http://www.swansea.gov.uk/sep>

Welsh Language

<http://www.swansea.gov.uk/cymraeg>

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

Which service area and directorate are you from?

Service Area: SDU

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:

Corporate Plan 2022/23.

The Corporate Plan is a high level and strategic document that sets out the Council's Well-being Objectives and how it will take steps to meet them whilst maximising the Council's contribution to the National Goals.

A full EIA was previously applied to the Corporate Plan. There is a close correlation between the Council's Corporate Plan and Well-being Objectives and the Council's Strategic Equality Plan and Equality Objectives. A new Strategic Equality Plan with new Strategic Equality Objectives was published during 2020/21 following extensive consultation and engagement with people, including people with protected characteristics. There is now closer alignment between many of the steps to deliver both the Council's Equality and Well-being Objectives as we pursue integration, seek to improve well-being and strive towards a more equal Swansea and a more equal Wales.

The Corporate Plan has been refreshed and updated for 2022/23. The main change has been the replacement of the 'Maintaining and enhancing Swansea's natural resources and biodiversity' Well-being Objective with one on 'Delivering Climate Change and Nature Recovery'. This new Objective is a development from the previous one and has been adopted to place particular emphasis on addressing the long-term challenges arising from climate change and the threat to biodiversity; following Welsh Government declarations for Wales, the Council has declared both a Climate Emergency and a Nature Emergency, which will be responded to through this Well-being Objective.

The previously completed EIA still applies to the Corporate Plan. There will be a further review of the Council's Corporate Plan during 2022/23 to span the next five years 2022/27; this new Plan will be subjected to a full IIA.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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"/>

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 review and refresh of our Corporate Plan and Well-being Objectives for 2022/23 has been done within the restrictions imposed by the Covid-19 pandemic, which limited face-to-face engagement in particular. The Council undertook a survey as a guide and ‘temperature check’ to help inform the refresh of the Corporate Plan and Well-being Objectives for 2022/23. The survey was widely publicised and, in addition to being aimed at the general public, was also targeted to specific stakeholders, including people with protected characteristics, and accompanied by supporting information. Respondents were asked their views about the Council’s existing Well-being Objectives and performance delivering them and whether they were the right objectives to improve well-being in Swansea now and in the future; respondents were also asked about their views on the new and proposed Well-being Objective ‘Delivering on Nature Recovery and Climate Change’.

Overall, the results of the survey show that respondents agreed that the Council’s proposed Well-being Objectives for 2022/23 were the right objectives for Swansea Council to continue to improve well-being in Swansea. The largest proportion of respondents agreed that Transforming our Economy and Infrastructure was the right objective for Swansea Council in the future (81%), closely followed by agreement with Safeguarding People from Harm (77%) and Improving Education and Skills (77%). Just under three quarters of participants (73%) thought that Tackling Poverty was the right objective for Swansea Council in the future and almost two thirds (62%) agreed with the new objective Delivering on Nature Recovery and Climate Change and 54% agreed with Transformation and Future Council Development.

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**

The Corporate Plan is a high level and strategic document that sets out the Council’s Well-being Objectives and how it will take steps to meet them whilst maximising the Council’s contribution to the National Goals. There is no direct impact on any Council service.

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.)

Overall, the Corporate Plan will have a positive impact on people and communities.

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)

The Corporate Plan is a high level and strategic document that describes the Council's Well-being Objectives. It sets out the Council's contribution to the National Goals and how the steps in the Plan maximises the Council's contribution to both the Well-being Objectives and National Goals through sustainable ways of working. The Corporate Plan will have a positive and high impact on the groups relevant to the IIA and this was captured in the original EIA. The public and relevant groups, including people with protected characteristics, were consulted during the production of the Corporate Plan and when it has been subsequently refreshed and updated.

The previously completed EIA still applies to the Corporate Plan and so there is no need at this stage to complete a full IIA. There will be a further review of the Council's Corporate Plan during 2022/23 to span the next five years 2022/27; this new Plan will be subjected to a full IIA.

(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: R Rowlands
Job title: Strategic Delivery & Performance Manager
Date: 17th May 2022
Approval by Head of Service:
Name: Lee Wenham
Position: Head of Communications & Marketing
Date: 17th May 2022

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

Agenda Item 12.



Joint Report of the Head of Democratic Services & Head of Digital & Customer Services

Council – 7 July 2022

Councillors ICT Allowances Policy – May 2022 & Beyond

Purpose:	<p>The Councillors ICT Allowances Policy – May 2022 & Beyond was adopted by Council on 27 January 2022.</p> <p>It is proposed that the Policy be amended slightly to resolve an issue relating to the Telephone element of the Data & Telephone Allowance.</p>
Policy Framework:	<p>Independent Remuneration Panel for Wales Annual Report. Local Government & Elections (Wales) Act 2021.</p>
Consultation:	<p>Access to Services, Finance, Legal.</p>
Recommendation(s):	<p>It is recommended that:</p> <ol style="list-style-type: none">1) Paragraph 4.5 of the Councillors ICT Allowances Policy – May 2022 & Beyond as outlined in Appendix A of the report be deleted.2) Paragraph 5.3 of the Councillors ICT Allowances Policy – May 2022 & Beyond be amended as outlined in Paragraph 3.3 of the report.3) The Policy be re-numbered accordingly.
Report Authors:	<p>Huw Evans & Sarah Lackenby</p>
Finance Officer:	<p>Ben Smith</p>
Legal Officer:	<p>Tracey Meredith</p>
Access to Services Officer:	<p>Rhian Millar</p>

1. Introduction

- 1.1 Council adopted the Councillors ICT Allowances Policy – May 2022 & Beyond on 27 January 2022. The Policy is attached as **Appendix A**. The Policy has been reviewed by the Head of Democratic Services since then, to seek to address an issue relating to the Telephone element of the Data & Telephone Allowance.

2. Councillors / Co-opted Members' Data & Telephone Allowance

- 2.1 Paragraph 4.5 of the Policy relates specifically to the Telephone element of the Data & Telephone Allowance. It states:

*“4.5 The **Telephone element** of the Councillors / Co-opted Members' Data & Telephone Allowance, shall only be paid once per Councillor / Co-opted Member household (i.e. if there are 2 or more Councillors / Co-opted Members living at the address then only one person shall receive the Telephone element of the Allowance).”*

- 2.2 This paragraph relates to a time when home phones were far more prevalent than mobile phones and a rule was put in place limiting a Councillor / Co-opted Member to one payment per household.

- 2.3 We are now in an age where mobile phones are personal devices for so much of a Councillor / Co-opted Members needs and the Policy needs amending to reflect that fact.

- 2.4 It is proposed that Paragraph 4.5 of the Councillors ICT Allowances Policy – May 2022 & Beyond be deleted and the Policy be re-numbered accordingly.

3. Councillors' Mobile Phone Allowance

- 3.1 Paragraph 5.3 of the Policy outlines the Councillors entitled to the Councillors' Mobile Phone Allowance:

“5.3 There are 12 Qualifying Councillors: Cabinet Members, Presiding Member and the Leader of the Largest Opposition Group. The Councillors' Mobile Phone Allowance is currently set at £25 per Qualifying Councillor per month.”

- 3.2 The Local Government & Elections (Wales) Act 2021 introduced Job Share Cabinet Members. These Job Share Cabinet Members receive a pro-rata salary; however their workload is and requirement to use a Mobile Phone needs to be addressed. It is proposed that Policy be amended to ensure that the Job Share Cabinet Members receive the Mobile Phone Allowance in full.

- 3.3 It is proposed that Paragraph 5.3 of the Councillors ICT Allowances Policy – May 2022 & Beyond be amended to read:

~~“5.3 There are 12 Qualifying Councillors~~ are: Cabinet Members, Presiding Member and the Leader of the Largest Opposition Group. The Councillors’ Mobile Phone Allowance is currently set at £25 per Qualifying Councillor per month. **Note: Job Share Cabinet Members will receive this payment in full and not pro-rata.**”

4. Integrated Assessment Implications

- 4.1 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.
- 4.2 The Well-being of Future Generations (Wales) Act 2005 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’.
- 4.3 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.
- 4.4 An IIA Screening Form has been completed and no adverse implications have been noted.

5. Financial Implications

- 5.1 The amendment may lead to a slight rise in payments; however, it will be managed within existing budget.

6. Legal Implications

- 6.1 The proposals identified are in accordance with relevant legislation.

Background Papers: None.

Appendices:

Appendix A Councillors' ICT Allowances Policy – May 2022 & Beyond.

Councillors' ICT Allowances Policy - May 2022 & Beyond

1. Introduction

- 1.1 Data (Broadband), ICT and Voice Communications equipment and systems are essential to enable Councillors and Co-opted Members to carry out their responsibilities effectively and securely.
- 1.2 This Policy is regularly reviewed by the Head of Democratic Services and Democratic Services Committee in order to allow for new technologies to be made available and to align Councillors and Co-opted Members to the Digital strategy of the Authority. Councillors are part of the Authority's rollout of a Digital culture ambition aiming to make Swansea a lead Authority in the UK.
- 1.3 This Policy links with the determinations of the Independent Remuneration Panel for Wales (IRPW) by which the Authority is bound. Details of the latest IRPW Annual Report and other information may be viewed on their website. <https://gov.wales/independent-remuneration-panel-wales>
- 1.4 In addition to the Councillors' ICT Allowances, the Authority also provides Office 365 for Councillors to use and the Authority's main buildings are covered by WiFi. Each Political Group Room is fitted out with PC's and Telephones.

2. Supporting the Work of Local Authority Members - IRPW Determinations

- 2.1 The Independent Remuneration Panel for Wales set out determinations each year in their Annual Report. A number of these determinations relate to how an Authority should support the work of Councillors and Co-opted Members.
- 2.2 The determinations set out rules to ensure that the Authority provides as much support as is necessary to enable Councillors / Co-opted Members to fulfil their duties effectively by provided them with adequate telephone and email facilities and electronic access to appropriate information. Deductions must not be made from members' salaries by the respective Authority as a contribution towards cost of support.
- 2.3 These determinations apply to Councillors and the Statutory Co-opted Members. The IRPW have also determined that the Community / Town Council Representative on the Standards Committee is to be treated as a Co-opted Member for this purpose.
- 2.4 The Authority has **14** Statutory Co-opted Members and **1** Community / Town Council Representative:
 - Chair of Governance & Audit Committee **x 1**.
 - Ordinary Member of the Governance & Audit Committee **x 4**.
 - Chair of Standards Committee **x 1**.
 - Ordinary Members of the Standards Committee **x 4**.

- Ordinary Members of Scrutiny Programme Committee x 4.
- Community / Town Councillor Representative of the Standards Committee x 1.

3. Councillors' & Co-opted Members ICT Allowances

3.1 There are 3 types of ICT Allowances available to Councillors / Co-opted Members. They are defined in their relevant sections within this Policy:

- a) Councillors / Co-opted Members' Data & Telephone Allowance;
- b) Councillors' Mobile Phone Allowance;
- c) Councillors / Co-opted Members' ICT Allowance.

3.2 As Statutory Co-opted Members do not have the same time commitment of a Councillor, the Councillors / Co-opted Members' Data & Telephone Allowance and the Councillors / Co-opted Members' ICT Allowance element for Co-opted Members has been set at 20% of that of a Councillor.

4. Councillors / Co-opted Members' Data & Telephone Allowance

4.1 The digital era has led to people including Councillors / Co-opted Members working in different ways to address their various connectivity requirements. Some people choose to have a broadband connection at home, others choose to have access to the internet on their mobile device or utilise a data dongle.

4.2 The Authority pays a monthly Data & Telephone Allowance to all Councillors / Co-opted Members providing:

- a) They produce proof twice in their 5-year term of Office of their Data and Telephone connection at their home in line with the instructions of the Head of Democratic Services;
- b) They are not in receipt of a payment for Data and Telephone at their home from a third party due to their employment or via an election;
- c) They allow for their telephone number to be published on the Authority's website and promoted as necessary save in exceptional circumstances.

4.3 As Statutory Co-opted Members do not have the same time commitment of a Councillor, the ICT Allowance and Data & Telephone Allowance for a Co-opted Member be set at 20% of that of a Councillor.

4.4 The Councillors / Co-opted Members' Data & Telephone Allowance is set out below:

	Data	Telephone
Councillor	£17.50	£10.00
Co-opted Member	£3.50	£2.00

- ~~4.5 The **Telephone element** of the Councillors / Co-opted Members' Data & Telephone Allowance, shall only be paid once per Councillor / Co-opted Member household (i.e. if there are 2 or more Councillors / Co-opted Members living at the address then only one person shall receive the Telephone element of the Allowance).~~
- 4.6 The **Data element** of the Councillors / Co-opted Member's Data & Telephone Allowance shall be paid for either one broadband or one mobile data contract per Councillor / Co-opted Member. This will be limited to one static broadband contract per household; however more than one Mobile Data Contract per household is permissible.
- 4.7 Under HM Revenue and Customs (HMRC) rules, the Councillors / Co-opted Members' Data & Telephone Allowance shall be subject to Tax and National Insurance deductions.
- 4.8 Should a Councillor / Co-opted Member cease to remain a Councillor / Co-opted Member the Councillors / Co-opted Members' Data & Telephone Allowance shall cease and any Data / Telephone contract taken out by the Councillor / Co-opted Member shall remain their sole responsibility as will any repayments. Please also refer to the section relating to **“What happens if a Councillor / Co-opted Member ceases to hold Office?”**

5. Councillors' Mobile Phone Allowance

- 5.1 The Authority currently pays a monthly Councillors' Mobile Phone Allowance to qualifying Councillors in order to supplement their mobile phone bills due their increased use for Council business providing:
- a) Councillors produce proof twice in their 5-year term of Office of their Mobile Phone contract in line with the instructions of the Head of Democratic Services
 - b) Councillors in receipt of the Councillors' Mobile Phone Allowance must allow their mobile telephone number to be published on the Authority's website and promoted as necessary save in exceptional circumstances.
- 5.2 Under HM Revenue and Customs rules, the Councillors' Mobile Phone Allowance shall be subject to Tax and National Insurance deductions.
- 5.3 ~~There are 12~~ Qualifying Councillors **are**: Cabinet Members, Presiding Member and the Leader of the Largest Opposition Group. The Councillors' Mobile Phone Allowance is currently set at £25 per Qualifying Councillor per month. **Note: Job Share Cabinet Members will receive this payment in full and not pro-rata.**
- 5.4 The Councillors' Mobile Phone Allowance is payable from the date when the Councillor is appointed by Council / Leader of the Council to a Qualifying Councillor position.

5.5 Should a Councillor cease to remain a Qualifying Councillor (as defined above) the Councillors' Mobile Phone Allowance shall cease and any Mobile Phone contract taken out by the Councillor shall remain their sole responsibility as will any repayments.

5.6 Should a Councillor cease to remain a Councillor the Councillors' Mobile Phone Allowance shall cease and any Mobile Phone contract taken out by the Councillor shall remain their sole responsibility as will any repayments. Please also refer to the section relating to **“What happens if a Councillor / Co-opted Member ceases to hold Office?”**

6. Councillors / Co-opted Members' ICT Allowance

6.1 The Councillors / Co-opted Members' ICT Allowance allows Councillors / Co-opted Members to purchase their own ICT equipment such as desktop or laptop PC, Tablet Computer, Printer and Software, ICT Peripherals such as storage, backup facilities, printer paper and ink and ICT Support.

6.2 The Authority recommends that an element of this allowance be used to purchase an ICT support service. **ICT Support is defined as:** Either an ad-hoc or fixed contract with a third party (Not the Authority) aimed at providing ICT support should any element of your ICT equipment fail.

6.3 The Authority will only provide ICT Support for issues directly linked to the Authorities systems, such as Password Reset, Access to Office 365 and Oracle. The Authority will also provide general guidelines should the issue relate to an issue with the Councillors device, in order to aid them when having to contact an external ICT Support supplier.

6.4 The Councillors / Co-opted Members' ICT Allowance system is effectively a “Bring Your Own Device” (BYOD) arrangement. Councillors / Co-opted Members are able to purchase whichever device they find beneficial for their work; however, they should be mindful that it is highly recommended that their device is compatible with **Microsoft Office**.

6.5 Should a device not be compatible with Microsoft Office, Councillors / Co-opted Members may not be able to open documents sent to them by the Authority and in turn the Authority may not be able to open documents which the Councillor / Co-Opted Member sends them.

6.6 The Councillors / Co-opted Members' ICT Allowance is paid to all Councillors / Co-opted Members on request providing:

a) They produce a receipt proving their purchase of relevant ICT items;

b) They submit their claim on the Councillors' and Co-opted Members ICT Allowance Claim Form which is outlined at **Appendix 1** and / or by providing the bill as proof.

- 6.7 Under HM Revenue and Customs rules, the Councillors' and Co-opted Members ICT Allowance shall be subject to Tax and National Insurance deductions.
- 6.8 The following table sets out the total amounts that can be claimed under the Councillors / Co-opted Members' ICT Allowance:

Councillors / Co-opted Members' ICT Allowance Amounts	Councillor	Co-opted Member
The figure sets out the amount permitted to be sent over the 5-year terms of Office. It equates to £400 per annum for Councillors & £80 per annum for Co-opted Members. Note: The Authority will not pay any additional monies until the following Local Government Election.	£2,000	£400

7. What happens if a Councillor / Co-opted Member ceases to hold Office?

- 7.1 If a Councillor / Co-opted Member ceases to hold Office for whatever reason during their Term of Office, the Authority will immediately cease payment of any Allowance that they had previously been entitled to.
- 7.2 Any contract taken out by the Councillor / Co-opted Member during their period of Office will be their sole responsibility. The Authority will not make any payments towards the remaining period of the contract(s).
- 7.3 Any ICT equipment and ICT support purchased during a Councillors / Co-opted Members Term of Office shall automatically become their property. The Authority shall have no legal claim to it.
- 7.4 Should the Councillor / Co-opted Member cease to hold Office within the first 12 months of being elected / appointed they must repay any ICT Allowance which they received on a complete month pro rata basis. This paragraph is waived should a Councillor / Co-opted Member die during their Term of Office.

8. Data Protection Act / Security Advice (Anti-Virus, Anti-Spam, Firewall and Encryption)

- 8.1 Councillors are likely to handle personal information about individuals; as such they have a number of legal obligations to protect that information under the Data Protection Act 2018. Should a Councillor fail to comply with this Act then they would be liable to a fine of up to £5,000.
- 8.2 The Authority strongly advises that Councillors / Co-Opted Members install Anti-Virus, Anti-Spam and Encryption software and use password protection on any PC, Laptop, Tablet, Mobile Phone etc. used for Councillor Business. The use of a personal Firewall should also be considered. For advice in this area,

Councillors should take appropriate security advice from their external ICT Support provider.

9. Claiming of Allowances and Providing Receipts / Proof of Purchase

- 9.1 Councillors / Co-opted Members must produce proof of Data, Telephone connection at their home, Mobile Phone (for relevant Councillors) twice in their 5-year term of Office in line with the instructions of the Head of Democratic Services to receive this monthly allowance. Proof shall be required during May / June each year and should be given to the Cabinet Office / Democratic Services Team as appropriate.
- 9.2 Failure to provide proof of a Data / Telephone / Mobile Phone contract during May / June each year will result in payments being stopped until proof is provided. The Authority shall not backdate any payments beyond 3 months.
- 9.3 **Claiming the Councillors / Co-opted Members' ICT Allowance.** Councillors / Co-opted Members should purchase the ICT equipment they require and complete the Councillors / Co-opted Members' ICT Allowance Claim Form as shown in **Appendix 1**. The Claim Form should be returned to the Cabinet Office / Democratic Services Team as appropriate.

10. Councillors Self Service

- 10.1 Councillor Self Service allows Councillors to view, amend and apply for things via relevant software including:
- Payslips, P60's and P11d's;
 - Changes to personal details (address, bank etc.);
 - Car Parking Permits;
 - Mileage and Expenses Claims.
- 10.3 Self Service, will reduce printing costs, save administration time and costs and allow Councillors to update their information in real time.
- 10.4 User Guides are available on the Authority's StaffNet site <http://www.swansea.gov.uk/staffnet/mileageandexpenses>
- 10.5 Modern.gov is the Authority's software solution for meeting management including placing agendas, reports and minutes online. It is an integrated package which aims to simplify websites for Councillors, Officers and the public.

Appendices:

Appendix 1	Councillors / Co-opted Members ICT Allowance Claim Form.
-------------------	--

Councillor / Co-opted Members Name:	
--	--

Provide details of ICT items or support purchased. In accordance with the Independent Remuneration Panel for Wales (IRPW) Councillors' ICT Allowance payments will only be made to Councillors following the completion of this form **together with the relevant receipt(s)**.

Date Purchased (DD/MM/YEAR)	Cost
Total Amount Claimed	£

Note:

- i) *I have incurred these costs to enable me to fulfil my duties as a Councillor in accordance with the IRPW.*
- ii) *Councillors' ICT Allowance. **Councillors:** £2,000 (over 5-years i.e. £400 p.a.). **Co-opted Members:** £400 (over 5-years i.e. £80 p.a.). The sums may be taken as a lump sum providing a receipt is provided. The Authority will not pay any additional monies until the following Local Government Election.*

For Office Use	Checked By:	Month Paid:	
-----------------------	--------------------	--------------------	--

Not for Publication

Councillor Signature:	Date:	
------------------------------	--------------	--

Address:	
-----------------	--

Post Code:	Payroll No.
-------------------	--------------------

Item(s) / Service(s) Purchased	

Agenda Item 13.



Report of the Head of Democratic Services

Council – 7 July 2022

Contribution Towards Costs of Care & Personal Assistance (CPA)

Purpose: To promote the Independent Remuneration Panel for Wales' (IRPW) determination in relation to the Contribution towards Costs of Care & Personal Assistance (CPA) and to encourage take up of the contribution.

Policy Framework: None.

Consultation: Access to Services, Finance, Legal.

Report Author: Huw Evans

Finance Officer: Ben Smith

Legal Officer: Tracey Meredith

Access to Services Officer: Rhian Millar

For Information

1. Introduction

- 1.1 The Independent Remuneration Panel for Wales (IRPW) is tasked with setting the remuneration levels for Councils in Wales. Their Annual Report may be viewed at <https://gov.wales/independent-remuneration-panel-wales>
- 1.2 Since the inception of the IRPW in January 2008, each of its Annual Reports has had a Section relating to Care. The aim being to assist Councillors and Statutory Co-opted Members with any caring responsibilities to enable them to carry out their Council related duties.
- 1.3 Council related duties include carrying out Electoral Ward Work; Reading Agenda prior to a Meeting, Attending a Meeting etc., together with Approved Duties.

2. Independent Remuneration Panel for Wales (IRPW) - Contribution towards Costs of Care & Personal Assistance (CPA)

- 2.1 The Contribution towards Costs of Care & Personal Assistance (CPA) is to enable people who have personal support needs and or caring responsibilities to carry out their duties effectively as a member of an authority.
- 2.2 The IRPW believes that additional costs of care required to carry out approved duties should not deter any individual from becoming and remaining a member of an authority or limit their ability to carry out the role.
- 2.3 The IRPW has adopted specific principles related to support for the costs of care which were the subject of a Supplementary Report published in February 2020. <https://gov.wales/sites/default/files/publications/2020-05/supplementary-report-2020.pdf>
- 2.4 The specific principles may be viewed at <https://gov.wales/independent-remuneration-panel-wales-annual-report-2022-2023-html#table8>
- 2.5 The IRPW reviewed the arrangements for this financial support and made the following changes:
- As payments are taxable under the current HMRC rules, full reimbursement is not possible so for clarity this is retitled to “contribution towards the costs of care and personal assistance”. It will still require receipts to accompany claims.
 - Claims can be made in respect of a dependant under 16 years of age, or a minor or adult who normally lives with the member as part of their family and who cannot be left unsupervised.
 - Reimbursement may be claimed for member’s own care or support needs where the support and/or cost of any additional needs are not available or are not met directly by the authority such as Access to Work, Personal Independence Payments, insurance. These could arise when the needs are recent and or temporary.
- 2.6 Councillors & Co-opted Members are entitled to claim towards the Costs of Care and Personal Assistance, for activities that the individual Council has designated official business or an approved duty which might include appropriate and reasonable preparation and travelling time. It is a matter for individual authorities to determine specific arrangements to implement this. Each authority must ensure that any payments made are appropriately linked to official business or approved duty.
- 2.7 For clarification, Care Costs cannot be paid to someone who is a part of a Member’s household.

2.8 In respect of the publication of the contribution towards Costs of Care and Personal Assistance, relevant authorities are only required to publish the total amount reimbursed during the year. It is a matter for each authority to determine its response to any Freedom of Information requests it receives. However, it is not intended that details of individual claims should be disclosed.

2.9 The IRPW determination in their 2022-2023 Annual Report:

“Determination 43: All relevant authorities must provide a payment towards necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs as follows:

- *Formal (registered with Care Inspectorate Wales) care costs to be paid as evidenced.*
- *Informal (unregistered) care costs to be paid up to a maximum rate equivalent to the Real Living Wage [hourly rates as defined by the Living Wage Foundation](#) at the time the costs are incurred.*

This must be for the additional costs incurred by members to enable them to carry out official business or approved duties. Each authority must ensure that any payments made are appropriately linked to official business or approved duty. Payment shall only be made on production of receipts from the care provider.”

3. Diversity in Democracy

3.1 Contributions towards Costs of Care & Personal Assistance will assist those Councillors and Statutory Co-opted Members with caring responsibilities. This in turn may help to increase diversity in democracy by encouraging people to stand as candidates as the caring responsibility barrier is removed.

3.2 The IRPW believe that *“Democracy is strengthened when the membership of Local Authorities adequately reflects the demographic and cultural make-up of the communities such Authorities serve. The Panel will always take in to account the contribution its Framework can make in encouraging the participation of those who are significantly under-represented at Local Authority level.”*

3.3 The IRPW has continued to contribute to enhancing Diversity in Local Government in Wales through its determinations. They produced a leaflet for prospective candidates on the Remuneration of Members of Councils. This may be viewed at <https://gov.wales/payments-elected-members/principal-councils>.

3.4 The IRPW have also produced a short video entitled [Ever thought about being a Welsh councillor?](#). This may be viewed at <https://www.youtube.com/watch?v=h3o0eKrX2Ds&feature=youtu.be>

4. Promoting Take up of the Contributions towards Costs of Care & Personal Assistance

- 4.1 The IRPW found that very few Councillors / Co-opted Members were utilising the Contribution towards Costs of Care & Personal Assistance.
- 4.2 The report aims to promote this provision so that those with caring responsibilities are encouraged to claim.
- 4.3 The Head of Democratic Services has designed a Contribution towards Costs of Care & Personal Assistance “Claim Form” and a “Receipt” which are aimed at making the process simpler for Councillors and Co-opted Members. These forms are available on request from the Democratic Services Team.

5. Integrated Assessment Implications

- 5.1 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.
- 5.2 The Well-being of Future Generations (Wales) Act 2005 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’.
- 5.3 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.
- 5.4 An IIA screening has been undertaken and no adverse implications have been noted.

6. Financial Implications

- 6.1 Providing a Councillor / Co-opted Member meets the requirement to claim for a Contribution towards Costs of Care & Personal Assistance, they are entitled to claim as outlined above. Potentially, 87 people (75 Councillors & 12 Statutory Co-optees) able to claim; however, history show that only a small number claim. It is difficult to estimate the costs involved; however, it is assumed that it will be manageable within existing budget.

7. Legal Implications

- 7.1 There are no specific legal implications associated with this report.

Background Papers: None.

Appendices: None

Agenda Item 14.



Report of the Head of Democratic Services

Council – 7 July 2022

Conferring Title of Honorary Alderman / Honorary Alderwoman

Purpose:	To agree in principal to confer the title of “Honorary Alderman or Honorary Alderwoman” on the former Councillors identified within the report in line with Council Criteria.
Policy Framework:	None.
Consultation:	Political Group Leaders, Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that: 1) Council agree in principal to confer the title of Honorary Alderman / Honorary Alderwoman on former Councillors Lawrence D Bailey, June E Burtonshaw, Mark C Child, D Gareth Sullivan and Des W W Thomas, in recognition of their eminent service rendered to the City and County of Swansea and its predecessor Authority’s. 2) A Ceremonial Meeting of Council be arranged in order to confer the titles on those former Councillors named above.
Report Authors:	Huw Evans
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

1.1 Section 249 of the Local Government Act 1972 states that:

“A Principal Council may by a resolution passed by not less than two-thirds of the Members voting thereon at a meeting of the Council specially convened for the purpose, confer the title of Honorary Alderman on persons, who have in the

opinion of the Council rendered eminent services to the Council as past Members of that Council, but who are not then Councillors of the Council.”

1.2 Section 29 of the Local Democracy, Economic Development and Construction Act 2009 amended Section 249 of the Local Government Act 1972 to also allow the title “Honorary Alderwoman” to be used.

1.3 Council at its meeting on 18 October 2012 adopted a Criteria for the conferring the title of ‘Honorary Alderman’ or ‘Honorary Alderwoman’. The Criteria is as follows:

“Council shall grant an Honorary Alderman / Honorary Alderwoman Status to:

a) Those former Councillors who have served within the boundaries of the City and County of Swansea providing that they:

*i) Do not intend returning or have failed to be re-elected as Councillors within the City and County of Swansea **and that,***

ii) They have held the position of Lord Mayor of the City and County of Swansea or Lord Mayor / Mayor / Chair of the Council or any of the predecessor Authorities of the City and County of Swansea.

b) Any individual that the Council deems appropriate.”

1.4 Prior to and at the Local Government Election on 5 May 2022, a number of Councillors had chosen to resign from Office, stand down at the election or were not re-elected.

1.5 The following Councillors meet the criteria set for the granting of Honorary Alderman / Honorary Alderwoman Status. These persons being former Councillors Lawrence D Bailey, June E Burtonshaw, Mark C Child, D Gareth Sullivan and Des W W Thomas.

1.6 The Certificate presented to each Honorary Alderman / Honorary Alderwoman is bilingual and is shown at **Appendix A**.

2. Honorary Alderman / Honorary Alderwoman

2.1 The title is derived from the Old English title of “Ealdorman”, literally meaning “Elder Man”, and was used by the Chief Nobles presiding over Shires. The position of Honorary Alderman / Honorary Alderwoman is non-political.

2.2 The title is conferred within the City and County of Swansea as a reward for individuals who have reached the end long and eminent services to the Council providing the criteria has been met.

2.3 Honorary Aldermen / Honorary Alderwomen are often invited to attend Civic Ceremonies as the Council may from time to time decide, but shall not, as

such, have the right to influence meetings of the Council or a Committee of the Council or to receive any allowance or other payment under the Councillors Allowances Scheme.

- 2.4 They are invited to Civic events and other events where the Honorary Aldermen's / Honorary Alderwomen's personal knowledge and interests would add value to the occasion. Examples of such events could include the Inauguration of the Lord Mayor, Civic Service, Christmas Carol Service, Celebratory and Commemorative Events, Regimental Events and Parades, Remembrance Day Service and Parade, Royal Visits, Lord Mayor's Appeal Events and Freedom Ceremonies.

3. Eminent Service of Former Councillors

3.1 Former Councillor Lawrence D Bailey

- 3.1.1 Former Councillor Lawrence D Bailey served the Llansamlet community. He was Lord Mayor of the City and County of Swansea 2003-2004.

- 3.1.2 His periods of service are shown below.

Authority	From	To
Swansea City Council	01.12.1983	31.03.1996
Swansea City Council	04.05.1995	05.2007

- 3.1.3 These periods amount to a collective total of approximately 23 years' service representing the residents of the City and County of Swansea.

3.2 Former Councillor June E Burtonshaw

- 3.2.1 Former Councillor June E Burtonshaw served the Penderry community. She was Lord Mayor of the City and County of Swansea 2002-2003.

- 3.2.2 Her periods of service are shown below.

Authority	From	To
Swansea City Council	05.05.1983	31.03.1996
City and County of Swansea	04.05.1995	09.05.2022

- 3.2.3 These periods amount to a collective total of approximately 39 years' service representing the residents of the City and County of Swansea.

3.3 Former Councillor Mark C Child

- 3.3.1 Former Councillor Mark C Child served the West Cross community. He was Lord Mayor of the City and County of Swansea 2020-2021.

- 3.3.2 His periods of service are shown below.

Authority	From	To
City and County of Swansea	06.05.1999	09.05.2022

3.3.3 These periods amount to a collective total of over 23 years' service representing the residents of the City and County of Swansea.

3.4 Former Councillor D Gareth Sullivan

3.4.1 Former Councillor D Gareth Sullivan served the Llangyfelach community. He was Lord Mayor of the City and County of Swansea 2008-2009.

3.4.2 His periods of service are shown below.

Authority	From	To
Lliw Valley Borough Council	07.05.1987	31.03.1996
City and County of Swansea	04.05.1995	09.05.2022

3.4.3 These periods amount to a collective total of approximately 35 years' service representing the residents of the City and County of Swansea.

3.5 Former Councillor Des W W Thomas

3.5.1 Former Councillor Des W W Thomas served the West Cross community. He was Lord Mayor of the City and County of Swansea 1996-1997.

3.5.2 His periods of service are shown below.

Authority	From	To
Swansea Borough Council	04.05.1972	31.03.1974
Swansea City Council	01.04.1974	05.05.1976
West Glamorgan County Council	01.11.1979	31.03.1996
City and County of Swansea	04.05.1995	09.05.2022

3.5.3 These periods amount to a collective total of approximately 45 years' service representing the residents of the City and County of Swansea.

4. Integrated Assessment Implications

4.1 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.

4.2 The Well-being of Future Generations (Wales) Act 2005 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'.

4.3 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.

4.4 An IIA Screening Form has been completed and no adverse implications have been noted.

5. Financial Implications

5.1 There are no direct costs with conferring such titles other than ceremonial costs which will need to be contained within existing budgets.

6. Legal Implications

6.1 The proposals identified are in accordance with relevant legislation.

Background Papers:

None

Appendices:

Appendix A Honorary Alderman / Alderwoman Certificate

Honorary Alderman / Honorary Alderwoman Certificate



Resolved that the Council of
the City and County of Swansea
confer the title of

Honorary Alderman

on

xxx

a past member of the Council of the
City and County of Swansea for eminent services
rendered to the Council.

Dated: xx xxxx 2022

Martin Nicholls
Interim Chief Executive



Penderfynwyd y dylai
Cyngor Dinas a Sir Abertawe
roi'r teitl *yr*

Henadur Anrhydeddus

i

xxx

am wasanaethau eithriadol
a wnaed i'r Cyngor fel cyn-aelod o
Gyngor Dinas a Sir Abertawe.

Dyddiad: xx xxxx 2022

Martin Nicholls
Prif Weithredwr Dros Dro

Agenda Item 15.



Report of the Cabinet Member for Corporate Service and Performance

Council - 7 July 2022

Proposals for Recruitment to Chief Executive

Purpose:	To present to full Council for approval, proposals for appointment to the role of Chief Executive
Policy Framework:	Appointment Procedure Rules – Council Constitution
Consultation:	Legal, Finance & Access to Services
Recommendation(s):	It is recommended that: 1) Council agrees to commence the recruitment process for a permanent Chief Executive by September 2022, at the existing remuneration.
Report Author:	Rachael Davies
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

1.1 Following the retirement of the substantive Chief Executive, Mr Martin Nicholls has been appointed as Interim Chief Executive for a period of up to twelve months with effect from May 2022. As a result, there will be a requirement to appoint into this role on a permanent basis from May 2023.

2. Appointment to Permanent Chief Executive

2.1 It is proposed that the appointment process for a permanent Chief Executive commences in September 2022. This will allow for a recruitment strategy to be established prior to September.

2.2 This strategy will include consideration of appropriate advertising for the role and whether external consultancy is required to support the process in advance of the post going out to advert.

2.3 A copy of the current Role Profile is included in Appendix A.

- 2.4 The role will need to be advertised externally in accordance with both the Council's Constitution and the legal requirements set out in the Local Authorities (Standing Orders) (Wales) Regulations 2006 which require posts with a remuneration level over £100k per annum to be externally advertised.
- 2.5 In the event of an external candidate being offered and appointed to the role this will allow for any notice period to be worked or for the post to be re-advertised if a suitable candidate is not appointed at the selection stage.
- 2.6 Should the remuneration level of the Chief Executive be altered, the Council must consult the Independent Remunerational Panel for Wales (IRPW) about any proposed change. The authority is then required to have regard to the IRPW's recommendations on the proposal. The Chief Executive remuneration as per the Council's Pay and Reward Policy is £154,962 (2022 pay award pending). This report does not recommend any change to the current level of remuneration for the permanent post and a referral to the IRPW is therefore not required.
- 2.7 Welsh Government's guidance on Pay Accountability in Local Government recommends that authorities should consider sharing appointments of senior staff with other organisations. Whilst this could result in efficiency savings, widens the pool of officer resources across authorities and supports the City Region approach around Swansea, evidence around the success of shared appointments at a senior level is limited. The scale of responsibility and accountability in a unitary authority of Swansea's size could be diluted in a shared arrangement. The capacity demands on an individual required to lead more than one organisation are significant. This report does not recommend that the role of Chief Executive be a shared appointment.

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 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 As this report is a proposal to move forward with a permanent appointment to an existing post, there is no proposed change to the structure which warrants a full IIA assessment to be carried out. There are no service delivery impacts identified as a result of this report and therefore no mitigation is required. Recruiting to the permanent post of Chief Executive will enable the Council to have regard to its responsibilities under the WFG legislation by having the most senior leader in post to work with members to make decisions for the benefit of our communities. No risks have been identified that would cause negative implications but the risk of not recruiting to the post would cause risk to the Council in not having that senior strategic leader to ensure delivery of the Corporate Plan. A full Integrated Impact Assessment (IIA) has not been undertaken on the proposals in this report based on the screening undertaken.

4. Financial Implications

- 4.1 The post of permanent Chief Executive is fully budgeted for at the proposed remuneration (plus an allowance for pay award pending). The associated costs of recruitment will be met from within existing budgetary provision.

5. Legal Implications

- 5.1 The legal implications are already set out in this report.
- 5.2 Details of the appointment arrangements for these roles are contained in the Council Constitution, Part 4.8 - JNC Officer Appointment Procedure Rules (Rules of Procedure).

Background Papers: None

Appendices

Appendix A: Role Profile for Chief Executive July 2022

Appendix B: IIA Screening Form

ROLE PROFILE

POST TITLE:	Chief Executive
FAMILY:	Corporate Management and Leadership
REPORTING TO:	Council
SALARY	£154,962
POST NO:	CX0001
DATE:	July 2022

PURPOSE

Responsibility for providing leadership to the Council's Management Team and all employees; securing the staff and other resources needed to deliver high quality, cost effective services to the people of Swansea; working closely with elected members to ensure the realisation of the Council's vision, policies and programmes; working with partners and others to realise Swansea's full potential.

KEY RESPONSIBILITIES

Strategy & Leadership

- Act as principal advisor to the Council
- Provide clear leadership to Elected Members in shaping and delivering a manageable strategic direction and corporate plan for the Council
- Lead the Corporate Management Team to ensure the Council's agenda is met
- Lead the Council through periods of significant change
- As Chief Executive focus on matters of strategic significance, leading and managing the relationships with internal and external stakeholders
- Understand the needs of stakeholders, enabling the effective prioritisation of service delivery
- Promote the profile of Swansea locally, regionally, nationally and internationally
- Act as an advocate within the Council ensuring clarity, understanding and commitment
- Ensure the effective governance of the Council and the legality, probity, integrity, proper accountability and scrutiny of decision making processes

People & Resource Management

- Manage the Council's key resources: human resources; financial resources, information and assets, to secure efficiency and value for money
- Foster a culture of initiative, mutual support and improvement as the natural working environment
- Ensure that new initiatives are managed in line with the capacity of the organisation
- Ensure that a sound system of internal control is in place, understood and applied in practice.

Performance Management

- Ensure arrangements are in place to deliver the Council’s objectives and achieve continuous improvement
- Ensure the Scrutiny function demonstrates rigour and challenge in the decision making process
- Set and review the objectives and standards of performance for the Corporate Management Team.

Local Democracy

- As the Council’s Returning Officer ensure that arrangements are in place to conduct local elections
- Ensure community engagement and consultation enabling the citizens of Swansea to express opinions and choices
- Demonstrate an open commitment to actively celebrate the rich diversity of the city

Service Delivery

- Drive the delivery of quality services which meet the needs of customers
- Ensure effective multi-functional working across the Council and with Partners
- Developing and delivering a financial strategy to help realise our ambitious plans for the redevelopment of our City Centre to enhance our reputation as a modern and vibrant waterfront City, to continue with the extensive investment already made in our Schools estate and to deliver our commitments under the £1.3bn City Deal.

ROLE ACCOUNTABILITY	END RESULT
Leadership	
To provide strategic leadership on Corporate Plans, Strategies and priorities and to lead internal portfolios, programmes and external partnerships and initiatives	<ul style="list-style-type: none"> ➤ Strategic leadership for the Council’s portfolios, programmes and projects ➤ The Council’s view is effectively represented on national and regional fora and partnerships ➤ Leadership on corporate change and transformation
Corporate Management	
To provide lead on corporate decision making fora to ensure sustainable delivery of the services	<ul style="list-style-type: none"> ➤ Participation in Corporate Management decision making ➤ Completed strategic corporate and business plans ➤ Clear aims and objectives disseminated across all services ➤ Local, regional and national plans considered in future corporate planning
Policy	
Develop and oversee the implementation of Corporate strategies and policies. Influence and contribute to regional and national strategies, policies and plans on behalf of the Council.	<ul style="list-style-type: none"> ➤ Statutory and legislative requirements effectively translated into Corporate and Service policies and strategies ➤ Regional and national policy across the public sector influenced ➤ Council policies developed and implemented

ROLE ACCOUNTABILITY	END RESULT
Professional advice and guidance	
Support and provide advice to Chief Officers, Members and other internal and external stakeholders in area of expertise and context of business requirements	<ul style="list-style-type: none"> ➤ Members supported ➤ Chief Officers/Heads of Service/Senior Managers supported ➤ Stakeholders supported

Resources & Financial Management	
<p>Lead, set, monitor and control the budgets and resources</p> <p>Overall responsibility for budget and resourcing to meet Authority objectives</p>	<ul style="list-style-type: none"> ➤ Corporate financial probity is maintained. ➤ Effective financial, asset and resource management ➤ Resource planning is effective ➤ Budget targets planned and met, variances identified and remedial action taken ➤ All resources effectively employed/ deployed ➤ Contracts outcomes achieved to plan

ROLE ACCOUNTABILITY	END RESULT
Compliance	
<p>Ensure appropriate legislative and regulatory compliance mechanisms are in place</p>	<ul style="list-style-type: none"> ➤ Statutory and regulatory compliance on behalf of the Council is met ➤ Professional and regulatory standards monitored and met ➤ Council risk is identified and mitigated
Customer and Citizen Focus	
<p>Provide an environment that supports the development of new ways of working and support innovation that focuses on the customer/citizen; ensure customer/citizen satisfaction</p>	<ul style="list-style-type: none"> ➤ New models of delivery considered/ supported to achieve value for money and efficiencies ➤ Customer/Citizen needs prioritised and met
Performance Management	
<p>Ensure Authority KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes</p>	<ul style="list-style-type: none"> ➤ Performance targets met ➤ Outcomes identified and met ➤ Key risks mitigated and issues resolved ➤ Corrective actions implemented ➤ Statutory requirements and external standards satisfied ➤ Improvements identified and planned
People Management	
<p>Lead, manage, develop and motivate the services and teams within the Authority, and support cross functional/cross agency teams. Support regular Authority workforce planning activities to ensure the sustainability of the workforce.</p>	<ul style="list-style-type: none"> ➤ Positive climate ➤ Capable and knowledgeable staff ➤ Directorate Workforce and Training Plans in place ➤ Appraisal mechanisms maximised to ensure optimal performance ➤ Council and HR policies/procedures met
NATURE OF CONTACTS	
<ul style="list-style-type: none"> ➤ Represent the Council ➤ Substantial knowledge and experience of navigating the political environment at regional and national level. ➤ External organisations including government bodies, local and regional partnerships. ➤ Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions. 	

ROLE ACCOUNTABILITY	END RESULT
<ul style="list-style-type: none"> ➤ Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions. ➤ External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level. ➤ Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making 	

WORKING ENVIRONMENT
Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.

PROCEDURAL CONTEXT
<p>The role’s impact will be on Authority issues, and may include compliance with legal and statutory frameworks, and will extend to influence on matters of corporate or national importance. Role will also include:</p> <ul style="list-style-type: none"> ➤ Influencing the development of external policy frameworks, national and regional initiatives and programmes; taking the lead role in interpreting them in the Council context. ➤ Supporting the Council in delivering corporate strategies/plans and policies ➤ Leading the development of plans, policies and systems - integrating these plans into business planning for short, medium and longer term situations. ➤ Lead/support the implementation of Corporate Change Programmes and Projects.

KEY FACTS AND FIGURES
Responsible for budget and strategic planning and control – overall responsibility for budget monitoring and deployment of resources for the Directorate.

INDICATIVE QUALIFICATIONS
<ul style="list-style-type: none"> ➤ A relevant degree is desirable and/or Chartered membership of an appropriate professional body (CCAB) is mandatory. ➤ Post graduate level professional qualification ➤ Relevant Degree

WORK KNOWLEDGE
<ul style="list-style-type: none"> ➤ Proven track record in public sector organisations, with significant political acumen at the regional and national level. ➤ In depth technical, professional and legislative knowledge across specific areas of expertise – ability to present on specific areas at highest levels to influence policy and decision making ➤ In depth management experience, including extensive project / programme management/sponsoring experience. ➤ Thorough understanding of the Council, and the wider local, Regional, National and international context to develop and implement strategies, policies and standards.

EQUIPMENT AND ASSOCIATED SKILLS
<ul style="list-style-type: none"> ➤ Standard Office equipment. ➤ ICT literate in standard office software. ➤ Associated professional software applications where appropriate.

COMPETENCIES

A NOTE ON COMPETENCIES

Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

COMPULSORY REQUIREMENTS FOR HEALTH AND SAFETY COMPLIANCE

All members of the Corporate Management Team have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy.

1. The Chief Executive shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
2. The Chief Executive shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
3. The Chief Executive shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements and additionally be responsible collectively for delivering the responsibilities of CMT.
4. The Chief Executive shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy.

COMPULSORY REQUIREMENTS FOR EQUALITY AND DIVERSITY (EQUALITY ACT 2010)

The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

The Chief Executive must:

1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance.
2. ensure that all corporate work (including priorities, strategies and plans) fully complies with the requirements of all equality legislation

COMPULSORY REQUIREMENTS FOR THE WELSH LANGUAGE ACT

The authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011. This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

The Chief Executive must:

1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that all corporate strategies and plans fully comply with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

COMPULSORY REQUIREMENTS FOR INTRODUCING CHANGE AND NEW WAYS OF WORKING

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

The Chief Executive must:

1. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
2. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

SAFEGUARDING

All members of the Corporate Management Team are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

ROLE PROFILE SPECIFIC BEHAVIOURS

A NOTE ON BEHAVIOURAL COMPETENCIES

The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

BEHAVIOUR 1

Job Knowledge and Professionalism

Purpose	Corporate Management Team have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

BEHAVIOUR 2

Planning and Organising

Purpose	Corporate Management Team are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement

3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

BEHAVIOUR 3 Decision Making	
Purpose	Corporate Management Team demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
BEHAVIOUR 4 Building Working Relationships	
Purpose	Corporate Management Team work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
BEHAVIOUR 5 Communicating and Influencing	
Purpose	To ensure the Corporate Management Team communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation

3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.
BEHAVIOUR 6 Customer and Citizen Focus	
Purpose	Corporate Management Team demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
BEHAVIOUR 7 Delivering the Service	
Purpose	Corporate Management Team understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
BEHAVIOUR 8 Information, Finance and Resources	
Purpose	Corporate Management Team understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

BEHAVIOUR 9 Programme and Project Management	
Purpose	Corporate Management Team are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
BEHAVIOUR 10 People and Performance	
Purpose	Corporate Management Team understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Integrated Impact Assessment Screening Form – Appendix B

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

Which service area and directorate are you from?

Service Area: HR and Service Centre

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
- Other

(b) Please name and fully describe initiative here:

Permanent recruitment to the post of Chief Executive

Following the retirement of the substantive Chief Executive, Mr Martin Nicholls has been appointed as Interim Chief Executive for a period of up to twelve months with effect from May 2022. As a result, there will be a requirement to appoint into this role on a permanent basis from May 2023.

It is **proposed** that the appointment process for a permanent Chief Executive commences in September 2022. This will allow for a recruitment strategy to be established prior to September. This strategy will include consideration of appropriate advertising for the role and whether external consultancy is required to support the process in advance of the post going out to advert.

The role will need to be advertised externally in accordance with both the Council's constitution and the legal requirements set out in the Local Authorities (Standing Orders) (Wales) Regulations 2006 which require posts with a remuneration level over £100k per annum to be externally advertised.

In the event of an external candidate being offered and appointed to the role this will allow for any notice period to be worked or for the post to be re-advertised if a suitable candidate is not appointed at the selection stage.

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	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Integrated Impact Assessment Screening Form – Appendix B

Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

N/A – recruitment process to an existing post

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

Integrated Impact Assessment Screening Form – Appendix B

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

Q7 Will this initiative result in any changes needed to the external or internal website?

Yes 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.)

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)**

There are no service delivery impacts identified as a result of this report and therefore no mitigation is required. Recruiting to the permanent post of Chief Executive will enable the Council to have regard to its responsibilities under the WFG legislation by having the most senior leader in post to work with members to make decisions for the benefit of our communities. No risks have been identified that would cause negative implications but the risk of not recruiting to the post would cause risk to the Council in not having that senior strategic leader to ensure delivery of the Corporate Plan.

A full Integrated Impact Assessment (IIA) has not been undertaken on the proposals in this report based on the screening undertaken.

(NB: This summary paragraph should be used in the ‘**Integrated Assessment Implications**’ 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: Rachael Davies
Job title: Head of HR and Service Centre
Date: 28 June 2022
Approval by Head of Service:
Name:
Position:
Date:

Agenda Item 16.



Report of the Cabinet Member for Corporate Service and Performance

Council - 7 July 2022

Proposals for Recruitment to Director of Corporate Services

Purpose:	To present to full Council for approval, proposals for appointment to the role of Director of Corporate Services.
Policy Framework:	Appointment Procedure Rules – Council Constitution
Consultation:	Legal, Finance & Access to Services
Recommendation(s):	It is recommended that Council: 1) Considers the options contained within paragraph 2 of the report in relation to the Deputy Chief Executive and Director of Corporate Services post 2) Approves Option 2 (as set out below) to delete the Deputy Chief Executive and Director of Corporate Services post and create a Director of Corporate Services post with the Role Profile attached at Appendix A and with a salary range of £107,257 to £121,756 3) Agrees to appoint an interim Director of Corporate Services via a contract for services whilst a recruitment exercise is undertaken in respect of paragraph 2 above 4) Delegates to the interim Chief Executive and Chief Legal Officer authority to take any further action necessary to give effect to the content of this report
Report Author:	Adrian Chard
Finance Officer:	Jeffrey Dong
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 Following the resignation of the Deputy Chief Executive and Director of Corporate Services in July 2022, there is now a vacancy for that post and an opportunity to consider the available options for replacement.

2. Appointment to Deputy Chief Executive and Director of Corporate Services

- 2.1 The Deputy Chief Executive and Director of Corporate Services post will become vacant in July 2022. This provides an opportunity to consider the Director structure and whether a like for like recruitment process is required or whether an alternative structure would be more appropriate for Council to adopt, as per the following options:

Option 1; Recruitment of a permanent Deputy Chief Executive and Director of Corporate Services on the existing salary range of £122,334 to £126,875

The existing role was established in November 2021 following a Senior Management Review and replaced the previous role of Deputy Chief Executive and Director of Resources. The previous role included responsibilities which are now managed by the Director of Finance.

In addition to Deputy Chief Executive duties, the Director of Corporate Services role has overall responsibility for Legal, Democratic Services and Business Intelligence, Communications and Marketing, Digital and Customer Services and the newly-formed HR and Service Centre.

Council could determine to proceed immediately to external advertisement of the role, in line with both the Council's Constitution and the legal requirements set out in the Local Authorities (Standing Orders) (Wales) Regulations 2006. This option does not propose any change to the duties of the post, nor any change to the remuneration level.

Option 2; Delete the post of Deputy Chief Executive and Director of Corporate Services and create a Director of Corporate Services on the same salary range as the wider Director grouping, £107,257 to £121,756

The November 2021 job description for the Deputy Chief Executive and Director of Corporate Services requires the post holder to 'deputise for the Chief Executive.' This option proposes the removal of this duty and the redesignation of the job title to Director of Corporate Services. Copies of the existing and proposed Role Profiles are detailed in Appendix 1.

Moving to a distributed leadership model where all Directors are responsible for deputising for the Chief Executive in their appropriate field provides greater resilience and capacity building. Subject to consultation, the Director grouping could share this responsibility on a rotational basis

as was the agreed arrangement prior to the creation of a Deputy Chief Executive role.

The breadth of services that this post holds has recently altered in that the Finance service is no longer a function sitting within its portfolio. A Director of Finance has subsequently been established and therefore removed from the service grouping that the Deputy Chief Executive and Director of Corporate Services is responsible for. It would be timely to consider whether a realignment of this post with the wider Director grouping is appropriate.

Fewer than half of all Welsh Councils have a Deputy or Assistant Chief Executive post with the majority choosing to distribute the responsibility to deputise for the Chief Executive amongst their Director groupings. Removing the Deputy Chief Executive designation would therefore not be out of line with other local authorities.

The role would need to be re-evaluated with an indicative grade at Director level and will result in a flattening of the Senior Management structure below the Chief Executive. The Council would not be required to submit a proposal to change the responsibilities or salary range of the post to the Independent Remuneration Panel for Wales (IRPW) as this is only now a requirement where Chief Executive remuneration is being altered.

This option would also be in line with the recommendation received from an external review of the management structure carried out with the assistance of the WLGA prior to the November 2021 management restructure.

Based on current salaries this is likely to achieve a saving of employee costs of approximately £20,000 per annum (including on-costs).

Option 3; Deletion of the Deputy Chief Executive and Director of Corporate Services role and a restructure of the Director grouping

This option would completely remove this role from the senior management structure and reduce the span of Director level reports to the Chief Executive to four.

Consideration would need to be given to the allocation of duties currently undertaken and how they could be distributed amongst the Director grouping. This may be achieved by a combination of;

- i) Allocation of duties and areas of responsibilities to other Directors
- ii) An increase in the number of service areas reporting directly to the Chief Executive

Whilst this option could achieve financial savings of approximately £165,000 per annum (including on costs) the non-financial disbenefits are significant and does not consider any possible impact from the senior pay and grading review approved by Council in November 2021.

Further work would be required to fully consider the implications of a smaller Director portfolio restructure and consultation with affected groups would be required. This could take some months to complete and would increase the delay in achieving a permanent, stable senior management structure focused on delivering organisational priorities for the benefit of our communities.

Embarking on a wider restructure does not remove the risk that the corporate Heads of Service will not have a reporting line during any design and consultation period, which will impact the Interim Chief Executive and/or the Directors. This is also likely to be the option with the longest lead time to resolve, thereby extending the period of uncertainty for CMT and the wider Leadership Team.

The delay and uncertainty caused by a wider Director restructure in addition to the increased capacity issues that deletion of the post would result in means that Option 3 is not the preferred option.

- 2.2 The preferred option is Option 2 given that there will be both an increase in resilience and capacity across the Director grouping should a shared and distributed responsibility to deputise for the Chief Executive be determined, and a financial saving should the grade of the post be reduced to reflect the wider Director salary levels. Choosing to redesignate the job title following a short consultation exercise with the Director group enables a more timely recruitment process than Option 3's suggestion of a wider restructure. This will bring about stability and continuity of reporting arrangements for the corporate Heads of Service and not impact on wider capacity demand across the Directors.

3.0 Immediate Position

- 3.1 Due to the gap between the post holder leaving in July 2022 and a suitable recruitment process being completed with any externally appointed candidate providing notice to their employer, it is recommended that an interim Director of Corporate Services is engaged via a contract for services, either on a part time or full time basis.
- 3.2 This will enable a period of continuity for the corporate services portfolio to be managed by an interim Director who can fulfil the current demands of the job description. Without replacing the post until a permanent candidate is selected by the Council's Appointments Committee and has given sufficient notice to their employer, there will be pressure on other senior leaders who are responsible for an already significant number of services. The interim Chief Executive is new in post and currently line manages 4 directorates. Including the corporate services in his portfolio would double

the number of direct reports. The Heads of Service within the corporate services are unable to provide this interim support due to capacity in each of the services and the technical specialism required to achieve key objectives in the relevant field.

- 3.3 The potential costs of a 6 month placement would be a maximum of £75k depending on whether a part time or full time arrangement is made. The Council would ensure that appropriate tax and national insurance deductions are paid in line with IR35 legislation.
- 3.4 The interim Chief Executive has with support from the Head of HR and Service Centre carried out an initial scoping exercise with three recommended public sector agencies. 7 candidates have been put forward by these agencies, 4 of which were discounted and 3 of which were selected for interview by the interim Chief Executive and Head of HR and Service Centre.
- 3.5 Should Council determine that an interim appointment be made whilst the permanent recruitment exercise is undertaken, and given the urgency of the situation, it is suggested that the Interim Chief Executive will make a recommendation on any preferred candidate to Council on 7th July.

4. Integrated Assessment Implications

- 4.1 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.
- 4.2 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'.

- 4.3 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.
- 4.4 Should Options 1 or 2 be approved, there are no service delivery impacts identified as a result and therefore no mitigation is required. Recruiting to this post will enable the Council to have regard to its responsibilities under the WFG legislation by having sufficient leadership posts to work with members to make decisions for the benefit of our communities. No risks have been identified that would cause negative implications but the risk of not recruiting to the post would cause risk to the Council in not having sufficient resource capacity to deliver the Corporate Plan. A full Integrated Impact Assessment (IIA) has not been undertaken on the proposals in this report based on the screening undertaken.

Should Option 3 be approved, there could be service delivery impacts identified as a result. Removing the post will reduce recruitment opportunity that could promote gender equality across the senior leadership team and improve the Council's gender pay gap. Should this option be approved, a further Integrated Impact Assessment (IIA) would need to be undertaken on the proposal due to the workforce impact of services being distributed across wider Directorates and potential impact on partnership working given the role profile of the post.

5. Financial Implications

- 5.1 The reports outlined options have the following financial implications:
- Option 1: no change in current cost
 - Option 2: after full implementation, annual salary and oncost savings of up to £20k.
 - Interim arrangement : interim contract cost of up to £75k
 - Option 3: financial implications unknown, dependent on outcome of structure
 - Dependant on timing and sequencing of implementation, the above costs of Option 2 and an interim shall be contained within existing budget provision, or, if necessary the use of contingency sums up to but not exceeding £75k

6. Legal Implications

- 6.1 Under s 39(1) of the Localism Act 2011, the Council is required to approve its Pay Policy Statement by 31 March each year which includes details of Senior Officer Pay.
- 6.2 Details of the appointment arrangements for these roles are contained in the Council Constitution, Part 4.8 - JNC Officer Appointment Procedure Rules (Rules of Procedure).

Background Papers: None

Appendices

Appendix A: Deputy Chief Executive and Director of Corporate Services Role Profile November 2021

Appendix B: Proposed Director of Corporate Services Role Profile July 2022

Appendix C: Current management structure chart

Appendix D: Proposed management structure chart

Appendix E: IIA Screening form

Role Profile

Post Title:	Deputy Chief Executive/Director of Corporate Services
Directorate:	Corporate Services
Family:	Corporate Management and Leadership
Reporting to:	Chief Executive
Salary	DCX Band
Post No:	
Date:	November 2021

Purpose

The post holder will provide leadership and guidance to the senior management team regarding the transformation programme including the HR, ICT and governance functions. They will work collaboratively with the leadership team and with elected members. They will ensure that cultural change is delivered by instilling in their leadership team purpose and responsibility.

Key Responsibilities

Responsible for:	<ul style="list-style-type: none"> ➤ Deputise for the Chief Executive ➤ Transformation ➤ ICT, HR and service centre, legal and democratic services ➤ Cultural change, Organisational and Workforce Development ➤ Partnerships and the Public Service Board ➤ Corporate Planning and Performance Management ➤ Industrial relations ➤ Communications, emergency planning and civil contingencies
Themes:	Efficiency, Effectiveness, Performance, Delivery, Governance and performance
Strategic Programmes & Projects:	<ul style="list-style-type: none"> ➤ Transformation Agenda ➤ Recovery Planning ➤ Workforce and industrial relations ➤ Digital Strategy ➤ Governance
Strategic Lead:	Transformation, Workforce Planning, Digital Strategy, Information Management, Performance Management, Delivery, Customer Care, Organisational Development, Improvement Plan, Scrutiny, Governance, Emergency Planning and

Role Accountability	End Result
Leadership	
<p>To provide strategic leadership on Corporate Plans, Strategies and priorities and to lead internal portfolios, programmes and external partnerships and initiatives</p>	<ul style="list-style-type: none"> ➤ Strategic leadership for the Council's portfolios, programmes and projects ➤ The Council's view is effectively represented on national and regional fora and partnerships ➤ Leadership on corporate change and transformation
Corporate Management	
<p>To provide Directorate lead on corporate decision making fora to ensure sustainable delivery of the services within the assigned Directorate</p>	<ul style="list-style-type: none"> ➤ Participation in Executive Management decision making ➤ Completed strategic corporate and business plans ➤ Clear aims and objectives disseminated across all services ➤ Local, regional and national plans considered in future corporate planning
Policy	
<p>Develop and oversee the implementation of Corporate strategies and policies. Influence and contribute to regional and national strategies, policies and plans on behalf of the Council.</p>	<ul style="list-style-type: none"> ➤ Statutory and legislative requirements effectively translated into Corporate and Service policies and strategies ➤ Regional and national policy across the public sector influenced ➤ Council policies developed and implemented
Professional advice and guidance	
<p>Support and provide advice to the Chief Executive, Members and other internal and external stakeholders in area of expertise and context of business requirements</p>	<ul style="list-style-type: none"> ➤ Chief Executive and Members supported ➤ Directors, Chief Officers/Heads of Service/Senior Managers supported ➤ Stakeholders supported
Resources & Financial Management	
<p>Lead, set, monitor and control the budgets and resources for the Directorate</p> <p>Overall responsibility for Directorate budget and resourcing to meet Corporate objectives</p>	<ul style="list-style-type: none"> ➤ Corporate financial probity is maintained. ➤ Effective financial, asset and resource management of the Directorate ➤ Resource planning is effective for the Directorate ➤ Budget targets planned and met, variances identified and remedial action taken ➤ All resources effectively employed/ deployed ➤ Contracts outcomes achieved to plan

Role Accountability	End Result
Compliance	
Ensure appropriate legislative and regulatory compliance mechanisms are in place for the Directorate	<ul style="list-style-type: none"> ➤ Statutory and regulatory compliance on behalf of the Council is met ➤ Professional and regulatory standards monitored and met ➤ Council risk is identified and mitigated
Customer and Citizen Focus	
Provide an environment that supports the development of new ways of working and support innovation that focuses on the customer/citizen; ensure customer/citizen satisfaction	<ul style="list-style-type: none"> ➤ New models of delivery considered/ supported to achieve value for money and efficiencies ➤ Customer/Citizen needs prioritised and met
Performance Management	
Ensure Directorate KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes	<ul style="list-style-type: none"> ➤ Performance targets met ➤ Outcomes identified and met ➤ Key risks mitigated and issues resolved ➤ Corrective actions implemented ➤ Statutory requirements and external standards satisfied ➤ Improvements identified and planned
People Management	
Lead, manage, develop and motivate the services and teams within the Directorate, and support cross functional/cross agency teams. Support regular Directorate workforce planning activities to ensure the sustainability of the Directorate workforce.	<ul style="list-style-type: none"> ➤ Positive climate ➤ Capable and knowledgeable staff ➤ Directorate Workforce and Training Plans in place ➤ Appraisal mechanisms maximised to ensure optimal performance ➤ Council and HR policies/procedures met
Nature Of Contacts	
<ul style="list-style-type: none"> ➤ Represent the Council/Directorate/Service ➤ Substantial knowledge and experience of navigating the political environment at regional and national level. ➤ External organisations including government bodies, local and regional partnerships. ➤ Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions. ➤ Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions. ➤ External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level. ➤ Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making 	
Working Environment	
Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.	

Procedural Context

The role's impact will be on Directorate issues, and may include compliance with legal and statutory frameworks, and will extend to influence on matters of corporate or national importance. Role will also include:

- Influencing the development of external policy frameworks, national and regional initiatives and programmes; taking the lead role in interpreting them in the Council context.
- Supporting the Council and the Chief Executive in delivering corporate strategies/plans and policies
- Leading the development of plans, policies and systems - integrating these plans into business planning for short, medium and longer term situations.
- Lead/support the implementation of Corporate Change Programmes and Projects.
- Deputise for the Chief Executive.

Key Facts & Figures

Manage a number of Services – additional services/functions may be integrated into the Directorate from time to time.

Responsible for Directorate budget and strategic planning and control – overall responsibility for budget monitoring and deployment of resources for the Directorate.

Indicative Qualifications

Substantial relevant experience of the public sector/local and national government political environment and/or

- Post graduate level professional qualification
- Relevant Degree
- Chartered membership of appropriate professional body will be required in some areas of expertise

Work Knowledge

- Proven track record in public sector organisations, with significant political acumen at the regional and national level.
- In depth technical, professional and legislative knowledge across specific areas of expertise – ability to present on specific areas at highest levels to influence policy and decision making
- In depth management experience, including extensive project / programme management/sponsoring experience.
- Thorough understanding of the Council, and the wider local, Regional, National and international context to develop and implement strategies, policies and standards.

Equipment & Associated Skills

- Standard Office equipment.
- ICT literate in standard office software.
- Associated professional software applications where appropriate.

Competencies

A Note on Competencies

Mandatory competencies have been designed to ensure that officers in the Executive Management and Leadership family are fully aware of their responsibilities in these areas.

Compulsory Requirements for Health & Safety Compliance

Swansea Council, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

Managers must:

1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance.
2. ensure that all corporate work (including priorities, strategies and plans) fully complies with the requirements of all equality legislation

Compulsory Requirements for the Welsh Language Act

The authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011. This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

Managers must:

1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that all corporate strategies and plans fully comply with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

Compulsory Requirements for Introducing Change And New Ways Of Working

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

1. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
2. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

Safeguarding

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

Role Profile Specific Behaviours

A Note on Behavioural Competencies

The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

BEHAVIOUR 1

Job Knowledge and Professionalism

Purpose	Directors have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

BEHAVIOUR 2

Planning and Organising

Purpose	Directors are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

BEHAVIOUR 3 Decision Making	
Purpose	Directors demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
BEHAVIOUR 4 Building Working Relationships	
Purpose	Directors work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
BEHAVIOUR 5 Communicating and Influencing	
Purpose	To ensure Directors communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

BEHAVIOUR 6 Customer and Citizen Focus	
Purpose	Directors demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
BEHAVIOUR 7 Delivering the Service	
Purpose	Directors understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
BEHAVIOUR 8 Information, Finance and Resources	
Purpose	Directors understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

BEHAVIOUR 9	
Programme and Project Management	
Purpose	Directors are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
BEHAVIOUR 10	
People and Performance	
Purpose	Directors understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Role Profile

Post Title:	Director of Corporate Services
Directorate:	Corporate Services
Family:	Corporate Management and Leadership
Reporting to:	Chief Executive
Salary	Director Band
Post No:	
Date:	July 2022

Purpose

The post holder will provide leadership and guidance to the senior management team regarding the transformation programme including the HR, ICT and governance functions. They will work collaboratively with the leadership team and with elected members. They will ensure that cultural change is delivered by instilling in their leadership team purpose and responsibility.

Key Responsibilities

Responsible for:	<ul style="list-style-type: none"> ➤ Transformation ➤ ICT, HR and service centre, legal and democratic services ➤ Cultural change, Organisational and Workforce Development ➤ Partnerships and the Public Service Board ➤ Corporate Planning and Performance Management ➤ Industrial relations ➤ Communications, emergency planning and civil contingencies
Themes:	Efficiency, Effectiveness, Performance, Delivery, Governance and performance
Strategic Programmes & Projects:	<ul style="list-style-type: none"> ➤ Transformation Agenda ➤ Recovery Planning ➤ Workforce and industrial relations ➤ Digital Strategy ➤ Governance
Strategic Lead:	Transformation, Workforce Planning, Digital Strategy, Information Management, Performance Management, Delivery, Customer Care, Organisational Development, Improvement Plan, Scrutiny, Governance, Emergency Planning and Community Safety

Role Accountability	End Result
Leadership	
<p>To provide strategic leadership on Corporate Plans, Strategies and priorities and to lead internal portfolios, programmes and external partnerships and initiatives</p>	<ul style="list-style-type: none"> ➤ Strategic leadership for the Council's portfolios, programmes and projects ➤ The Council's view is effectively represented on national and regional fora and partnerships ➤ Leadership on corporate change and transformation
Corporate Management	
<p>To provide Directorate lead on corporate decision making fora to ensure sustainable delivery of the services within the assigned Directorate</p>	<ul style="list-style-type: none"> ➤ Participation in Executive Management decision making ➤ Completed strategic corporate and business plans ➤ Clear aims and objectives disseminated across all services ➤ Local, regional and national plans considered in future corporate planning
Policy	
<p>Develop and oversee the implementation of Corporate strategies and policies. Influence and contribute to regional and national strategies, policies and plans on behalf of the Council.</p>	<ul style="list-style-type: none"> ➤ Statutory and legislative requirements effectively translated into Corporate and Service policies and strategies ➤ Regional and national policy across the public sector influenced ➤ Council policies developed and implemented
Professional advice and guidance	
<p>Support and provide advice to the Chief Executive, Members and other internal and external stakeholders in area of expertise and context of business requirements</p>	<ul style="list-style-type: none"> ➤ Chief Executive and Members supported ➤ Directors, Chief Officers/Heads of Service/Senior Managers supported ➤ Stakeholders supported
Resources & Financial Management	
<p>Lead, set, monitor and control the budgets and resources for the Directorate</p> <p>Overall responsibility for Directorate budget and resourcing to meet Corporate objectives</p>	<ul style="list-style-type: none"> ➤ Corporate financial probity is maintained. ➤ Effective financial, asset and resource management of the Directorate ➤ Resource planning is effective for the Directorate ➤ Budget targets planned and met, variances identified and remedial action taken ➤ All resources effectively employed/ deployed ➤ Contracts outcomes achieved to plan

Role Accountability	End Result
Compliance	
Ensure appropriate legislative and regulatory compliance mechanisms are in place for the Directorate	<ul style="list-style-type: none"> ➤ Statutory and regulatory compliance on behalf of the Council is met ➤ Professional and regulatory standards monitored and met ➤ Council risk is identified and mitigated
Customer and Citizen Focus	
Provide an environment that supports the development of new ways of working and support innovation that focuses on the customer/citizen; ensure customer/citizen satisfaction	<ul style="list-style-type: none"> ➤ New models of delivery considered/ supported to achieve value for money and efficiencies ➤ Customer/Citizen needs prioritised and met
Performance Management	
Ensure Directorate KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes	<ul style="list-style-type: none"> ➤ Performance targets met ➤ Outcomes identified and met ➤ Key risks mitigated and issues resolved ➤ Corrective actions implemented ➤ Statutory requirements and external standards satisfied ➤ Improvements identified and planned
People Management	
Lead, manage, develop and motivate the services and teams within the Directorate, and support cross functional/cross agency teams. Support regular Directorate workforce planning activities to ensure the sustainability of the Directorate workforce.	<ul style="list-style-type: none"> ➤ Positive climate ➤ Capable and knowledgeable staff ➤ Directorate Workforce and Training Plans in place ➤ Appraisal mechanisms maximised to ensure optimal performance ➤ Council and HR policies/procedures met
Nature Of Contacts	
<ul style="list-style-type: none"> ➤ Represent the Council/Directorate/Service ➤ Substantial knowledge and experience of navigating the political environment at regional and national level. ➤ External organisations including government bodies, local and regional partnerships. ➤ Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions. ➤ Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions. ➤ External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level. ➤ Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making 	
Working Environment	
Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.	

Procedural Context

The role's impact will be on Directorate issues, and may include compliance with legal and statutory frameworks, and will extend to influence on matters of corporate or national importance. Role will also include:

- Influencing the development of external policy frameworks, national and regional initiatives and programmes; taking the lead role in interpreting them in the Council context.
- Supporting the Council and the Chief Executive in delivering corporate strategies/plans and policies
- Leading the development of plans, policies and systems - integrating these plans into business planning for short, medium and longer term situations.
- Lead/support the implementation of Corporate Change Programmes and Projects.
- Deputise for the Chief Executive.

Key Facts & Figures

Manage a number of Services – additional services/functions may be integrated into the Directorate from time to time.

Responsible for Directorate budget and strategic planning and control – overall responsibility for budget monitoring and deployment of resources for the Directorate.

Indicative Qualifications

Substantial relevant experience of the public sector/local and national government political environment and/or

- Post graduate level professional qualification
- Relevant Degree
- Chartered membership of appropriate professional body will be required in some areas of expertise

Work Knowledge

- Proven track record in public sector organisations, with significant political acumen at the regional and national level.
- In depth technical, professional and legislative knowledge across specific areas of expertise – ability to present on specific areas at highest levels to influence policy and decision making
- In depth management experience, including extensive project / programme management/sponsoring experience.
- Thorough understanding of the Council, and the wider local, Regional, National and international context to develop and implement strategies, policies and standards.

Equipment & Associated Skills

- Standard Office equipment.
- ICT literate in standard office software.
- Associated professional software applications where appropriate.

Competencies

A Note on Competencies

Mandatory competencies have been designed to ensure that officers in the Executive Management and Leadership family are fully aware of their responsibilities in these areas.

Compulsory Requirements for Health & Safety Compliance

Swansea Council, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

Managers must:

1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance.
2. ensure that all corporate work (including priorities, strategies and plans) fully complies with the requirements of all equality legislation

Compulsory Requirements for the Welsh Language Act

The authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011. This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

Managers must:

1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that all corporate strategies and plans fully comply with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

Compulsory Requirements for Introducing Change And New Ways Of Working

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

1. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
2. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

Safeguarding

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.

Role Profile Specific Behaviours

A Note on Behavioural Competencies

The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

BEHAVIOUR 1

Job Knowledge and Professionalism

Purpose	Directors have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

BEHAVIOUR 2

Planning and Organising

Purpose	Directors are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/ Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

BEHAVIOUR 3 Decision Making	
Purpose	Directors demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
BEHAVIOUR 4 Building Working Relationships	
Purpose	Directors work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
BEHAVIOUR 5 Communicating and Influencing	
Purpose	To ensure Directors communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

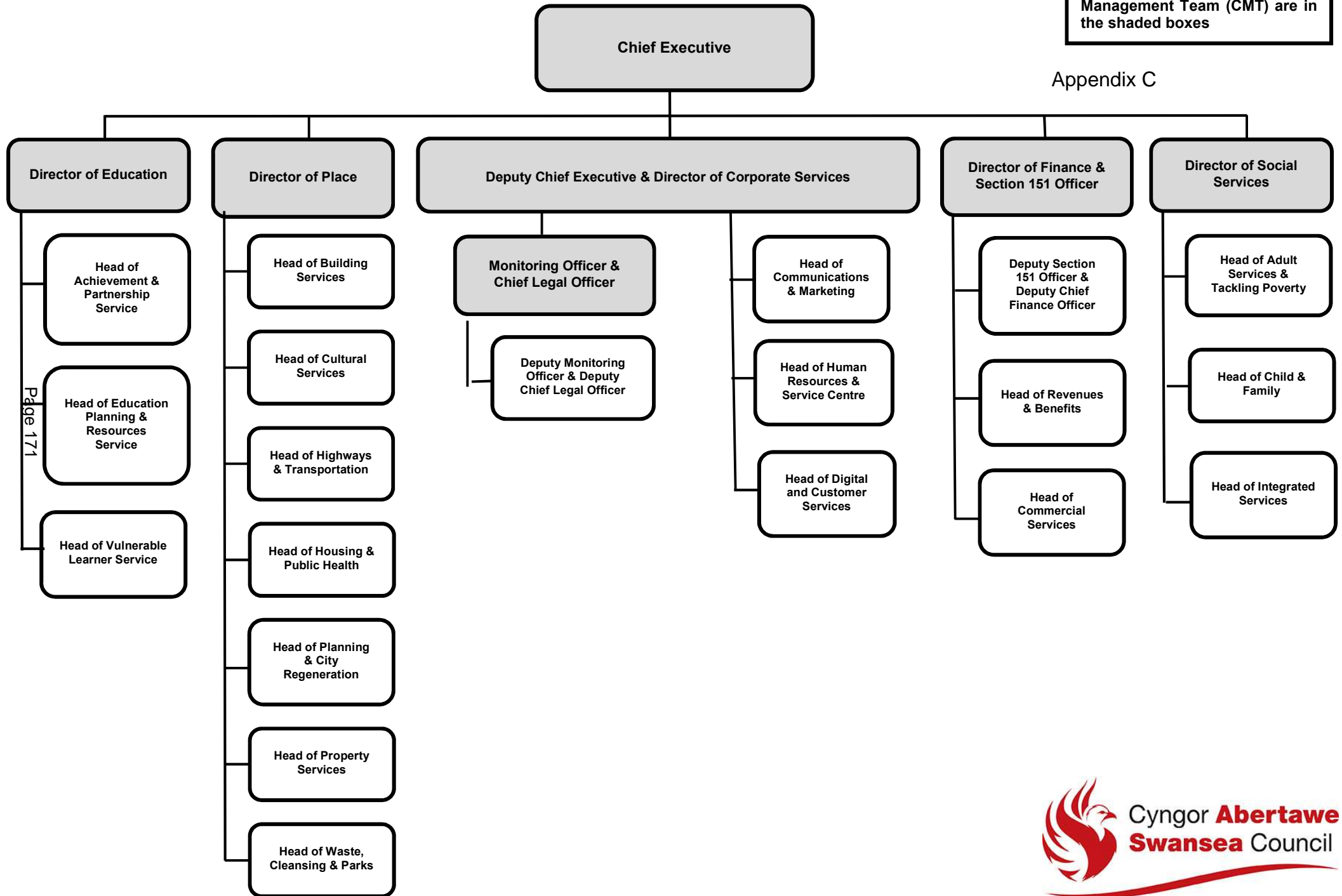
BEHAVIOUR 6 Customer and Citizen Focus	
Purpose	Directors demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
BEHAVIOUR 7 Delivering the Service	
Purpose	Directors understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
BEHAVIOUR 8 Information, Finance and Resources	
Purpose	Directors understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

BEHAVIOUR 9	
Programme and Project Management	
Purpose	Directors are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
BEHAVIOUR 10	
People and Performance	
Purpose	Directors understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources

Senior Management Team – Current Structure – May 2022

Members of the Corporate Management Team (CMT) are in the shaded boxes

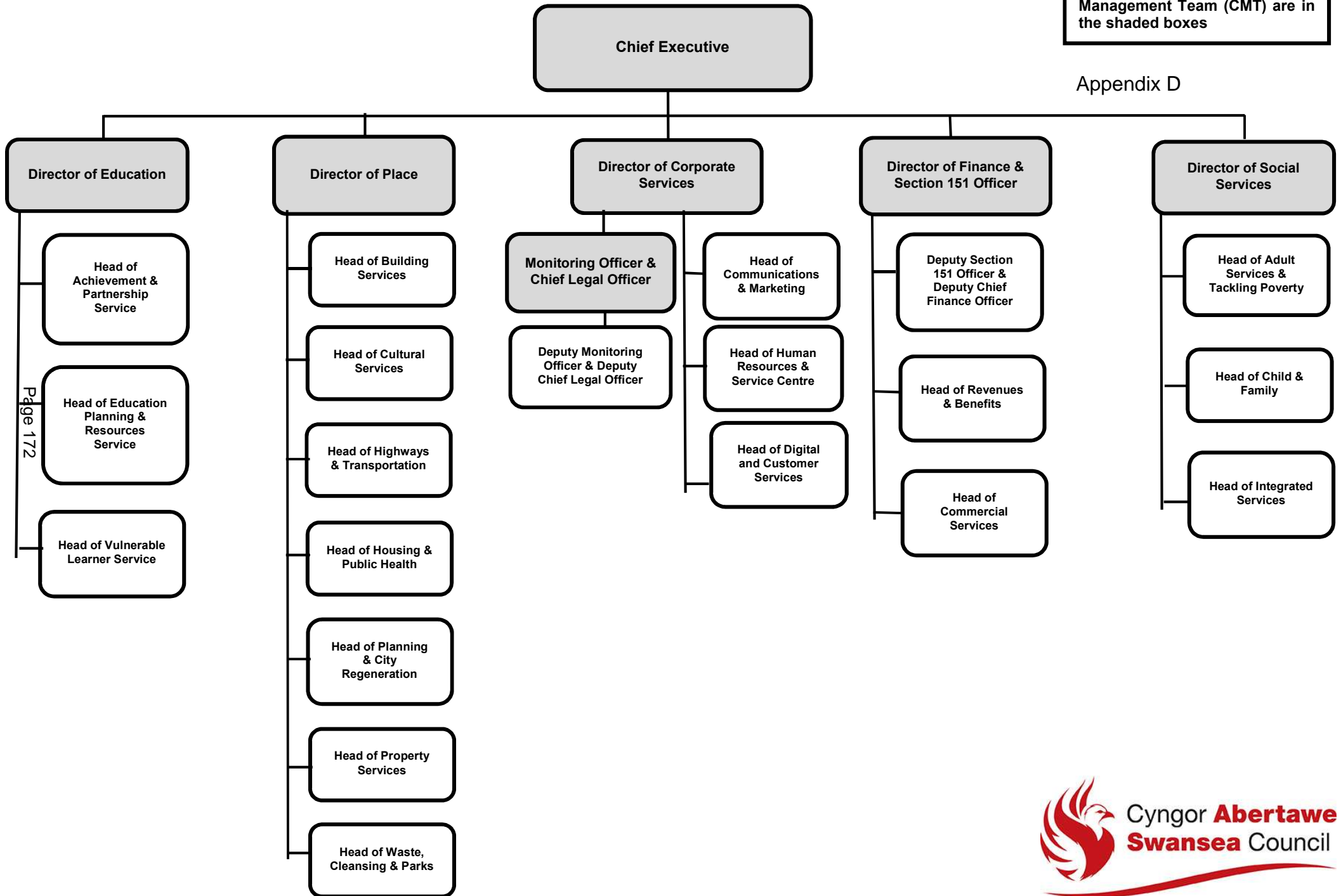
Appendix C



Senior Management Team – Proposed Structure – July 2022

Members of the Corporate Management Team (CMT) are in the shaded boxes

Appendix D



Integrated Impact Assessment Screening Form – Appendix E (i)

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

Which service area and directorate are you from?

Service Area: HR and Service Centre

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
- Other

(b) Please name and fully describe initiative here:

Proposals for Recruitment to Director of Corporate Services – covering Options 1 and 2 as per the report (Option 3 is subject to a separate screening)

Following the resignation of the Deputy Chief Executive and Director of Corporate Services in July 2022, there is now a vacancy for that post and an opportunity to consider the available options for replacement.

Option 1; Recruitment of a permanent Deputy Chief Executive and Director of Corporate Services on the existing salary range of £122,334 to £126,875

The existing role was established in November 2021 following a Senior Management Review and replaced the previous role of Deputy Chief Executive and Director of Resources. The previous role included responsibilities which are now managed by the Director of Finance.

In addition to Deputy Chief Executive duties, the Director of Corporate Services role has overall responsibility for Legal, Democratic Services and Business Intelligence, Communications and Marketing, Digital and Customer Services and the newly-formed HR and Service Centre.

Council could determine to proceed immediately to external advertisement of the role, in line with both the Council's Constitution and the legal requirements set out in the Local Authorities (Standing Orders) (Wales) Regulations 2006. This option does not propose any change to the duties of the post, nor any change to the remuneration level.

Option 2; Delete the post of Deputy Chief Executive and Director of Corporate Services and create a Director of Corporate Services on the same salary range as the wider Director grouping, £107,257 to £121,756

Integrated Impact Assessment Screening Form – Appendix E (i)

The November 2021 job description for the Deputy Chief Executive and Director of Corporate Services requires the post holder to ‘deputise for the Chief Executive.’ This option proposes the removal of this duty and the redesignation of the job title to Director of Corporate Services. Copies of the existing and proposed job descriptions are detailed in Appendix 1.

Moving to a distributed leadership model where all Directors are responsible for deputising for the Chief Executive in their appropriate field provides greater resilience and capacity building. Subject to consultation, the Director grouping could share this responsibility on a rotational basis as was the agreed arrangement prior to the creation of a Deputy Chief Executive role.

The breadth of services that this post holds has recently altered in that the Finance service is no longer a function sitting within its portfolio. A Director of Finance has subsequently been established and therefore removed from the service grouping that the Deputy Chief Executive and Director of Corporate Services is responsible for. It would be timely to consider whether a realignment of this post with the wider Director grouping is appropriate.

Fewer than half of all Welsh Councils have a Deputy or Assistant Chief Executive post with the majority choosing to distribute the responsibility to deputise for the Chief Executive amongst their Director groupings. Removing the Deputy Chief Executive designation would therefore not be out of line with other local authorities.

The role would need to be re-evaluated with an indicative grade at Director level and will result in a flattening of the Senior Management structure below the Chief Executive. The Council would not be required to submit a proposal to change the responsibilities or salary range of the post to the Independent Remuneration Panel for Wales (IRPW) as this is only now a requirement where Chief Executive remuneration is being altered.

This option would also be in line with the recommendation received from an external review of the management structure carried out with the assistance of the WLGA prior to the November 2021 management restructure.

Based on current salaries this is likely to achieve a saving of employee costs of approximately £20,000 per annum (including on-costs).

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	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Integrated Impact Assessment Screening Form – Appendix E (i)

Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**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**

N/A – recruitment process to an existing post

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 Will this initiative result in any changes needed to the external or internal website?

Yes 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?

Integrated Impact Assessment Screening Form – Appendix E (i)

(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.)

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)**

Should Options 1 or 2 be approved, there are no service delivery impacts identified as a result and therefore no mitigation is required. Recruiting to this post will enable the Council to have regard to its responsibilities under the WFG legislation by having sufficient leadership posts to work with members to make decisions for the benefit of our communities. No risks have been identified that would cause negative implications but the risk of not recruiting to the post would cause risk to the Council in not having sufficient resource capacity to deliver the Corporate Plan.

A full Integrated Impact Assessment (IIA) has not been undertaken on the proposals in this report based on the screening undertaken.

(NB: This summary paragraph should be used in the ‘**Integrated Assessment Implications**’ 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: Rachael Davies
Job title: Head of HR and Service Centre
Date: 28 June 2022
Approval by Head of Service:
Name:
Position:
Date:

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

Integrated Impact Assessment Screening Form – Appendix E (ii)

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

Which service area and directorate are you from?

Service Area: HR and Service Centre

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
- Other

(b) Please name and fully describe initiative here:

Proposals for Recruitment to Director of Corporate Services – covering Option 3

Option 3; Deletion of the Deputy Chief Executive and Director of Corporate Services role and a restructure of the Director grouping

This option would completely remove this role from the senior management structure and reduce the span of Director level reports to the Chief Executive to four.

Consideration would need to be given to the allocation of duties currently undertaken and how they could be distributed amongst the Director grouping. This may be achieved by a combination of;

- i) Allocation of duties and areas of responsibilities to other Directors
- ii) An increase in the number of service areas reporting directly to the Chief Executive

Whilst this option could achieve financial savings of approximately £165,000 per annum (including on costs) the non-financial disbenefits are significant and does not consider any possible impact from the senior pay and grading review approved by Council in November 2021.

Further work would be required to fully consider the implications of a smaller Director portfolio restructure and consultation with affected groups would be required. This could take some months to complete and would increase the delay in achieving a

Integrated Impact Assessment Screening Form – Appendix E (ii)

permanent, stable senior management structure focused on delivering organisational priorities for the benefit of our communities.

Embarking on a wider restructure does not remove the risk that the corporate Heads of Service will not have a reporting line during any design and consultation period, which will impact the Interim Chief Executive and/or the Directors. This is also likely to be the option with the longest lead time to resolve, thereby extending the period of uncertainty for CMT and the wider Leadership Team.

The delay and uncertainty caused by a wider Director restructure in addition to the increased capacity issues that deletion of the post would result in means that Option 3 is not the preferred option.

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	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

N/A – engagement and consultation would be required subsequent to the decision

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?

Integrated Impact Assessment Screening Form – Appendix E (ii)

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 Will this initiative result in any changes needed to the external or internal website?

Yes

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.)

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)

Should Option 3 be approved, there could be service delivery impacts identified as a result. Removing the post will reduce recruitment opportunity that could promote gender equality across the senior leadership team and improve the Council's gender pay gap.

Integrated Impact Assessment Screening Form – Appendix E (ii)

Should this option be approved, a further Integrated Impact Assessment (IIA) would need to be undertaken on the proposal due to the workforce impact of services being distributed across wider Directorates and potential impact on partnership working given the role profile of the post.

(NB: This summary paragraph should be used in the ‘**Integrated Assessment Implications**’ 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: Rachael Davies
Job title: Head of HR and Service Centre
Date: 28 June 2022
Approval by Head of Service:
Name:
Position:
Date:

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

Agenda Item 17.



Report of the Monitoring Officer

Council – 7 July 2022

Amendments to the Council Constitution - Governance & Audit Committee - Terms of Reference

Purpose:	To update Council on amendments made to the Terms of Reference of the Governance and Audit Committee following legislative changes
Report Author:	Tracey Meredith
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar
For Information	

1. Background

1.1 The Local Government and Elections (Wales) Act 2022 made amendments to the Local Government (Wales) Measure 2011 which is the legislation that governs the functions and procedures relating to Governance and Audit Committees in Wales.

2. Changes brought about by the legislation

2.1 Changes have already been made to the terms of reference of the Committee and these changes have previously been reported to Council.

2.2 The only remaining change relates to the composition of the Committee. Prior to 5 May 2022 membership of the Committee had to include at least one lay member. Since 5 May 2022 the legislation provides that one third of the members of the Committee are to be lay persons.

2.3 The Terms of Reference have therefore been updated to reflect that requirement and also to include reference to the Chair having to be a lay

person and that the vice chair cannot be a member of the Cabinet or an assistant to the Cabinet.

- 2.4 There were also 2 additional typographical errors which have been amended at paragraphs u) and v) of the terms of reference.

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 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 Form has been completed with the agreed outcome that a full IIA report is not required as this report is For Information report updating Council as to changes to terms of reference arising out of legislation.

4. Legal Implications

- 4.1 The Monitoring Officer has power under the Constitution (Article 15) to make changes to the Constitution where updates are required as a result of changes to legislation and/or the need to correct typographical

errors. This report is to advise Council of the changes being made by the Monitoring Officer.

5. Financial Implications

5.1 There are no financial implications associated with this report.

Background papers: None

Appendices:

Appendix A – Terms of Reference of the Governance and Audit Committee
Appendix B - IIA



City and County of Swansea

Council Constitution, Part 3.2 - Responsibility for Functions (Terms of Reference)

2 Committees

3 Governance & Audit Committee

Statement of Purpose

The Governance and Audit Committee is a key component of the City and County of Swansea's corporate governance. It provides an independent and high level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Governance and Audit Committee is to provide independent assurance of the adequacy of the risk management framework, the internal control environment and the performance assessment of the Council. It provides an independent review of the governance, performance assessment, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

Membership

The Local Government (Wales) Measure 2011 provides that ~~at least one member of the Committee must be a lay member. Two thirds of the members of the Committee are to be members of the council and one third must be lay members. Only one member of the Cabinet or Assistant to the Cabinet may sit on the Committee, and that person must not be the Leader. The Chair must be a lay member and the vice chair must not be a member of the Cabinet or an Assistant to the Cabinet.~~

Formatted: Strikethrough

Governance, Performance, Risk and Control

- a) To review the Council's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances.
- b) To review the Council's draft annual Self-Assessment Report, and make any appropriate recommendations for changes to the conclusions or actions the Council intends to make.
- c) To review the Council's draft response to the Panel Performance Assessment Report, and make any appropriate recommendations for changes.
- d) To review the Council's draft response to any Auditor General's recommendations arising from a special inspection in respect of the Council's performance requirements and to make any appropriate recommendations for changes.

~~28 June 2022~~ ~~20 June 2022~~ ~~17 June 2022~~

- e) To review and assess the authority's ability to handle complaints effectively and to make any associated reports and recommendations in relation to the authority's ability to handle complaints effectively.
- f) To review the Annual Governance Statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances.
- g) To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- h) To consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the council.
- i) To monitor the effective development and operation of risk management in the Council.
- j) To monitor progress in addressing risk related issues reported to the Committee.
- k) To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- l) To review the assessment of fraud risks and potential harm to the Council from fraud and corruption.
- m) To monitor the counter fraud strategy, actions and resources.
- n) To review any proposals in relation to the appointment of external providers of internal audit services and to make recommendations.
- o) To review the governance and assurance arrangements for significant partnerships or collaborations.

Internal Audit

- p) To approve the internal audit charter and resources.
- q) To approve the risk-based internal audit plan, containing internal audit's resource requirements, the approach to using other sources of assurances and any work required to place reliance upon those other sources.
- r) To approve significant interim changes to the risk based internal audit plan and resource requirements.
- s) To make appropriate enquiries of both management and the Chief Internal Auditor to determine if there are any inappropriate scope or resource limitations.

- t) To consider the Chief Internal Auditor's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements.
- u) To consider the Chief Internal Auditor's annual report, ~~including:~~
- v) To consider reports from the Chief Internal Auditor on Internal Audit's performance during the year including the performance of external providers of internal audit services. ~~These will include:~~
- w) To consider a report on the effectiveness of internal audit to support the Annual Governance Statement, where required to do so by the Accounts and Audit Regulations.
- x) To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Chief Internal Auditor. To approve and periodically review safeguards to limit such impairments.
- y) To consider summaries of specific internal audit reports as requested.
- z) To receive reports outlining the action taken where the Chief Internal Auditor has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions.
- aa) To consider reports dealing with the management and performance of the providers of internal audit services.
- bb) To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale.
- cc) To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
- dd) To contribute to the Quality Assurance and Improvement Programme and in particular the external quality assessment of internal audit that takes place at least once every five years.
- ee) To provide free and unfettered access to the Governance and Audit Committee Chair for the Chief Internal Auditor, including the opportunity for a private meeting with the Committee.

Formatted: Strikethrough

Formatted: Strikethrough

External Audit

- ff) To consider the external auditor's annual letter, relevant reports, and to those charged with governance.
- gg) To consider specific reports as agreed with the external auditor.

- hh) To comment on the scope and depth of external audit work and to ensure it gives value for money.
- ii) To commission work from external audit.
- jj) To advise and recommend on the effectiveness of relationships between external audit and other inspector agencies or relevant bodies

Financial Reporting

- kk) To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- ll) To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

Accountability Arrangements

- mm) To report to full Council on a regular basis on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.
- nn) To report to Council on an annual basis and to publish an annual report on the Committee's work, its performance in relation to the Terms of Reference, and its effectiveness in meeting its purpose.
- oo) To raise the profile of probity generally within the Council and to report on matters of concern to the individual Cabinet Member, relevant Scrutiny Committee, Cabinet or to Council as necessary and appropriate.
- pp) To work in synergy with the Scrutiny Committees of the Council and liaise with other Council Committees as and when appropriate to avoid duplication in work programmes.
- qq) To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the Appendix 1 adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions
- rr) To publish an annual report on the work of the committee.

Training and Development

- ss) To attend relevant training sessions including specialist training tailored for Members of the Governance and Audit Committee.

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: Legal

Directorate: LDBS

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
- Other

(b) Please name and fully describe initiative here:

This is a for information report for council to be aware of further changes made to the council constitution and in particular the terms of reference of the Governance and Audit Committee following legislative changes coming into force on 5 May 2022

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	No Impact
	+	-	+	-	+	-		
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	xx <input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>

Integrated Impact Assessment Screening Form

Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**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**

None is required as this report reflects legislative change

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 Will this initiative result in any changes needed to the external or internal website?

 Yes

 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?

Integrated Impact Assessment Screening Form

The change is a legislative requirement and will introduce more representation from the community into the committee which is positive for the council.

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)

Full IIA to be completed

x 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: Tracey Meredith
Job title: Chief Legal Officer
Date: 18/6/22
Approval by Head of Service:
Name:
Position:
Date:

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

Agenda Item 18.



Report of the Cabinet Member for Corporate Service & Performance

Council – 7 July 2022

Membership of Committees

Purpose:	Council approves the nominations/amendments to the Council Bodies.
Policy Framework:	None.
Consultation:	Political Groups.
Recommendation:	It is recommended that: 1) The amendments to the Council Bodies listed in paragraph 2 be approved and the changes made to Outside Body in paragraph 3 be noted.
Report Author:	Gareth Borsden
Legal Officer:	Tracey Meredith
Finance Officer:	N/A
Access to Services Officer:	N/A

1. Introduction

- 1.1 Meetings of Council regularly agree and amend the membership of the various Committees/Council Bodies as reflected in the lists submitted by the Political Groups.

2. Changes to Council Body Membership

- 2.1 The political groups have indicated that they have changes to the following Council Body:

Climate Change Corporate Delivery Committee

Remove Councillor Lesley V Walton

Add Councillor Oliver G James

3. Outside Bodies

- 3.1 The Leader has made the following amendment to the outside body below:

Swansea Bay City Region Joint Scrutiny Committee

Removed Councillor Phil Downing

Added Councillor Victoria Holland

4. Financial Implications

- 4.1 There are no financial implications associated with this report.

5. Legal Implications

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

Background Papers: None

Appendices: None

Agenda Item 19.



Council – 7 July 2022

Councillors' Questions

Part A – Supplementaries

1	<p>Councillors Peter Black, Lynda James & Mary Jones</p> <p>Will the Cabinet Member provide an update on the future deployment of the NEAT Teams.</p> <p>Response of the Cabinet Members for Community</p> <p>The pre-pandemic operations of the NEAT involved offering clients of social services work experience opportunities in partnership with the Council's Cleansing service area. Since pandemic enforced cessation of NEAT processes the Cleansing Service has undergone a significant restructure to ensure it accommodated new ways of working and deliver the additional resources provided by Cabinet. Resumption of NEAT is subject to further planning between Social Services and Cleansing to ensure work experience opportunities are still available however it is of note that the activities previously undertaken by NEAT have continued throughout by way of newly formed Project Teams that deliver an enhanced cleansing service and can receive such requests from Members.</p>
2	<p>Councillors Wendy Fitzgerald, Chris Holley & Lynda James</p> <p>Could the Cabinet Member update Council on the success of the purpose-built student accommodation in the city centre in terms of its current occupancy rate. Could he also inform Council if these new builds have led to the anticipated reduction in the number of family homes used as HMO's for students in the city centre</p> <p>Response of the Cabinet Member for Corporate Services & Performance</p> <p>The Council publishes on its website key facts and statistics relating to the socio-economic profile of the County. This data is regularly updated as appropriate – see https://www.swansea.gov.uk/keyfacts This highlights that Swansea University, University of Wales Trinity St. David and Gower College Swansea together support around 29,000 full-time students (2020-21). The source of these figures is the Higher and Further Education Statistics 2020-21, WG (published February 2022). This represents an increase in full time students from previously published data. The figures have been steadily increasing for a number of years with 27,000 recorded in 2019-20, 26,000 in 2018-19, 25,500 in 2017-18, 24,000 in 2016-17 and 23,500 in 2015-16.</p> <p>The latest LDP Annual Monitoring Report dated October 2021 [see Planning delivery and monitoring - Swansea] includes a measure of the proportion of HMOs within the LDP designated 'HMO Management Area', as a proportion of the overall residential properties. Overall, within the HMO Management Area, HMOs were identified as comprising 23.7% of all residential properties. In the previous year the figure was</p>

	<p>calculated as being 23.3% of all residential properties in the HMO Management Area. These results show the proportion of HMOs in the Management Area is relatively stable. The LDP Monitoring Report highlights that the Council's stated target in respect of HMO concentrations – i.e. to ensure the number of HMOs as a proportion of the total number of residential properties within the HMO Management Area does not significantly exceed the identified 25% threshold - has been achieved.</p> <p>Given that student populations are increasing, it is interesting that concentrations of HMOs are relatively stable in key locations. It is likely that this can be partly explained by the increasing provision of purpose built accommodation. Other reasons may be the incidences of students living within the family home whilst studying at university.</p> <p>The following provides the latest available record of the development status of purpose-built student accommodation proposals across Swansea. It should be noted that there is no obligation for private developers of these schemes to provide the Council with any data as to their latest occupation rates of rooms, and as such the Council does not retain a database of such statistics.</p> <ul style="list-style-type: none"> • Coppergate, 17-18 The Kingsway 307 bedspaces - completed • Former Oldway Centre, Orchard Street 556 bedspaces - completed • Mariner Street 780 bedspaces – completed • Land north of Jockey St Swansea - planning permission (2020/0097/FUL) for a 328 bed high rise purpose built student accommodation approved. Construction on site not yet started. • Ty Nant 180 High Street - 2021/1415/FUL 370 Bedspaces – construction has commenced • Plot A1 Kings Road Swansea SA1 8PH - 2018/1023/FUL 645 Bedspaces – construction has commenced and due for completion Sept 2022 • Land At Former Unigate Dairy Site Morfa Road Hafod - 2016/1573 Up to 706 Bedspaces – construction has commenced and due for completion Sept 2022 • Sun Alliance House 166 - 167 St Helens Road Sandfields - 2016/1523 78 Studio Apartments – construction has commenced • Former Cape Horner Public House Miers Street St Thomas - 2017/1429/FUL 72 Bedspaces – construction has commenced • Site J Trawler Road Maritime Quarter 287 bedrooms - 2021/2474/S73 2016/1333 – Construction on site not yet started • Land At New Cut Road/Morfa Road Swansea - 2018/2290/S73 / 2007/2829 245 Bedspaces – completed • 83 King Edward's Rd former Cricketer's pub - 2017/1819/FUL 15 units – completed • 2021/0867/FUL – The Strand – 312 Bedspaces – planning permission approved. Construction on site not yet started.
3	<p>Councillors Peter May, Allan Jeffery, Sandra Joy & Stuart Rice</p> <p>A growing number of councils are facilitating charging points for electric cars on lampposts which are paid for by contactless card. As an example the London Borough of Hammersmith and Fulham has continued to develop its network of lamppost column charging points, numbering over 650 in 2021, with a further 1,000 planned for delivery this year.</p>

How many lamppost column charging points are there in Swansea and what are the council's proposals for developing the lamppost charging network.

Response of the Cabinet Member for Service Transformation

We currently have no lamppost charging points in Swansea. The Council considers the role of EVs as an important part of the decarbonisation agenda and we are committed to ensuring equality of access, along with promoting the use of low-carbon transport, including public transport, walk and cycle. The Council is currently considering the best ways to enable and encourage the provision of EV charging facilities, including for those without private, dedicated off-road parking. To assist us, we have employed specialist consultants to advise on the types of facility available and how these can best be deployed. We anticipate this feeding into the climate change CDC work programme so a policy can be created.

We plan to issue any draft policies for consultation. In the meantime, we are working with existing suppliers to install charging facilities in Council car parks and are applying for grants to extend such facilities to increase coverage. In parallel, privately installed chargers are being provided by employers, retailers and fuel stations and these can be located using various apps available.

4 Councillors Will Thomas & Francesca O'Brien

The council has applied to reclassify a large area of land near Bracelet Bay. Whilst we have been told that this is correcting an inaccuracy many people in the area are worried (Please answer the questions below separately).

- a) Could we please have details of how and why this is happening.
- b) Could the leader confirm if there is motivation from the cabinet to develop this site.
- c) Are there any safeguards the council can offer people who are worried about this location being developed.

Response of the Leader

- a) This is happening as whilst this area of land has been a registered common since the 1960's there are a number of commercial & recreational uses which have been established on the site for decades. Therefore it is clear that the initial registration was made in error and we are therefore looking to remove the commons status via an application to the Common Registration Authority. The Authority has made the application to correct the register as it is the landowner. The application is likely be passed to Welsh Government for determination. More recently the closure of the Coastguards Station has identified that in order for that building to be sold and not fall into dereliction that this error needs to be remedied.
- b) There is no such motivation, whilst there is reference to closure and sale of the Coastguard station any further development of this site will be controlled through the protection offered by the council retaining the freehold interest.
- c) Beyond the leasehold interests granted and the restrictions currently contained in those documents if there were any aspirations any such proposals would have to go through a rigorous planning process.

5	<p>Councillors Kevin Griffiths, Wendy Fitzgerald & Mark Tribe</p> <p>Can the Cabinet Member update Council on the current position regarding funding for parks that was agreed prior to the election and what is currently being proposed for the playing surface in Pontarddulais.</p> <p>Response of the Cabinet Member for Investment, Regeneration & Tourism</p> <p>The funding that was agreed prior to the election to upgrade playgrounds from Red and Amber on the Red/Amber/Green list is progressing. There are currently 8 playgrounds that are either being advertised on Sell2Wales or just finished and are being evaluated by the team. The full programme will take 2 years to complete. With regards to the 2G surface at Pontarddulais, we expect to have Sustainable Urban Drainage approval this week, we will then go through the tender and contract award process with an envisaged site start late August.</p>
6	<p>Councillors Angela O'Connor, Will Thomas & Francesca O'Brien</p> <p>With climate change high on the agenda the Seawall in Mumbles is potentially a great project if dealt with correctly. Please can you give an update when this is due to start. Is there any further consultation needed.</p> <p>Response of the Cabinet Member for Environment & Infrastructure</p> <p>Detailed consultation has taken place throughout the development of the project. It is not proposed that further consultation will take place. However, it is acknowledged that a number of proposals were identified during the public engagement exercise that whilst not directly linked to the coastal protection project, may warrant further engagement to support the future ambitions of the community. The scheme design has been completed and planning consent awarded. The authority is currently out to tender for the works which are currently programmed to commence after the summer.</p>
7	<p>Councillors Lyndon Jones & Francesca O'Brien</p> <p>In answer to a previous question about your policy of wood recycling, which used to be allowed at the Clyne, Gorseinon and Llansamlet Recycling Centres, but is now only allowed at Llansamlet, the former Cabinet Member said that there may be a review of this policy.</p> <p>Has this review taken place or is it planned.</p> <p>Response of the Cabinet Members for Community</p> <p>The operation of our Recycling Centres is under constant review, and it is still considered that our current approach to collecting recyclable materials at each HWRC continues to offer the best mix of service for the public. Since the HWRC changes in 2016, while the HWRC sites get occasional complaints that they don't accept wood, they receive far less complaints about residents not being able to offload material due to skips being full or material not being accepted at the site. The removal of the wood skips has allowed space at the sites to either: provide standby skips to be used when a main skip fills; or for the site to provide additional containers to collect a wider range of recyclable items. While all wood waste is now brought to Llansamlet, the other HWRC improvements has reduced the chance of residents being diverted to another site to dispose of other materials.</p>

	<p>One of the original key reasons for diverting all wood to Llansamlet was the intention of the regulator, Natural Resources Wales (NRW) to impose a requirement to separate out hazardous waste wood. The regulators (NRW) have now provided an updated, but interim, position that gives a current definition for hazardous wood with instructions that this material needs to be separately collected and disposed. The interim position runs to 2024 and is subject to annual reviews. Until NRW's review process is concluded it remains possible that the Council would need to reverse any changes to the current arrangement for wood waste.</p>
8	<p>Councillors Peter Black, Jeff Jones & Chris Holley</p> <p>What discussions have taken place with Swansea's Universities regarding a proposed Aquarium for the City.</p> <p>Response of the Cabinet Member for Investment, Regeneration & Tourism</p> <p>A number of meetings have been held with the potential Aquarium Company and Swansea University have attended a meeting to discuss the proposal. They were supportive of the proposal and are keen to have a continued involvement in the detailed discussions moving forward.</p>
9	<p>Councillors Peter Black, Michael Locke & Graham Thomas</p> <p>What plans do the council have to install EV charging points in sheltered housing complexes.</p> <p>Response of the Cabinet Member for Service Transformation</p> <p>There are no current plans to install EV charging points in sheltered housing complexes (now rebranded as Independent Living Schemes). Only tenants with their own driveways can qualify for an EV charging point. Tenants who do not have their own driveway are directed to communal points provided at Council portals or at other locations such as fuel garages/supermarkets etc.</p> <p>The Housing Service is however fully engaged with the overall strategic approach to EV charging development in Swansea and is open to having Independent Living schemes being the focus of corporate bids to WG for charging points that could act as a resource for the wider community.</p>
	<p>Part B – No Supplementaries</p>
10	<p>Councillors Sam Bennett, Lynda James & James McGettrick</p> <p>Is there a mechanism by which residents/businesses are able to comment on any planned road closures that may affect them before the weekly Roadwatch is published.</p> <p>Response of the Cabinet Member for Environment & Infrastructure</p>

	<p>Standard road closures for statutory works are covered by statute and not subject to consultation, however the councils Street Works team oversee the process and ensure the legal obligations are met and that the rights of all users are balanced with the rights of those undertaking the works. Road watch is the mechanism used to inform stake holders, any issues raised are dealt with to minimise inconvenience.</p> <p>In exceptional circumstances consultation may be undertaken for works involving complex and long terms closures. These works will be monitored any adjustments made to accommodate all interested parties as is reasonably practicable.</p>
11	<p>Councillors Lynda James, Mary Jones & Susan Jones</p> <p>Is Swansea Council going to continue to uphold everyone's right to single-sex spaces in council policies, in order to support women's rights and child safeguarding. Is the council going to continue to provide separate public toilet facilities.</p> <p>Response of the Cabinet Members for Community</p> <p>We provide single-sex spaces as appropriate as permitted in the Equality Act 2010 and we are of course committed to upholding and promoting rights for all and ensuring all council services meet the needs of our residents. Although the Council's Public Toilet Provision Strategy is under constant review, any change or addition in toilet provision would be subject to the Council's Integrated Impact Assessment process.</p>
12	<p>Councillors Susan Jones, Peter Black & Kevin Griffiths</p> <p>There is a lot of confusion around Mobility Scooters in Residential Homes. Can the Cabinet Member update Council on the current policy.</p> <p>Response of the Cabinet Member for Service Transformation and Cabinet Members for Community</p> <p>The mobility scooter guidance for Independent Living Services (previously Sheltered accommodation) was drafted in September 2011 and is currently being reviewed. There is not a one-size-fits-all approach as each of the 31 schemes has different physical characteristics and there are a variety of factors to take into account including things like fire safety. If a tenant has been assessed as requiring a scooter as a mobility aid they would be permitted to use their scooter within the scheme. For other tenants, consideration would be given to individual requests. Communal storage and charging facilities are also provided in one scheme. In the internal Care Homes, we do have the environment to support if appropriate to the service individual. An assessment for risk would be undertaken considering capacity and safety of the service, individual, other service users and staff, storage and charging etc.</p>
13	<p>Councillors Sam Bennett, Cheryl Philpott & Nicola Furlong</p> <p>Is the Council able to give any information regarding the future of parks in SA1.</p> <p>Response of the Cabinet Member for Investment, Regeneration & Tourism</p> <p>The SA1 Masterplan includes three areas of public open space around Prince of Wales Dock. These areas have recently been transferred from Welsh Government to</p>

	<p>the Council, who will be responsible for their design. This work is currently being undertaken by the Council's Landscape Architects who will also be responsible for tendering and delivery.</p> <p>The largest of these sites on the north side of the dock is flanked by two residential plots (D5b and D9b) for which two reserved matters planning applications were submitted in May 2022. The role of the Landscape Architects is to create a strong sense of place that integrates the design of the park with the proposals for these adjacent plots, the waterfront setting of the Prince of Wales Dock and the wider SA1 area.</p> <p>Delivery of all 3 park areas is expected during 2022/23.</p>
14	<p>Councillors Peter Black, Jeff Jones & Matthew Bailey</p> <p>What KPI's apply to the council's parking enforcement officers.</p> <p>Response of the Cabinet Member for Environment & Infrastructure</p> <p>The only KPI relating to Council Civil Enforcement Officers is the percentage of Penalty Charge Notices overturned due to Officer Error. In financial year 21/22 this figure was 0.51%.</p>
15	<p>Councillors Peter May, Allan Jeffery, Sandra Joy & Stuart Rice</p> <p>On the 12th of May, Vaughan Gething MS (Minister for the Economy) announced that agreement had been reached between the UK and Welsh Government on a policy for Freeports in Wales. The policy outlined that the UK and Welsh Governments would consider the creation of at least one Freeport in Wales with a minimum non-repayable investment of £26m to the area involved.</p> <p>The UK Government will provide tax incentives for Freeports in Wales in parity with Freeports in other parts of the United Kingdom. The Welsh Government will design tax reliefs from local and devolved taxes (Non-Domestic Rates and Land Transaction Tax) to support the policy aims.</p> <p>These tax incentives will be designed to encourage investment, innovation, and business growth for the Freeport.</p> <p>The UK Government has announced that a Freeport will lead to the creation of thousands of well-paid skilled jobs in an area.</p> <p>Given the support available from the UK and Welsh Government, the opportunity of record levels of investment and well-paid skilled jobs for our area; What preparations has the Council made with regional partners for a potential future application to be a Freeport.</p> <p>Written Statement: Update on Freeports policy in Wales (12 May 2022) GOV.WALES</p>



[Written Statement: Update on Freeports policy in Wales](#)

I am pleased to announce that Welsh Government has reached agreement with the UK Government on the establishment of a Freeports policy in Wales.
gov.wales

[Freeports: What will they bring to Wales? - BBC News](#)



[Freeports: What will they bring to Wales? - BBC News](#)

Freeport status allows firms to import goods and then export them outside normal tax and customs rules.
www.bbc.co.uk

Response of the Leader

Whilst Welsh Government have announced the agreement with UK government as to the freeport intentions in Wales the guidance has not yet been issued nor any process for making such application.

However, we have recently been advised that both governments are now working together to develop a prospectus and have arranged a webinar on the 1st July with its primary purpose for initial stakeholder engagement, ahead of the development and publication of the prospectus. This will provide opportunity for stakeholders to highlight the benefits and potential challenges in establishing a Freeport Programme in Wales.

As such whilst initial discussion have taken place with regional partners and with Associated British Ports and detailed discussion and preparation can only be progress once the process is formally launched

However, it has previously been suggested that a single freeport in Wales is not an acceptable solution. Wales requires and deserves more than one Freeport and their locations and size will need to be carefully considered to avoid economic damage to those areas outside of the Freeport zones

16 Councillors Peter May, Allan Jeffery, Sandra Joy & Stuart Rice

This season sees an unwelcome absence of first class cricket in Swansea. St Helens ground in the Uplands ward has a rich history, notably on 31st August 1968 when Sir Garfield Sobers became the first batsman ever to hit six sixes in a single over of six consecutive balls in first-class cricket there.
What is the council doing to secure the reinstatement of first class cricket in Swansea for next season.

Response of the Cabinet Member for Investment, Regeneration & Tourism

In order for St Helens to host first class cricket, it is required to meet the new England and Wales Cricket Board (ECB) regulations. Surveys undertaken in 2018 and 2019, including for the specific requirements for the playing surface, supporting facilities and infrastructure, revealed the need for widespread improvements to satisfy even the minimum standards, including for toilet provision; disabled access/ facilities/ viewing platforms; diverse food and beverage offer; family facilities; multi-faith quiet space; Umpire and staff changing/ welfare/ dining facilities; medical facilities; control room and cctv/ security provisions.

A number of recommendations were also put forward in order to retain first class cricket, including the need for us to:

- Dig up and re-lay 3 pitches on the square to improve/ maintain adequate standards;
- Address the boundary heights at the Mumbles Road East End, as it does not meet the minimum size to host white ball matches. The effect is that Glamorgan CC have not played 'one day' (white ball) matches for a number of years as 35 sixes were struck in the last 50 over match, with many landing outside the ground, presenting some near misses for the adjacent highways.

In view of the scale of improvements needed, the stakeholders have had to weigh up the cost of delivering these against the benefits to be gained, given 'first class cricket' only takes place for around 4 or 5 days a year. Alternatives have been explored include prioritising some criteria over others, with gaps addressed by temporary infrastructure, but these also proved not to be cost effective. As a result of consideration of all the factors, dwindling spectator numbers and sales, Glamorgan CCC regrettably decided not to include St Helen's in its 2022 schedule. Whilst disappointing, all parties understood this decision as being site related only. We understand Glamorgan CCC intends to secure a centre of cricket excellence in West Wales, which meets all the above requirements in a sustainable way and we are actively engaged in discussions, along with Swansea University, to explore this, and other stakeholder/ clubs' requirements in the area as part of our commitment to world class sports facilities and a wider masterplan for Swansea Bay. Whilst this means there is no return planned for the immediate future, we are not ruling out a return of first class cricket to Swansea in future.

Agenda Item 20.



Council – 7 July 2022

Notice of Motion – Rwanda Deportation Policy

Notice of Motion from Councillors Rob Stewart, David Hopkins, Andrea Lewis, Louise Gibbard, Alyson Pugh, Robert Smith, Hayley Gwilliam, Elliott King, Robert Francis-Davies, Andrew Stevens, Cyril Anderson, Chris Holley.

This Council deplores the immoral and unethical policy of the Tory U.K. Government of deporting men, women and children, who may be fleeing conflict or persecution, to Rwanda

Similar policies have previously been found to be unworkable and ineffective when employed by Governments in Israel and Denmark

The U.K. must honour its obligations under international law and support refugees and those seeking asylum.

In addition to the immorality of deporting refugees and asylum seekers, the decision to choose Rwanda, which is a country with a poor record on human rights, and which retains draconian policies on female rights and a women's right to choose, and gay rights, we find it completely unacceptable and deplorable. This is not a country where many of the modern and progressive laws of the U.K. or EU apply and will leave many individuals at significant risk.

The suggestion made by senior U.K. Government Ministers that the U.K. could withdraw from the European Court of Human Rights (ECHR), which was set up after the atrocities of the Second World War, is a further worrying example of this Government's disregard for the rules of international law and looks like an attempt to undermine the principles of freedom, liberty, and equality.

Therefore, we call on the U.K. Government to

- Immediately stop this immoral and unethical policy and instead explore effective ways of preventing people trafficking.
- Engage with European partners and international crime prevention organisations to work together to break the people trafficking and exploitation networks.
- To work with Local Authorities and communities, including people with lived experience to build a fairer and more effective asylum system.

- Invest in immigration services and properly fund the immigration system.
- Restate the U.K. commitment to remain a member of the ECHR.
- Request the Leader (and supporting Group Leaders) write to the Prime Minister and Home Secretary to outline our opposition to this policy, and to call for its immediate discontinuation.